

SOUNDING BOARD

THE OFFICIAL NEWSPAPER OF THE VANCOUVER BOARD OF TRADE AND ITS MEMBERS

“This budget has returned B.C. to a balanced budget environment against a backdrop of few choices and increasing pressure to spend.” CEO Iain Black, pg. 2

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Premier delivers balanced budget recap to Board of Trade

BY JEFF CLOWERS

A day after unveiling a fiscal plan that will raise taxes on corporations and high-income earners, while selling off government assets to balance the budget, B.C. Premier **Christy Clark** spoke to a crowded gathering of **Vancouver Board of Trade** members and explained her vision of the budget in the new year.

Returning to a balanced budget after several years of deficits, Clark said her government is avoiding making expensive campaign promises, instead hoping that voters will appreciate having the books balanced rather than resorting to a “goodie-bag budget.”

“I think people see political promises for what they are,” said Clark. “I think when politicians wander around [and] are promising something here and something there, people see through it.”

The budget left little room for any new additions and instead

saw an increased focus on family and children, including a childhood tax credit, an education savings grant for children seven and under, as well as a new strategy for “early years” childhood development.

“Our kids’ future will be brighter, but it all depends on what we do this year in this province,” Clark said.

To pay for these new programs, Clark will implement a temporary two-year increase in tax rates for those earning more than \$150,000, as well as a one-per-cent increase in the corporate tax rate, asking those who earn a little more to give a little more — at least temporarily.

“There are only 60,000 British Columbians who pay taxes on income of \$150,000 or more, and I’m one of them. [But], 97 percent of British Columbians earn under \$122-thousand and will continue to pay the lowest rates in Canada,” Clark said.

“If you earn over \$150,000 a year and are affected by this modest tax increase — welcome



Premier Christy Clark speaks to a full room of Vancouver Board of Trade members on Feb. 20 at the Vancouver Convention Centre. The speech was Clark’s first official address following the release of B.C. Budget 2013-2014. Photo by Kim Stallknecht (www.stallknecht.com)

to the three per cent.”

Clark also reminded the audience that this augmented rate is expected to be undone in two years, and that despite the increase, taxes in B.C. are still 33 per cent lower than they were in 2001 when the Liberals took control from the NDP — despite

an economic downturn.

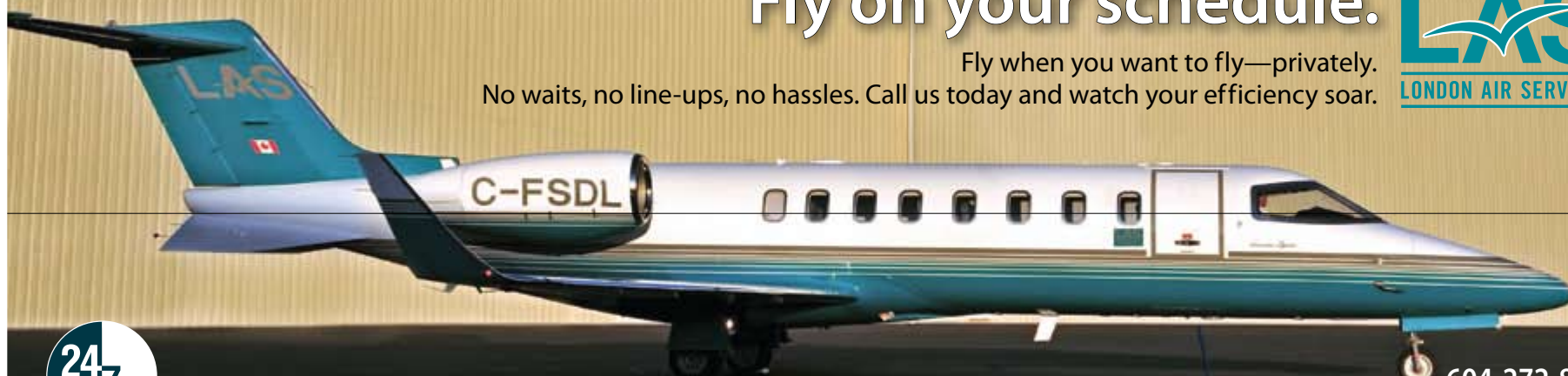
That resiliency was touched on as the premier took the opportunity to compare our province’s economic recovery to those of our neighbours south of the border, impressed by the

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Vancouver Board of Trade gives B.C. Budget 2013-2014 a B+ grade

The Vancouver Board of Trade, representing thousands of business members in the Lower Mainland, has assigned an overall grade of "B+" to the 2013 provincial budget, based on the criteria of debt reduction, spending restraint, tax competitiveness, and the government's overall economic vision.

"This budget has returned B.C. to a balanced budget en-

vironment against a backdrop of few choices and increasing pressure to spend," said **Iain Black**, President and CEO of The Vancouver Board of Trade.

"Our Members have similarly difficult choices to make in economically challenging times, and we are in agreement with the prudent assumptions, and lack of election-year-type spending promises."

"The resulting impact on tax competitiveness remains a key focus item for our Members," added **Lori Mathison**, Managing Partner of **Fraser Milner Casgrain LLP**, and Chair of The Vancouver Board of Trade's Government Budget and Finance Committee.

"Mitigating the return to PST, in terms of both the financial and administrative costs

to small business and other employers, and interprovincial competitiveness will be monitored very closely in the coming months."

REPORT CARD RESULTS

Debt Reduction: B+

The Vancouver Board of Trade was urging the government to maintain an 18.3% debt-to-GDP ratio in 2014-15, and is pleased to see that this has been not only achieved, but also additionally decreased to 18.1% in 2015-16.

Spending Restraint: A-

For an election year budget, there is remarkable constraint on spending, and we acknowledge the discipline required to identify \$1.1 B in savings in various ministries and Crown agencies.

Tax Competitiveness: B-

Achieving a balanced budget in the current environment cannot happen without increasing revenues. While concerned about the long-term impact on investment and job creation, we acknowledge that the small business tax remains unchanged and that the overall corporate tax rate has British Columbia in a competitive position when compared to other jurisdictions. The Vancouver Board of Trade



B.C. Budget Report Card 2013-2014

remains concerned about the overall impact of the return of the PST on investment and job creation in British Columbia.

Economic Vision: B+

This budget, in combination with the Throne Speech, reveals government's priorities of balancing the budget using prudent and credible assumptions, spending constraint, and targeted economic development in natural resources and the Asian marketplace. The Vancouver Board of Trade generally agrees with those principles and priorities.

For more on The Vancouver Board of Trade's annual Provincial Budget Report Card visit www.boardoftrade.com.

EVENTS CALENDAR UPDATE

See our full events calendar at boardoftrade.com

WEDNESDAY, MARCH 6, 2013

Members' Reception at The Butcher and Bullock

5 - 7 p.m.

Host and Sponsor:
The Butcher and Bullock

FRIDAY, MARCH 8, 2013

Wheels Up: A Tribute Retirement Luncheon Honouring Larry Berg

11:15 - 2 p.m.

Vancouver Convention Centre, East

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MONDAY, MARCH 11, 2013

BC-India Networking Reception

5 - 7 p.m.

Pan Pacific Vancouver Hotel

— Lobby Atrium

What speaker, topic or issue do you want explored?

We'll look into it.

E-mail:

sallen@boardoftrade.com

TUESDAY, MARCH 12, 2013

BC-India Global Business Forum

7:30 a.m. - 3:30 p.m.

Vancouver Convention Centre, East

The Honourable Christy Clark,
Premier, The Province of British Columbia

Gold Sponsors: Simon Fraser

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India Foundation, Canada-India

Business Council, The Vancouver

Board of Trade, Surrey Board of

Trade

TUESDAY, MARCH 12, 2013

Company of Young Professionals Development Night

5:30 - 8:30 p.m.

Vancouver Aquarium

WEDNESDAY, MARCH 13, 2013

Economy and Environment: Why protecting Canada's environment makes business sense

12:15 - 2 p.m.

The Sutton Place Hotel

The Honourable Peter Kent,
Minister of Environment

THURSDAY, MARCH 14, 2013

Leaders of Tomorrow Accounting Speaker Series

5:30 - 7:30 p.m.

UBC Robson Square

Sponsored by:

CA, CMA, cpaone.ca

WEDNESDAY, MARCH 20, 2013

Networking Breakfast Series: Orientation and Roundtable

7 - 9 a.m.

Renaissance Vancouver
Harbourside Hotel

MONDAY, MARCH 25, 2013

WLC Reception and discussion with Author and Human rights activist Sally Armstrong

5:30 - 9 p.m.

Reception: Beyond Restaurant

Program: St. Andrew's-Wesley
Church, 1012 Nelson St.

THURSDAY, APRIL 4, 2013

Staying Ahead in the Knowledge Economy: SFU and the Opportunity Agenda for B.C.

11:45 a.m. - 2 p.m.

The Sutton Place Hotel

THURSDAY, APRIL 4, 2013

Members' Reception at Forage Restaurant

5 - 7 p.m.

Forage Restaurant

THURSDAY, APRIL 11, 2013

ABORIGINAL OPPORTUNITIES FORUM 2013

7:15 a.m. - 3 p.m.

Pan Pacific Vancouver

David Negrin, President,
Aquilini Development and
Construction Inc.

Register now at boardoftrade.com/events

FROM PAGE 1

results.

"Look down south at California; they have recovered less than half of the jobs they lost during the recession. In the United States, they have recovered just over 50 per cent. Here in British Columbia, we have recovered over 152 per cent of the jobs that were lost in our recession," said Clark. "We are more than making up here in British Columbia, and that's because we're forging new partnerships [including] across the Asia-Pacific."

There was also little hesitation by Clark to take some not-so-subtle jabs at her opponents in this year's coming election, claiming that the New Democrats would ruin the province's economy.

"We are at a crossroads here in British Columbia," said Clark. "[We can move forward or] we can slide backward into bigger

government, to more taxes, into debt that will drown our children for a decade."

"I believe in responsible resource development. I believe in a thriving private sector. I believe in freeing up small business from the regulatory burden that makes it impossible to grow. I believe in labor laws flexible enough to reflect the modern day economy and I believe that when government gets out of the way, the private sector will be able to do what it does best and that's create economic growth and put people to work.

"And I believe in balancing our budget - not five years from now - I believe in balancing our budget this year, because I know that's what our children deserve."

For a full gallery of photos from this event, visit The Vancouver Board of Trade's official Facebook page at facebook.com/VancouverBoardofTrade.

Our future depends on being more competitive

BY IAIN BLACK

A great deal is said and written these days about the global economy and Canada's role in it.

Concerns about Canada's competitiveness have been expressed in many quarters and to address that issue requires an ambitious, aggressive and innovative private sector. Strategic thinking and smart public policies are also needed to address long-standing structural impediments that hinder businesses at a time when they need much greater flexibility to compete.

Led by the **Canadian Chamber of Commerce**, chambers of commerce and boards of trade from coast to coast have a role to play in identifying and restoring Canada's competitiveness.

Consequently, the **B.C. Chamber of Commerce**, supported by **The Vancouver Board of Trade**, has announced a major advocacy initiative focused on harnessing the power of business and public policy to address the key barriers to Canada's competitiveness and our national prosperity.

Powerful forces are transforming the global economic landscape and challenging Canada's prospects in the world. The weight of global economic activity has dramatically shifted from developed to developing countries. Emerging economies like China and India are sparking a wave of innovation with their critical mass of researchers, scientists and engineers.

These countries recognize that research and innovation are the keys to success in the increasingly competitive global economy. An unfavourable assessment of the quality of Canada's research institutions and innovation performance by the World Economic Forum led to Canada slipping two notches to 14th place in the forum's 2012 annual report on global competitiveness, continuing a downward trend that has seen Canada drop five places in the rankings since 2009.

Canada risks being swept aside. Improving Canada's competitiveness requires an ambitious, aggressive and innovative private sector. Strategic thinking and smart public policies are needed to address long-standing structural impediments that hinder businesses at a time when they need the utmost in flexibility to compete.

Over the past year, the chamber network — comprising local chambers of commerce, boards of trade, large corporations and small businesses right across Canada — has worked to identify the key barriers hindering our ability to compete.

Those consultations have identified 10 critical policy and regulatory barriers that will be the focus of our advocacy and outreach activities. Effectively addressing these issues will sharpen our competitive



Iain Black, President and CEO,
The Vancouver Board of Trade

edge and allow us to prosper in the global economy.

The network of chambers of commerce, led by the Canadian chamber itself, includes over 130 chambers and boards of trade here in B.C., and is uniquely positioned to lead this effort. We have long served as a key resource to solving the issues — by connecting businesses, workers, educators and governments.

That is an approach we will continue to pursue in a collaborative effort to establish practical solutions toward a common goal: strengthening Canada's competitiveness in a knowledge-based global economy so that our future prosperity and standard of living can be assured. As the voice of business in our community, it is important to continue the dialogue at all levels to reverse the trend.

Addressing the top 10 barriers to competitiveness will go a long way toward restoring Canada's competitiveness. In addition to ourselves and our members, we are calling on governments, on labour organizations, on educators and others to tackle and overcome these barriers, as tolerating them is simply not an option. Effectively addressing these 10 barriers will sharpen Canada's competitive edge and allow us to prosper in the global economy.

The need for action is urgent. The standard of living of every Canadian depends on how well we respond to the challenge.

We must identify and implement real, tangible solutions for breaking down the barriers to our competitiveness and for creating more opportunities and greater prosperity for Canadian businesses and families.

Iain Black is President and CEO of The Vancouver Board of Trade. This article was originally published as an op-ed in The Vancouver Sun.

The Top 10 Barriers to Competitiveness

Skills shortages

Governments and businesses across regions and sectors will need to work cooperatively and aggressively to address this ubiquitous issue, particularly in four key areas: upskilling, immigration policies, education-employment alignment and Aboriginal education and workforce development.

grams affecting private research, academic research and commercialization. A clear approach that leads to action is urgently needed. Poor innovation leaves Canadian business vulnerable to competitors and to changing economic conditions.

Deficient strategies for trade success in new markets

Canada's competitiveness is constrained by a focus on slow-growing, traditional markets. Canada must reduce its dependency upon its usual trading partners and expand its access to new markets in Asia, Africa and South America. Legal access to these markets is but the first step. Canada needs to construct trade strategies that will turn access into success.

Internal barriers to trade

Canada is still far from being a barrier-free internal market. Internal trade barriers cost Canada's economy more than \$14 billion each year. Canadian business still has to petition governments for the "right" to sell goods and services in Canada. Canadian business needs a new agreement that will deliver a single, unimpeded marketplace for internal trade, labour mobility and investment.

Uncompetitive travel and tourism strategies

Through a combination of high transportation costs and steadily reduced marketing efforts, Canada has slipped from seventh place among the world's tourism destinations to 18th place in just a decade. A huge industry, critical in every region, is struggling with its competitiveness and needs public policies that are forward looking and supportive.

Lack of access to capital

A critical element of business competitiveness in any industry is access to capital—be it through venture capital or through foreign direct investment. Canada must support a sustainable private-sector led venture capital market and increase its appeal to foreign investors.

The Top 10 Barriers to Competitiveness is an annual list compiled and released by the Canadian Chamber of Commerce. For more information on this year's list, which was launched Feb. 12, visit www.chamber.ca.

Barriers to world markets for Canadian energy products

The overseas market will be of critical economic importance to Canada in the 21st century. Federal and provincial governments must act now to support the development of the infrastructure and relationships needed to realize the full potential of Canada's energy endowment, or risk missing out on a historic opportunity.

Inadequate workforce productivity

Improved trends in business investment in productivity-enhancing technologies and equipment are encouraging but still leave Canada underperforming relative to its competitors. To improve its productivity, Canada must leverage advanced technologies and efficient infrastructure, support efforts to raise literacy and numeracy levels among workers and ensure its EI program is not a disincentive to work.

Inadequate public infrastructure planning

Government commitments to infrastructure have been intermittent and the criteria changeable, making private sector investment difficult and expensive. Mobilizing private investment to finance public goals is essential for infrastructure development.

Tax complexity and structure

Canada's tax system over-relies on income and profit taxes, the most economically-damaging forms of taxation. Canada's tax system is also overly complex and, as a result, imposes unnecessary and significant compliance and administration costs on businesses and consumers. Canada must create a simple, fair and growth-oriented tax system.

Poor innovation performance

Canada lacks a definitive innovation strategy that brings coherence to the many government policies and pro-

SOUNDING BOARD

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As the official publication of The Vancouver Board of Trade, the *Sounding Board* newspaper provides analysis and discussion of regional and national issues facing the business community, along with input from member companies, allowing them to raise their profile in the business community.

Sounding Board is published 12 times per year by Business in Vancouver Media Group in partnership with The Vancouver Board of Trade.

Sounding Board is read by leading business executives and their employees. The paper has a primary circulation of 12,500 and a conservatively estimated total readership of 37,500.

ABOUT THE VANCOUVER BOARD OF TRADE

The Vancouver Board of Trade is Vancouver's chamber of commerce. Since 1887, The Board of Trade has been an active proponent of business in Vancouver. The World Trade Centre Vancouver is the international division of The Vancouver Board of Trade and is affiliated with more than 300 WTCs worldwide.

OUR MISSION STATEMENT

The Vancouver Board of Trade works in the enlightened interest of its members to promote, enhance and facilitate the development of the region as a Pacific centre for trade, commerce and travel.

OUR BASIC PRINCIPLES

The Board of Trade believes that the market system is the only system that works effectively in the allocation of scarce economic resources for efficient and stable economic growth and job creation. The Board of Trade recognizes the imperfections of the market system and supports the need for publicly provided services such as social services, health services and public education. The Board supports the philosophy of less government involvement in the business sector and believes that governments should not do what can be done in whole or in part by the private sector.

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chair's message

Plan your career

BY KEN MARTIN

If you start with the premise that no one is more interested in your career than you — and that no one will benefit more than you and your family if you have a successful career — then you need to step up and take responsibility for your career.

Be the CEO of your career! Identify your short, medium and long-term goals and develop a strategic plan to take you there, the same way that you would if you were the CEO of a company.

Let me share some of my personal experiences.

I graduated from Ivey, the business school at the University of Western Ontario. That experience convinced me that I wanted to be in a leadership position although my expectations were somewhat unrealistic.

In our final term, one of our professors made a comment that was a wake-up call for me. Basically, his message was that we weren't going to be CEOs a year after graduation. Given the artificial world that we had been living in, this was a bit of a shock. What this taught me was that I needed to have a plan.

During my interview with the divisional vice-president of my first employer, I was asked what my career aspirations were. I responded that in the short term (up to five years) I wanted to learn the business and become an office head; in the medium term (five to 15 years) I wanted his job; and in the long-term, I wanted his boss's job. A little cocky to be sure, but he didn't fire me! And, two years into my career, I was an office head.

A year or so later, I changed employers and moved into the consulting business. Three years into that career, I had a book of blue chip clients. But I realized if I didn't

get back to my career plan, I would be doing essentially the same thing for the rest of my career. At this point, I was in Calgary but the hub for my industry was in Toronto and I knew I needed to get to Toronto to get the opportunities that I wanted.

So, I approached my boss and had a career plan chat with him over lunch.

At the end of lunch I had told my boss I wouldn't be with the company in Calgary doing the same thing a year from then. Three months later, nothing happened. So I took him out to lunch again and repeated the same message. A week later, I was off to Toronto for an interview with the head of the office. Six months later, having successfully transitioned my clients, I moved to Toronto.

The first year, I kept questioning why I had made the move but kept doing my job to the best of my ability. Instead of my blue chip clients, I was given a book of clients that nobody else wanted. I was stuck in a windowless office, after having given up my Calgary office which had a beautiful view of the Rockies.

Within two years, I was made head of the Toronto office. Six years later, I was the CEO of the Canadian company. Five years after that, I was made division head for North America. Then, when I thought I was about to move to the U.K. to become global Chair of the business unit, it was announced that the company had been taken over by a New York Fortune 500 company.

That was a major hiccup in my career plan.

I spent four years with the acquiring organization in charge of a small business unit which had been losing money. We turned it from a significant loss maker into a profitable contributor that ex-



Ken Martin, Chair,
The Vancouver Board of Trade

perienced 23 per cent compound annual growth.

It was at that point that I retired. However, my wife told me that twice as much husband on half as much income wasn't what she signed on for. So, I began looking for another career opportunity.

My first step was to develop a plan. Following that, it was time to implement the plan — which meant using my network to communicate what I was looking for.

Five months later, I was offered my current position as CEO of **Pacific Blue Cross**, which has been a truly wonderful experience and has given me the opportunity to serve on some boards and work with international organizations in my industry.

Here's my message:

- Take responsibility for your own career.
- Understand what your goals are: short, medium and long term.
- Develop a strategic plan.
- Implement. Modify as necessary.
- Be flexible.
- Be willing to do things you might not like - and do them well.
- Communicate. Communicate. Communicate. No one can read your mind. If you don't let the right people know what you want, they will never know.

Good luck!

Ken Martin is President and CEO of Pacific Blue Cross and Chair of The Vancouver Board of Trade.

BC-India Global Business Forum 2013

The Vancouver Board of Trade has partnered with the **Government of British Columbia** to organize the BC-India Global Business Forum 2013, to be held March 11 and 12 at the Vancouver Convention Centre.

Join British Columbia Premier **Christy Clark**, along with business and government leaders from India and B.C., for a close look at our growing trade relationship with India. B.C. companies can learn how to take advantage of the many emerging export and investment opportunities. The BC-India

Global Business Forum will feature expert speakers, insightful panels and networking receptions.

"British Columbia has been working hard to expand our engagement with India. One of our top priorities is strengthening our existing partnerships and creating a business-friendly environment in which organizations from both India and B.C. can flourish," says Clark.

"The forum will create greater awareness of British Columbia's advantages as a trading partner and destination for investment."

In addition to Premier Clark, the forum will also feature speakers such as **Praveen Kadle**, Managing Director and CEO of **TATA Capital Ltd.**; **Adam Roberts**, South Asia Bureau Chief at **The Economist**; **Jas Johal**, Global National's B.C. Correspondent; and **Nicolas Sonntag**, Executive VP of **Westport** and President of **Westport Asia**.

For more information visit www.boardoftrade.com/bcindia, email BCIndia@boardoftrade.com, or call 604-640-5478 (Hindi and Punjabi speakers available).

Canada's swoony loonie

BY PETER G. HALL

Stable is not a word that can be used to describe much in today's economy. A notable exception is the Canadian dollar.

The loonie has soared in a reasonably tight range around parity with the U.S. dollar for three years now. Although exporters would prefer a lower level, the stability has made activity and cash flows somewhat more predictable.

Now, the loonie is losing some loft; what's happening?

A decade ago, predictions that the Canadian currency would rise to 75 cents U.S. seemed outlandish. Some firmly believed that we were headed for 50 cents, and that fixing the rate in the mid-60's would be a good deal.

No one foresaw the 8-9 per cent annual appreciations that blew past the 'wackiest' forecasts and for a time took the loonie well north of parity. After that run, few were expecting stability.

Not long ago, even fewer were expecting a drop in the dollar. After all, high commodity prices were only expected to rise more if and when the world economy ever recovered. Faster growth would also lead our interest rates north – and perhaps more rapidly than in the U.S.

Many expected an ailing greenback to boost the loon, as "flight to quality" plays ebbed. And then there's Canada's halo effect: our great financial, fiscal and natural resource conditions, with their magnetic pull on foreign capital.

Things haven't quite worked out that way. The stumbling world economy has revealed that we are not running out of resources at the pace many feared, quieting speculative activity and bringing prices down.

Copper, the prescient metal, is down 17 per cent from its peak, and with it a lot of other base metals. Significant new oil discoveries have taken the heat out of fuel prices.

Oil has now been below the triple-digit zone for 9 months, and is 30 per cent below its peak. Food and forestry prices are bucking the trend, but all told, the weakness is weighing on our commodity-influenced currency.

In addition, interest rates may not boost the loonie much after all. Sure, Canada faces tight constraints going into the next growth cycle, but high consumer debt, a faltering housing market and public sector cutbacks will likely counter the need for rapid monetary tightening. Moreover, U.S. rates are currently 88 basis points lower than ours,



Peter G. Hall

and have further to go to get to normal levels over the medium term – additional rationale for a softer Canadian dollar in the medium term.

And what of those who foresee a perpetually weak U.S. dollar? Guess again.

With some of the strongest economic fundamentals in the OECD, don't count the U.S. out. In fact, the greenback has been on the positive side of currency wars that don't seem likely to abate anytime soon.

With exports being the great hope of OECD economies with weak domestic

fundamentals, tolerance for appreciating currencies is low.

Slow appreciation is a very likely outcome for the greenback, which will further weigh on the loonie.

Finally, there's the halo effect – which has lost some shine in recent days. High-profile laments of Canada's domestic weakness are causing international investors to pause and reflect.

Near-term challenges on the home front will likely continue to temper recent enthusiasm for the loonie, causing it to drift closer to its fundamental value.

The bottom line?

The Canadian dollar's recent downward drift makes sense. It looks like its medium-term home will be at the mid-to high- 90-cent level – possibly lower. It's just in time for a "growth handoff" to Canadian exporters!

Peter G. Hall is vice-president and chief economist for Export Development Canada, a Crown corporation that supports and develops export trade by helping Canadian companies respond to international business opportunities. On May 16, Peter Hall is scheduled to speak to The Vancouver Board of Trade. For more information, visit www.boardoftrade.com/events or email reservations@boardoftrade.com.

The Vancouver
Board of Trade

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Without your support, our events would not be possible

Communication is key to relationships with First Nations in B.C.

BY BRUCE FALSTEAD

As a British Columbia electricity and natural gas utility, **FortisBC** serves 135 communities throughout the province and in doing so has infrastructure in 122 Aboriginal communities. And as a member of the committee for **The Vancouver Board of Trade's** upcoming Aboriginal Opportu-

nities Forum 2013 on April 11, FortisBC wants to help share its successes and learnings on mutually beneficial relations with First Nations.

Foremost, respecting the social, economic and cultural interests of Aboriginal communities and taking pride in our common history based on collaboration is essential.

Working closely economically benefits both companies and the communities in which they serve.

During construction of the Mt. Hayes liquid natural gas storage facility on Vancouver Island, FortisBC worked closely with the local First Nation community to contract significant amounts of work on-site and establish a train-



Bruce Falstead (left), manager of Aboriginal initiatives with FortisBC, and Doug Stout (middle), vice president of energy solutions and external relations with FortisBC, are on hand with Dave Porter (seated), chief executive officer for First Nations Energy and the Mining Council to mark the occasion of the MOU's signing.

The Vancouver Board of Trade

Wheels Up: A tribute retirement luncheon honouring Larry Berg

Friday, March 8, 2013 | Noon – 2pm



Larry Berg
President and CEO,
Vancouver Airport Authority

Less than 100 tickets remaining!

This cross-industry event is a proud collaboration of the following partners for their members to recognize Larry's legacy.

Organizing Committee

Co-Chairs – **Hon. David Emerson** and **Wayne Duzita**

BC Chamber of Commerce – **John Winter**

Business Council of BC – **Greg D'Avignon**

BCIT – **Don Wright**

Province of BC – **MLA Rob Howard**

City of Richmond – **Mayor Malcolm Brodie**

Richmond Chamber of Commerce – **Craig Jones**

Counterpoint Communications – **Bruce Rozenhart**

BC Aviation Council – **Mark Duncan**

The Vancouver Board of Trade – **Iain Black**

Vancouver Airport Authority – **Tony Gugliotta / Grayden Hayward**

YVR for Kids – **Cheryl Hendrickson**

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ing program to help develop the talent in the area. The program we developed still lives on today, as does the principle of using local resources whenever we can, allowing many first Nations Communities to become energy self-sufficient.

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iciency everywhere we supply energy, benefits all customers and the environment in the long-term.

We hope you will attend The Vancouver Board of Trade's Aboriginal Opportunities Forum to learn more about creating success for your business and for the communities in which you work.

Bruce Falstead is manager of Aboriginal initiatives at FortisBC. For more information on The Vancouver Board of Trade's annual Aboriginal Opportunities Forum, including how you can purchase tickets, visit www.boardoftrade.com/events or email reservations@boardoftrade.com.

BCSC releases 2012 Mining Report

The **British Columbia Securities Commission** has released a 2012 Mining Report that discusses the most common findings of regulatory reviews and outlines areas where market participants can improve their disclosure.

The report is the first of its kind for BCSC. It provides an overview of the types of mining disclosure reviews undertaken by the BCSC, and summarizes the main findings from those reviews over the past several years.

The BCSC is Canada's leading junior mining regulator. The BCSC and other Canadian regulators introduced 43-101 (the mining rule) in 2001 to provide a transparent and credible reporting regime. Today, B.C. is considered the junior mining

capital of the world.

"High quality mining disclosure is critical to maintaining British Columbia's position as an international leader in mineral exploration," said Peter Brady, Director of Corporate Finance for the BCSC.

"By avoiding common pitfalls identified in the report, issuers may be able to avoid costly and time-consuming mining disclosure reviews, which is critical at a time when mining company resources are under strain."

The B.C. Securities Commission is the independent provincial government agency responsible for regulating trading in securities within the province.

Learn how to protect yourself and become a more informed investor at www.investright.org.

A wish list from British Columbia voters

BY MARIO CANSECO

As voters across the province get ready for the start of this year's electoral campaign, many headlines will be written about who's up, who's down, who's connecting and who's having trouble holding on to their base.

The televised debate may solidify the position of a front-runner (like **Brian Mulroney** in 1984), force a contender to up their game (like **Barack Obama** in early October 2012), and allow voters to see political leaders in a different light.

The 2013 election may become one of the least ideological in the province's history. The early batches of political ads from both main parties clearly point at a fight to generate political momentum based on emotional traits, such as trust and credibility.

In British Columbia, we look at ourselves as a different breed. Half of respondents to a recent **Angus Reid** Public Opinion poll think that the values of British Columbians are different from the values of other Canadians. On this particular question, there is no fluctuation between supporters

of the main contending parties: 51 per cent of people who say they will vote for the BC Liberals, and 51 per cent of those who will back the BC NDP, feel the same way.

Faith, for instance, will not be a key issue. Only three-in-ten British Columbians admit that religion is very important in their daily life, an incidence that is higher among BC Conservative voters (43 per cent) and BC Liberal voters (37 per cent), but still short of a majority for both.

Regardless of the outcome of May's election, there are certain aspects of life in this province that unite us. The same can be said for specific policy proposals, which have received strong backing from voters of all political stripes.

A hot button, where concern is equally high from supporters of both main opposing parties, is the antediluvian legislation that governs the sale of alcoholic beverages. Four-in-five British Columbians would like to change existing guidelines, to allow individuals to import wine from another province for their personal use.

Still, the main unifying factor

for British Columbians of all leanings is related to government bureaucracy and red tape. More than two thirds of British Columbians welcome a lean cabinet of less than 20 ministers, an idea first proposed during the BC Liberal leadership race by **Mike de Jong** and ultimately executed by current Premier **Christy Clark**.

There is practically universal support for the notion of ministers publicly reporting their expenses. Only one-in-twenty respondents do not see this as an idea worth implementing.

Mario Canseco serves as Vice President at Vancouver-based global polling firm Angus Reid Public Opinion (www.angus-reid.com). Mario has worked with Angus Reid since March 2003, and leads the firm's public polling and electoral forecasting program, which recently issued the most accurate prediction of the 2012 United States presidential race relying solely on online methodologies. Mario holds an MJ from the University of British Columbia, and a BA in Communication from Mexico City's Universidad Iberoamericana.



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Imagination and investing

BY MICHAEL ARMSTRONG AND
ANDREY SCHMIDT

We usually associate the human faculty of imagination with activities like the creative arts and children's play, not investing. However, investors would benefit from considering the role that imagination plays in their decision-making process. Some historical thinkers, like the late English poet **William Blake**, believed that imagination exceeds reason as the most important human mental faculty.

Giving some credence to his views, more business schools now offering courses in creativity. We cannot doubt the importance of imagination in investing when we consider that every product created by business was once only an image in someone's brain.

The **CBC Radio** show "Ideas" recently aired a thought-provoking 2-part documentary called "Imagination" that explores the role of imagination in our lives. Still available for download online, it contained several insights relevant to business and investing.

First, as **Albert Einstein** once said, imagination is more important than knowledge. Investment knowledge such as facts about industries and companies rapidly becomes stale. Try to imagine an industry unaffected by technological change. As change occurs,

investors who can imagine a wide range of potential consequences and beneficiaries will have an advantage.

Conversely, the inability to imagine disruptive change leads to poor risk management. It is fair to place some of the blame for the 2007-2008 global financial crisis on a lack of imagination. Many analysts and investors took comfort in the knowledge that US housing prices had not fallen on a national basis for over 50 years. They could not envision the consequences of poor mortgage lending practices.

Those investment managers who profited spectacularly from the decline in the value of mortgage securities simply acted on their vision of what was likely to happen, without requiring the validation of a historical precedent.

The CBC documentary mentions an evolutionary perspective on imagination. To help us survive, our brains developed to allow us to envision the results of an action without doing it. As investors, we can use this ability to stress-test our investment ideas under various hypothetical circumstances.

For example, can we imagine how the strengthening of a macroeconomic trend like an increase in U.S. oil production or U.S. housing starts would impact our investments? Can we see the risks and benefits to various companies if we imagine such



Andrey Schmidt (left) and Michael Armstrong (right) of Armstrong Schmidt Investment Management.

a trend reversing? If we do this imaginary work, we will be prepared to act decisively when change occurs.

As long-term investors we should also explicitly acknowledge that we are relying on the management and employees of the companies we own to imagine and innovate. If they do not, we are in the vulnerable position of being patient investors in a business that will someday fail.

This is why we should favor companies with policies of fostering innovation and creativity. Companies like **Google Inc.** (GOOG-NASDAQ) and **3M Co.** (MMM-NYSE) do this by allowing employees to spend a portion of their time on projects of their own choosing and initiative.

Investors know that success in rapidly-changing industries can be fleeting without constant innovation. For example, **Apple Inc.'s** (AAPL-NASDAQ) stock has been volatile in recent months, having declined from an all-time high over US\$700 down to a price around US\$470.

One contributing factor is the perception that there is now an imagination deficit at the company with the passing of **Steve Jobs** and the loss of other key members of past design teams, which could lead to less product innovation.

Theoretically at least, all investors already use reason. What investors should

be doing is to add more imagination to the process.

To accept that investing and business are exclusively the realm of logic and reason is to limit your own potential.

As CBC's "Imagination" reminds us, no matter what we do to earn money, we are all artists, as we are all creating our existence constantly. We are improvising every moment because we have not lived it before.

"What is now proved was once only imagined." – William Blake

Armstrong Schmidt Investment Management provides the full range of investment services to both retail and corporate clients with a specific focus on discretionary portfolio management. The partnership operates under the corporate umbrella of Raymond James Ltd., one of North America's leading full-service investment dealers. The views and opinions expressed in this article are those of Armstrong Schmidt Investment Management and not Raymond James Ltd. This article is not a solicitation and is for information purposes only. Raymond James Ltd. is a member of the Canadian Investor Protection Fund. For more information about our services, please visit www.armstrong-schmidt.ca.

The Vancouver
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CALL FOR NOMINATIONS

The Vancouver Board of Trade
126th Annual General Meeting
Wednesday, June 19, 2013

In accordance with Bylaw 9.5 – Nominating Committee – A Nominating Committee, chaired by Immediate Past Chair, Wendy Lisogar-Cocchia, has been established to receive nominations for directors for the 2013/2014 year of The Vancouver Board of Trade.

In accordance with Bylaw 9.6 – Nominations – Nominations for directors may be made in writing by any member of The Vancouver Board of Trade, provided that the name of the nominee and the written consent of the nominee are received no later than May 21, 2013 by the Secretary-Treasurer at the offices of The Vancouver Board of Trade, Suite 400 – 999 Canada Place, Vancouver, B.C. V6C 3E1.

For further information regarding nominations and any other matters pertaining to the Annual General Meeting, please contact Ellen Norris, Assistant Board Secretary, The Vancouver Board of Trade at:

Tel: 604-640-5456 Fax: 604-640-5485
E-mail: enorris@boardoftrade.com

B.C. exports top \$31B in 2012

Statistics Canada released year-end export figures for 2012 last month, revealing that British Columbia exported \$31.7 billion worth of goods last year, including sizable increases to China and India, two key markets as the province looks to diversify and expand markets for its products.

Exports to China — B.C.'s second-largest trading

partner after the United States — increased to \$6 billion, up by 16.4 per cent compared to 2011. Exports to India increased by 59.8 per cent versus 2011, to \$321 million.

A sharp rise in housing starts and construction in the United States late last year also resulted in a 1.8 per cent increase in B.C. exports across the border, with wood

products up 25.4 per cent to bring the 2012 total to \$14.2 billion.

To see the full Statistics Canada trade merchandise report, visit www.statcan.gc.ca. The B.C. Stats monthly exports report can be found at www.bcstats.gov.bc.ca.

For more on B.C.'s international trade and investment network, visit www.britishcolumbia.ca.

Leaving behind a legacy

After 20 years at the helm of the Vancouver Airport Authority, President and CEO Larry Berg is set to retire

Larry Berg joined Vancouver Airport Authority at its inception and has been driving the organization's management of Vancouver International Airport (YVR) for the past 15 years.

Berg has been instrumental in transitioning the airport from a federal entity to a community-based, customer-focused operation that continues to set the standard for airport excellence. In doing so, Berg has helped create an airport that British Columbians and YVR's more than 17 million annual passengers can be proud of and enjoy.

Not only has Berg's guidance had a profound effect on the evolving transportation industry, his leadership in the community demonstrates that an airport's future is linked with its host city and that their mutual success is intertwined.

During his time at the airport, Berg has helped develop YVR into a world-class airport and the airport of choice for those at home in B.C. He developed strategies and initiatives that are considered industry "firsts," while continuing to ensure that YVR is a low-cost and high-service airport.

"Twenty years ago, our geographic location was competitive advantage enough... planes could only go so far and they couldn't fly over the North Pole for technological and geopolitical reasons," says Berg. "Now, we face a dramatically different competitive landscape than we did 20 years ago."

Berg has championed increased connectivity with key global markets over the past 15 years, with benefits for travellers and businesses alike. In 1992, YVR had just 17 flights per week to China. This summer, YVR will offer 74 weekly flights between Vancouver and Hong Kong and China – the most of any airport in North America.

To meet the competitive landscape, Berg also initiated a goal to simplify passenger travel. In 2002, YVR was the first

airport in the world to introduce common use self-service technology, setting a new international standard. Since then, the same approach has been applied to baggage self-tagging and even border clearance processes – ultimately reducing connection times and improving the experience for arriving and departing passengers.

The construction of the Canada Line is another example of Berg's vision to make YVR more accessible to the community. The Airport Authority contributed \$300 million to fund and build the airport section of the line and stations on Sea Island to help link YVR to Vancouver and Richmond.

From a commercial perspective, Berg has also supported the development of one of the best airport concession programs in the world. YVR is regularly acknowledged by passengers and the industry for its 160-plus shops, services and restaurants offering street pricing and a world-class experience -turning a place once known as a transit point into a destination unto itself.

All of these initiatives have helped make YVR a significant economic generator for the provincial and national economies. YVR employs 23,600 people, is home to 400 businesses and generates \$1.9 billion in GDP for Canada.

In 2010, Berg announced a new 10-year, \$1.8-billion strategy to keep YVR an economic generator for B.C. and the airport of choice for connecting North America to the growing Asia market. "More passengers using YVR means more flight choices, more tourists and more jobs for British Columbians," says Berg.

Although Berg will not lead the organization to the completion of this 10-year strategy, he feels that this is the optimal time for his retirement as he has set a cutting-edge course for the Airport Authority for years to come.



Berg is leaving his role of President and CEO at Vancouver Airport Authority, but he will continue to serve as a Board Member for Vantage Airport Group, a subsidiary of Vancouver Airport Authority and no doubt continue to influence the transportation industry and our local economy for years to come.

The Vancouver Board of Trade is hosting a cross-industry retirement luncheon in Larry Berg's honour on March 8. Join us for lunch at the Vancouver Convention Centre East as we celebrate Larry's contributions and thank him for his business and community leadership. Visit www.boardoftrade.com or email reservations@boardoftrade.com for more info.

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Chaos to calm: Creating a mindful workplace

BY RAY WILLIAMS

Despite our increased understanding of human psychology and brain functions, workplace problems associated with employee productivity, engagement, mental health and good leadership are persistent.

The fast pace of technological change has been shown to have detrimental effects on people's ability to concentrate and focus. With decreased attention spans and a lack of focus comes anxiety and stress and for many, a feeling of overwhelm at work and in their personal lives.

Initiatives to introduce mindfulness into the workplace, holds a promise for a cost effective way to improve employee productivity and well-being, while reducing health care costs, most of which are stress related. In my work with CEOs, senior executives, business owners and professionals, mindfulness is a key part of their leadership training and coaching experience. And the results have been significant.

Mindfulness meditation has successfully been used to treat patients with a variety of physical ailments and diseases including chronic pain, stress reduction, high blood pressure, insomnia, depression and anxiety. Studies have demonstrated that mindfulness meditation dampens the activity of the amygdala, the part of the brain associated with fear, anxiety, anger and the "fight

or flight" response, while strengthening and developing those parts of the brain associated with attention, focus, cognition, emotional self-regulation, memory and empathy.

What constitutes mindfulness training? A key cornerstone is the practice of mindfulness meditation on a daily basis. In addition, effective mindfulness training includes strategies of thinking, emotional responses and behavioral tendencies that increase the individual's capacities for non-judgment, acceptance, compassion, emotional control, self-awareness and self-management.

Many companies such as **Raytheon, Proctor and Gamble, Google, eBay, Apple, General Mills**, the U.S. Military and scores of others have implemented mindfulness meditation programs for employees and the participants have reported a positive change in work capacity, stress management, relationships, reduced absenteeism and reduced health costs.



Ray Williams

What about mindfulness training's application to leadership?

Most leadership books and training programs focus on how leaders can achieve more, do more, better, faster, with spectacular results. Most leadership development programs focus on how to become better at time management, goal setting, performance measures, team schedules and complex systems. All

these efforts have been shown to result in incremental success at best. That's because they are all external strategies to address the issues that are essentially internal.

The demands of leadership can produce what is known as "power stress," which often leaves even the best leaders physically and emotionally drained. Leaders can easily find themselves moving from an "approach" orientation, where they are emotionally open, engaged and innovative, to one of "avoidance" characterized by aversion, irritability, aggression, fear and close-mindedness.

The point here is simple. Work and

personal lives that build greater, resilience, well-being, success, fulfillment and happiness are not constructed from grandiose theories or plans, but through mastering internal capacity—self-awareness, self-management, constructing meaning and becoming more mindful.

Daniel Goleman, author of *Primal Leadership*, and **Richard Boyatzis** and **Ann McKee**, authors of *Resonant Leadership*, argue that the first tasks of management have nothing to do with leading others, but in knowing deeply and managing oneself, which requires time for quiet reflection.

Michael Carroll, author of *The Mindful Leader*, contends that being more mindful will help leaders heal toxic workplaces and reduce stress; be more resilient through difficult times and lead with wisdom and gentleness, rather than through ego and aggression.

There is no question that current times call for a new kind of leader, one who is a master of self rather than a controller of others; and it calls for a workplace where employees mindfully go about their work under less stress with greater productivity. Mindfulness can be a powerful force to accomplish both these ends.

Ray Williams is president of Ray Williams Associates and vice-chair of The Vancouver Board of Trade. For more info visit www.raywilliamsassociates.com.

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Leadership loves company

Suffering in silence

It's time to take the health and mental well-being of our employees seriously

BY DAVE KEEN

It's 6:30 a.m. and the alarm is ringing. Like many of us, "Mary" rolls over and hits snooze. Ten minutes later, the alarm rings again, but this time Mary doesn't get up. Instead, she picks up the phone and calls in sick, unable to muster the strength to face yet another day. Fighting back tears she explains "It must've been something I ate," and promises to be in the next day. This is the third time this week she has missed work and her boss is losing patience.

Mary suffers from depression. She finds it is becoming increasingly difficult to keep it together at the office. She doesn't eat lunch with her colleagues anymore and finds it hard to concentrate on the task she is working on. Her friends have noticed a change. Her boss has noticed a change. Unfortunately, nobody knows what to do to help.

Mary's story is not unique. Every day, 500,000 Canadians miss work due to mental illness. The economic impact is estimated to

be at least \$51 billion a year. With one in five Canadians suffering from a mental illness in their lifetimes, the impact on people's lives is incalculable.

Increasingly, employers are recognizing the importance of fostering healthy workplaces. Research has shown that the workplace can play a critical role in our life when it comes to supporting mental wellness. Work provides daily meaning and structure to our days and is a source of regular activity and social interaction. It helps shape who we are and it is no secret that good mental health is crucial to our overall well-being.

We know that only one out of three people who suffer from mental illness seek help, and that two out of three people with mental health issues suffering in silence. Never before has it been more critical for employers to identify and address the mental health needs of their employees.

Recognizing and understanding what an individual is going through early on can mean the difference between getting timely

critical support for recovery or years of unnecessary suffering. For example, once depression is recognized, help can make a difference for 80 per cent of people who are affected, allowing them to get back to their regular activities.

So how can you help? Employers can ensure staff have easy access to mental health information, including seminars and learning events throughout the year, and advanced return-to-work programs.

Senior leaders and managers can take part in training and information programs or participate in corporate roundtables and other initiatives to support the creation of an overall culture of mental health support across the Canadian business landscape.

Resources are available to support employers in fostering positive workplace strategies including an online mental health assessment tool called Feeling Better Now that can be shared with employees, an online guide from the **Canadian Mental Health Association** which provides contem-

porary context of mental health challenges, and a new guide from the **Mental Health Commission of Canada** to enhance workplace mental health.

For "Mary" and the millions of Canadians like her, it is time to take the health and mental well-being of our employees seriously. It is time to ensure we build great workplaces where individuals are treated with respect and are supported. It is time to ensure

our workforces are engaged and have meaningful opportunities to contribute each day. It is time to reinforce their role as partners in achieving better health and that includes better mental health.

It is time we work together to break the silence.

For more information, visit our website at www.fraserhealth.ca.

Dave Keen is the Executive Director of Workplace Health for Fraser Health.

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A century of 'Peace Through Service'

Vancouver Board of Trade hosts 100th anniversary celebration with the Rotary Club of Vancouver on April 16

BY JEFF CLOWERS

For 100 years, the **Rotary Club of Vancouver** has quietly gone about its business, putting service above self. Chartered April 22, 1913 and the first Rotary club in British Columbia, the club's work and impact can be felt not only across the province, but worldwide. And Rotary has grown, with more than 145 Rotary clubs in British Columbia today.

Beginning with projects close to home, such as providing a Downtown Eastside Neighbourhood House with the capital needed to renovate its kitchen to put out more meals, or helping raise the literacy rate of children through an innovative new computer-assisted learning program, to global endeavors — such as the eradication of Polio — Rotary has humbly helped many in need.

"We're part of the community — we've been here a hundred years but we've never really boasted or talked a lot about what we did as Rotarians. We

quietly went about our business. We improved the lives of whoever needed help, but we did not publicize the work we did. It was not the Rotary way," says **Mary Laing**, current president of the Rotary Club of Vancouver. "We just researched the needs, raised the funds and quietly got the job done."

While few are fully aware of the massive difference that Rotary Clubs have made in people's lives all over the world, fewer still are aware of the key role Rotary has had in the development of Vancouver as a city of business.

"Way back, before 1986, when Expo was [being] planned, CPR's Pier BC [was] sitting there and there wasn't much happening," explains Laing.

"So, the Rotarians thought 'this is in danger of not happening'. Between the federal government and the provincial government, they didn't have a location [and] they weren't moving ahead on Expo '86.

One of the Rotarians, **Paul McCrea**, decided that something had to be done and he gathered together a group of business people

and Rotarians from the Rotary Club of Vancouver and they went to work."

One extremely popular petition and weeks of media attention later, the group had succeeded. The **Government of Canada** agreed to complete the project, with the new Trade and Convention Centre serving as the Canadian Pavilion.



Sakuji Tanaka, President, Rotary International

"If it hadn't been for the work of the Rotarians, their colleagues and friends, and the petition and the media they got, [then] Expo '86 may not have happened," adds **Don Evans**, former Club President.

"Where there's a wheel, there's a way," quips Laing in reply.

Lately, that wheel's "way" has been coined as *Peace Through Service* — something Rotary International President Sakuji Tanaka will touch on when he speaks to The Vancouver Board of Trade on April 16.

"You can hardly work on peace with your neighbour if you don't have the basics of life," says Laing. "Only when you feel comfortable with your family, your neighbours, or village having [the basics] can you go outside and work on peace."

"There is conflict in Canada, but serious conflict happens in countries where they're in need. [Tanaka] is going to address how you get to peace through service, and he's also going to address why it's important and relevant for business to partici-

pate in service organizations in this era."

According to Tanaka himself, "Rotary brings peace by addressing the needs that cause conflict: the need for clean water, for nutrition, sanitation, and health care. When these needs are met, there is opportunity. And there is hope. Hope has no borders. It is the garden from which peace can grow."

"Peace Through Service brings out the best in us. It makes us aware of the borders we set up around ourselves — and it helps us tear them down."

Rotary's 100th Anniversary celebrations begin on April 19, with the lighting of the Olympic Cauldron, but make sure to join us on April 16 as Tanaka shares his perspective on how important it is for businesses to contribute back to their community, and the many rewards for doing so.

For more information, including how to purchase tickets for this event, visit www.boardoftrade.com/events or email reservations@boardoftrade.com.

The Vancouver Board of Trade

Governors' Banquet and Rix Center Awards 2013

Monday, April 29, 2013
Vancouver Convention Centre — West



Council of Governors Inductee

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THE VANCOUVER SUN

Skills deficit looming in 2016, warn B.C. universities

More jobs than qualified people unless capacity expanded

A skills shortage will hit British Columbia in 2016 and continue to grow, unless immediate action is taken to improve access to all types of post-secondary education – university, college and trades, according to the **Research Universities' Council of BC**.

The *BC Labour Market Profile*, released by the council recently and based on the provincial government's *BC Labour Market Outlook*, reveals that in 2016, the number of jobs requiring university, college or trades credentials will exceed the supply of BC graduates – a skills deficit that will grow through to 2020.

In 2020, approximately 18,800 jobs could go unfilled because too few British Columbians have the necessary training – 8,400 requiring a university degree, 8,100 a college credential, and 2,300 trades training.

"This is a wake-up call for all of us. The government data shows that we have to act today," said **University of British Columbia** President **Stephen Toope**.

The issue is urgent for the Lower Mainland, home to two thirds of the one million jobs openings projected for B.C. from 2010 to 2020.

"It's a myth that tomorrow's jobs don't require university education," said **Andrew**

Petter, president of **Simon Fraser University**. "To stay competitive, maintain our quality of life and lead in research and innovation, we need more graduates at all post-secondary education levels."

RUCBC has put forward the *Opportunity Agenda for BC*, which includes three specific measures to fill the growing skills gap and secure our economy: A space for every qualified BC student, with 11,000 new student spaces for university, college and trades training over the next four years;

A guarantee for students in need, with more grants, scholarships and improvements to student loans; and

The launch of the *Innovate BC* initiative, bringing government, business, and post-secondary institutions together to build on BC's research and innovation potential, advance new opportunities, and help drive economic growth.

For a full summary of the BC Labour Market Profile, visit www.rucbc.ca.

Simon Fraser University President and Vice-Chancellor Andrew Petter will speak about the Opportunity Agenda for BC in his annual address to The Vancouver Board of Trade on Thursday, April 5. For more information, including how to reserve tickets, visit www.boardoftrade.com/events or email reservations@boardoftrade.com.

Bringing powerful voices to life

Vancouver Writers Fest and Board of Trade join forces to present award-winning journalist Sally Armstrong

Author, documentary filmmaker and spokesperson for oppressed women, **Sally Armstrong**, has been called "the war correspondent for the world's women."

On March 25, she will talk about her new book, *Ascent of Women* with former **CBC** host **Kathryn Gretzinger** at an event presented by the **Vancouver Writers Fest** in partnership with **The Vancouver Board of Trade's Women's Leadership Circle**.

A three-time **Amnesty International** Award-winner, a member of the Order of Canada and the International Women's Commission at the UN, Armstrong is an award-winning journalist who has covered stories in zones of conflict all over the world.

Through her unflinching accounts of the atrocities experienced by women around the world, she opened the eyes of Canadians and galvanized them to help oppressed and impoverished women whose plight was being ignored or forgotten.



Sally Armstrong at the Nyanzale Refugee Camp in the Democratic Republic of Congo. Photo by Avril Benoit

In her new book, *Ascent of Women*, Armstrong draws from her personal experiences to comment on recent studies by economists and social scientists that claim women hold the key to economic justice and the end to violence in developing countries.

She brings us brave and inspiring voices from around the globe, from places where acts of change from women revolutionaries are improving the prospects for

humankind as a whole.

Armstrong will bring these powerful voices to life on March 25. She will tell the dramatic and empowering stories of change-makers and examine the stunning courage, tenacity and wit they are using to alter the status quo.

This will be an inspirational evening with one of Canada's pre-eminent human rights activists.

For more information, including how to purchase tickets, visit www.writersfest.bc.ca or www.boardoftrade.com/events.

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Celebrating progress and gaining momentum

BY JILL SCHNARR

Annually on March 8, thousands of events are held throughout the world in celebration of International Women's Day to mark the economic, political and social achievements of women. This year's theme is *The Gender Agenda: Gaining Momentum*. Indeed, since the movement began, we have experienced significant progress and momentum for women's equality in the workplace.

I urge you to join me to celebrate the profound achievements of women and to honour men who champion diversity. At the same time, we need to be relentless in pursuing ongoing initiatives to promote gender equity and support women's advancement into leadership positions in the workplace. Here are six key actions that helped

me and can hopefully be of value to women in business seeking leadership roles:

Get yourself noticed by senior leaders. To advance, you have to be more demanding when it comes to your career. Seek out projects that allow you to showcase your skills and to interact with leadership whenever possible.

Just do it. One characteristic that sets leaders apart is their ability to get things done – to motivate results, not just manufacture them. The ability to finish challenging projects is the secret to being a winner. Do not let barriers get in your way.

Find and follow your passions. It is impossible to succeed if you're not passionate about what you do. Personally, I found my passion working in marketing at BC TEL Mobility in 1992. The combination of strategy, market-



Jill Schnarr

ing and technology ignited a fire within me that burns to this day. It makes a world of difference doing what you love.

Learn from others. It is extremely important to surround yourself with people you can lean on and learn from. Seek out

someone who can coach you and become an active observer of what makes a good leader, and just as importantly, what makes a bad leader.

Give where you live. Volunteer opportunities can help you practice and improve your skills in areas like setting and achieving goals, time management and organization. Volunteering is also a way to develop initiative and motivation. You can also gain invaluable leadership skills from participating on community boards. Giving back allows you to enrich yourself in many ways and on many levels, while you also enrich the lives of others.

Harmonize your work and your personal life too. The last rule may be the most important, but is often the toughest one to achieve. We are workers, parents, spouses, friends, caregivers and volunteers in our communities

and, we must also take care of our own physical and mental well-being. Getting ahead requires significant time, energy and effort in the office; but you can only be truly successful if you nurture your personal life as well.

We have reason to be confident about opportunities for women to advance in the workplace. Connections – the TELUS women's network and the Vancouver Board of Trade's Women's Leadership Circle are enabling women to network, learn from one other and grow their careers like never before. Let's keep this momentum going!

Jill Schnarr is Vice President, Community Affairs, TELUS, a member of the Women's Leadership Circle Advisory Council, and the recipient of a 2013 Business in Vancouver Influential Women in Business Award.

Examine the Ascent

BY DARLENE FORST

How to enhance the culture for women in business in British Columbia?

How to improve the business bottom line by incorporating women into the workplace at all levels, and as leaders?

These questions and more are discussed and debated throughout the Women's Leadership Circle of **The Vancouver Board of Trade**.

But what of the underlying issues? Where does the Canadian experience fit within the world of nations?

Put your experience in context. On Mar. 25, the Women's Leadership Circle is proud to present a meaningful examination in co-operation with **The Vancouver Writers Fest**.

Join us for this exciting opportunity to network and attend a thought-provoking public conversation as renowned author **Sally Armstrong** launches her new book, *Ascent of Women*. Meet this Amnesty International award-winner, member of the Order of Canada, and holder of seven honorary degrees.

Join members of the WLC Advisory Council on Mar. 25 at **Beyond Restaurant** for a private reception with Sally Armstrong then head next door to St. Andrew's-Wesley Church for a discus-



Darlene Forst

sion of Armstrong's new book.

Tickets are available online at www.boardoftrade.com/events.

We look forward to meeting you.

Darlene Forst is President and Senior Producer at Skydance Entertainment, co-founder of Rainkickers.com, and a member of the Women's Leadership Circle Advisory Council.



MONDAY, MARCH 25, 2013 — 5:30 p.m. – 9:00 p.m.

WLC Reception and discussion with Author and Human rights activist Sally Armstrong

Sally Armstrong has covered stories in zones of conflict all over the world. From Bosnia and Somalia to Rwanda and Afghanistan, her eyewitness reports have earned her the Amnesty International Media Award three times over, as well as global acclaim. This month, Sally Armstrong is launching her new book, *Ascent of Women: Our turn, our way – a remarkable story of world-wide change* (Random House).



Join The Vancouver Board of Trade's Women's Leadership Circle®, in co-operation with The Vancouver Writers Fest, as this bestselling author and Member of the Order of Canada, discusses her book with Kathryn Gretsinger, UBC journalism instructor and former CBC host. A unique opportunity, not to be missed!

What people are saying about *Ascent of Women*

"Around the world, away from the spotlight, women and girls are overcoming tremendous obstacles to insist on their rights. Sally Armstrong found them when few other journalists even cared to know their names. This is their story. And our inspiration — a triumph of women's empowerment and Sally Armstrong's deep humanity and visionary journalism." — Anna Maria Tremonti, host of The Current on CBC Radio One

"This book is Sally Armstrong at her best: engaging storytelling peppered with thoughtful analysis and passionate activism. *Ascent of Women* is at once heart-wrenching and inspiring, and a powerful reminder that the struggle for women's equality continues. A must-read for men and women of every generation."

— Dr. Samantha Nutt, author, *Damned Nations*, and founder, War Child



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