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SOUNDING BOARD

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

“The biggest issue is getting the right care, at the right time, at an affordable cost to the system, public and patients.” Dr. Mark Schonfeld, page 4

FEBRUARY 2014 • VOLUME 54 • NUMBER 2

THIS ISSUE

Edelman conducts global survey on trust • 2

B.C. receives an 'A' for red tape reduction • 3

Board aims to address health-care challenges • 4

B.C. mining industry adds new jobs in 2013 • 5

Op-ed: Coal industry is safe and responsible • 6

Will 2014 bring a surge of economic growth? • 7

Photo highlights • 8

Exploring the Oakridge 2025 development • 11

Measuring your company's success online • 13

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Harper talks trade during B.C. visit

Board of Trade CEO Iain Black moderates economic discussion with Canada's Prime Minister

BY GREG HOEKSTRA

From the death of **Nelson Mandela**, to the birth of Canada's historic trade deal with the European Union.

From the opportunities facing Canada's energy exports in Asia, to the challenges facing Canada's Olympic hockey team in Sochi.

All that and more was discussed candidly on Jan. 6, when Prime Minister **Stephen Harper** visited Vancouver for an economic discussion with **Iain Black**, President and CEO of **The Vancouver Board of Trade**.

The 35-minute question-and-answer session attracted a sold-out crowd of nearly 600 business leaders and garnered significant media interest, given that it was Harper's first public appearance of 2014.

Black kicked off the event by playfully quipping that the Prime Minister couldn't pass through British Columbia without dis-



Prime Minister Stephen Harper chose The Vancouver Board of Trade as the venue for his first public appearance of 2014. Above, he participates in a moderated Q&A with Iain Black, President and CEO of The Vancouver Board of Trade. **Submitted photo**

cussing the three Ps – pipelines, the Pacific Gateway, and hockey pucks – before shifting the conversation toward the significance of the Comprehensive Economic and Trade Agreement (CETA) with the European Union.

Harper told the audience that CETA is a historic agreement for Canada, due not only to its scope, but also due to its positive

implications for a wide variety of industries, including forest products, fisheries, agriculture, manufacturing, and professional services.

“When this thing comes into effect, we'll have 98 per cent of trade [with the E.U.] tariff-free. We will be the only G8 nation with essentially tariff-free access to both North America and the European

Union,” he said.

“We will have tariff-free access, essentially, to more than half the world's economies.”

On the topic of trade, Black then asked Harper to address “the elephant in the room,” which was the future of Canada's energy industry and the proposed energy

TURN TO PAGE 3

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Who can you trust?

Edelman presents results from global survey to Vancouver's business community on Feb. 26

Join **The Vancouver Board of Trade** on Feb. 26 as **Edelman Canada** presents results from its global survey — the *Edelman Trust Barometer 2014* — to Vancouver's business community.

Edelman, the world's largest public relations firm, has been tracking trust globally for 14 years — watching the rising influence of "a person like me" and the decline of traditional sources of information. Edelman's 2014

Trust Barometer builds on 14 years of the survey, expanded to 26 markets around the world, measuring trust in institutions, industries and leaders.

Each year, results from the Edelman Trust Barometer are released annually at the World Economic Forum in Davos, Switzerland to an elite global business community. Following that, the results are presented at The Vancouver Board of Trade.

This year, survey results will be presented by **Ben Boyd**, Edelman's Global Chair Corporate Practice, **John Clinton**, Edelman Canada's CEO, **Patti Schom-Moffatt**, Edelman Canada's Chief Client Officer, and **Kim Peacock**, Edelman Vancouver's General Manager.

The presentation will be followed by an expert panel discussion with local media, business and academic influencers about

what the Trust Barometer means locally. Panellists will include seasoned broadcaster **Bill Good** from **CKNW Radio**, **Port Metro Vancouver** President and CEO **Robin Silvester**, **LNG Canada** General Manager **Susannah Pierce**, **TransLink** COO **Doug Kelsey**, and **Michael Parent**, Director of the Centre for Corporate Governance and Risk Management at **Beedie School of Business**.



John Clinton, CEO, Edelman Canada

Tickets for this event are now available. Register today at www.boardoftrade.com/events.

EVENTS CALENDAR UPDATE

See our full events calendar at boardoftrade.com/events

FRIDAY, FEBRUARY 7, 2014

Leaders of Tomorrow Executive Roundtable with Scotiabank

8 – 9:30 a.m.

Scotiabank BC Offices
650 West Georgia St — Vancouver Suite 3400

Event Sponsors: Scotiabank

TUESDAY, FEBRUARY 11, 2014

Company of Young Professionals Leadership Cafe with the Vancouver Art Gallery

5:30 – 8 p.m.

Vancouver Art Gallery
750 Hornby Street, Vancouver

Event Sponsors:
Vancouver Art Gallery

WEDNESDAY, FEBRUARY 19, 2014

Networking Breakfast Series: Orientation and Roundtable

7 – 9 a.m.

Renaissance Vancouver
Harbourside Hotel
1133 West Hastings Street

Event Sponsor: Worldlynx Wireless

THURSDAY, FEBRUARY 20, 2014

Small Business Council Roundtable: Doing Business with the Government of Canada

7:30 – 9:30 a.m.

Tara Hartley, Regional Director for the Office of Small and Medium Enterprises at Public Works and Government Services Canada

Pan Pacific Hotel — Oceanview Suite
999 Canada Place

WEDNESDAY, FEBRUARY 26, 2014

Edelman Trust Barometer 2014: Who can you trust?

11:30 a.m. – 2 p.m.

Pan Pacific Vancouver
— Crystal Pavilion
999 Canada Place

Presenting Sponsor: Edelman

THURSDAY, FEBRUARY 27, 2014

Members' Reception at V Lounge

5 – 7 p.m.

V Lounge
1095 Mainland

Event Sponsor: V Lounge

FRIDAY, FEBRUARY 28, 2014

Rebalancing Health Care: Public, community, corporate and patient partnerships

presented by Pacific Blue Cross

7:20 a.m. – 4 p.m.

Dr. Richard Saltman, Professor of Health Policy and Management, Rollins School of Public Health, Emory University

Dr. Kendall Ho, Professor in Emergency Medicine, Faculty of Medicine, University of British Columbia

Dr. Ron Walls, Professor and Chair, Department of Emergency Medicine at Brigham and Women's Hospital and Professor of Medicine, Harvard Medical School, Boston MA

Plus 2 panel discussions

Hyatt Regency Hotel
— Regency Ballroom
655 Burrard Street

Title Sponsor: Pacific Blue Cross

Elite Sponsor: TELUS

Premier Sponsor: LifeLabs

WEDNESDAY, MARCH 5, 2014

Keynote Speaker Hillary Rodham Clinton

Doors: 5:30 p.m.

Hillary Rodham Clinton, Former U.S. Secretary of State and Former U.S. Senator from New York

Queen Elizabeth Theatre
Vancouver, B.C.

Small Business Council Member Spotlight

Leanne Gillespie, Founder, Shift Designs

BY MELISSA WILLIAMS



Leanne Gillespie, Founder, Shift Designs

Shift Designs is a Vancouver-based marketing company started in 2007 by **Leanne Gillespie**. The company focuses on working with businesses to create long-lasting brands through logos, print design and the increasingly important web presence. To gain more insight on the importance of branding for today's up-and-coming business, *Sounding Board* did a quick interview with Gillespie.

Q: You specialize in branding which is about differentiating yourself from your competitors. How does Shift Designs differentiate itself?

A: We understand that each client is different with a different set of needs therefore we don't use a standard template or have a uniform sequence of activities. We work closely with our clients to fully understand the nature of the business and be very clear about the company intent so that no clients are lost through the misrepresentation of the brand.

Q: As an entrepreneur and small business owner, how do you define success?

A: Generally it is when you obtain the goals that you have set out for yourself. This could be the amount of money you make, the position title you hold or just how much you love doing your job. Success for me has been wading through the different obstacles that you encounter when starting and running a business and getting through the tough times without being discouraged.

Q: Overcoming obstacles without being discouraged is not

easy. What accomplishment are you most proud of?

A: Starting and running my own business for five years. One of my main challenges was in the first year. I had taken on a big contract that brought in about 75 per cent of the business's revenue which was great but also unnerving since we were then highly reliant on that client. I had to work at diversifying our clientele to ensure we weren't in a position to rely on any one client.

Q: What advice do you have for others in business?

A: Do it right the first time and avoid backtracking. You won't be able to do everything yourself so make sure you have a good team and outsource when necessary. Also, make sure you have an accounting expert on hand, you won't regret it.

Q: Last words of advice for our readers?

A: Don't give up. Even when things are daunting, just buckle down and punch through because that is when you are going to be most proud of your success.

What speaker, topic or issue do you want explored? We'll look into it.

E-mail: dcrawford@boardoftrade.com

Register now at boardoftrade.com/events

Letter to the Editor: B.C. receives an 'A' for red tape reduction

Dear Editor,

Red tape costs businesses time and money. We want entrepreneurs to be able to focus on what matters - creating jobs and spurring innovation.

That's why the B.C. government is committing to cutting red tape to make it easier for businesses to do business in B.C.

We're the first government in Canada to enshrine in law the requirement to publish annual reports about regulatory reform.

We've reduced regulatory requirements by over 42 per cent since 2001. That's more than 154,000 regulatory requirements off the books – and we've committed to holding the line right through to 2015.

Our hard work is being acknowledged. On Jan. 28, as part of Red Tape Awareness Week, CFIB awarded B.C. an 'A' for reducing red tape for the third year in a row. As the only province in the country to receive an 'A' grade, we know we are national leaders.

We were also nominated for a national Golden Scissors Award by CFIB for our

work on the Mobile Business Licence program, which allows business to operate across multiple municipalities with a single licence, rather than needing one in each community.

But we're not going to sit back and let red tape pile up. Last week we announced five new priority projects to further reduce red tape in British Columbia. These projects include everything from making it easier for entrepreneurs to find out how to start a new restaurant, to simplifying the way to apply for government contracts. You can visit our Regulatory Reform page through gov.bc.ca for more information on the five projects.

Over the next year I commit to not giving up

the fight against the red tape. We'll work hard to ensure we continue to be national leaders in red tape reduction and build on our efforts to be the most small business friendly jurisdiction in the country.

Naomi Yamamoto

Minister of State for Tourism and Small Business, Government of British Columbia



The Honourable Naomi Yamamoto,
B.C.'s Minister of Small Business

Canada needs to diversify markets for energy: Harper

CONTINUED FROM PAGE 1

pipeline projects to get Canada's energy products from mine to market.

"It's without a doubt in the country's best interests that we diversify the markets for our energy resources," said Harper. "We sell 98 or 99 per cent of our energy to one country – the United States – which clearly, as with any business, is not really in our interest."

Harper said it's important that Canada find a way to capitalize on energy demand in growing markets, such as Asia, but stopped short of commenting on specific proposals. "The government's role is not to endorse particular pipelines," said Harper. "Our job as a government is to set up proper processes of evaluation and scrutiny."

Continuing the discussion on Asia, Black thanked the Prime Minister for the recent approval of the APEC travel card program, which will help expedite Canadian business travel to Asia.

Black noted that The Vancouver Board of Trade lobbied for program during the **Canadian Chamber of Commerce's** Annual General Meeting in 2011, bringing the issue to the national stage.

In addition, Black also thanked Harper for the federal government's recent efforts to improve air access – an issue that The Vancouver Board of Trade advocated for

throughout 2013, alongside partner organizations such as the **Richmond Chamber of Commerce**, **BC Chamber of Commerce** and the **Vancouver Airport Authority**.

Responding to a question about the Pacific Gateway, Harper said the proximity of B.C. to surging Asian markets is not lost upon government officials in Ottawa.

"We know that we have a special advantage in Canada, because no part of the Western hemisphere or the Americas is closer to Asian markets than British Columbia," said Harper.

He also hinted that his government will make some "substantial investments" in infrastructure on the West Coast, as part of the \$53-billion Building Canada Fund, but stopped short of discussing specific details at this time.

"[Fostering trade with Asia] will continue to be a priority," he said. "We do know that in the next century, that is where the largest portion of global growth is going to be."

Harper rounded out the conversation with some over-arching thoughts on what's in store for the Canadian economy in 2014, as well as some insights on his new book.

Video highlights from the Prime Minister's discussion with Iain Black are available at www.youtube.com/theboardoftrade. A full photo gallery from the event is also available online at www.facebook.com/vancouverboardoftrade.



Langara Welcomes Dr. Lane Trotter, President and CEO

Students, faculty, and staff of Langara College are pleased to welcome Dr. Lane Trotter as their third President and CEO.

A leader with more than 22 years experience in higher education, Lane has served as Senior Vice President, Academic at Fanshawe College and Dean at BCIT and St. Clair College. His career has included the development of the education and business plan for BCIT's Aerospace Technology Campus as well as numerous roles in BC's Ministry of Advanced Education.

Originally from Smithers, BC, he holds a Doctorate of Education from Simon Fraser University and a Master of Public Administration from the University of Victoria.

Lane joins Langara as the College prepares to roll out a new academic plan and begins construction on a \$50M Science and Technology Building.

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The Vancouver
Board of Trade

Edelman Trust Barometer 2014: Who can you trust?

Wednesday, February 26, 2014 | Pan Pacific Vancouver
11:30 a.m. – 2 p.m.

Edelman, the world's largest PR firm, has been tracking Trust globally for 14 years — watching the rising influence of "a person like me" and the decline of traditional sources of information in the eyes of informed and general publics.

The 2014 results data from Edelman Trust Barometer will be presented in Vancouver on February 26th. Find out how Canada ranks globally, and more importantly, what is going on with trust here at home.

Presenting Sponsor:



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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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A rebalancing act

Board of Trade aims to address Canada's health-care challenges at Feb. 28 forum

BY GREG HOEKSTRA

Some of North America's leading health-care experts are coming to Vancouver this month for **The Vancouver Board of Trade's 2014 Health Care Forum** — a symposium that will bring together patients, the public sector, and private enterprise for a frank discussion on the future of Canada's health-care system.

The forum, which takes place Feb. 28, features three keynotes and two panel discussions focused on the theme of "rebalancing health care" through public, community, corporate and patient partnerships. The forum's title sponsor is **Pacific Blue Cross**.

Dr. **Mark Schonfeld**, former CEO of the **British Columbia Medical Association** and Chair of The Vancouver Board of Trade's Health Care Committee, says the committee first began developing the concept of a forum last spring, with a goal of creating an environment that would "foster open dialogue" between health-care providers and B.C.'s business community.

"Most of the forums on this topic don't involve the private sector. There is a need to bring everyone together, so we can start discussing how we are going to partner in order to maintain the level of health care that we have now. I believe this forum is the first of its kind," says Schonfeld.

It's estimated that health-care costs now consume nearly 50 per cent of provincial budgets — with costs expected to rise even higher in the years to come. With that in mind, Schonfeld says it's crucial that we find ways to control costs, whether through new technology or innovative partnership models, such as P3s (public-private partnerships) or philanthropic programs supported by private businesses.

"It's critical to our economy," says Schonfeld. "Health care is not only important to the individual, but to the economy as well. Employers both large and small, want their workforce to be as healthy as possible, and don't want to lose them to downtime."

Identifying the next steps

Schonfeld says one of the first speakers he recruited for this year's forum was Dr. **Richard Saltman**, Professor of Health Policy and

Management at **Emory University's Rollins School of Public Health**.

Regarded as one of the world's leading authorities on health-care systems, Saltman was recommended by the **Canadian Medical Association**, due to his expertise in redefining health care in an era with reduced economic ability to sustain it.

"I knew we needed him to come and speak, because he's the guru," says Schonfeld. "He has studied health-care systems across the world for 25 or 30 years."

Next, Schonfeld says he began assembling a "blue-ribbon panel" of experts, who will tackle the topic "Creating community and public partnerships in integration of health care." Panellists will include Dr. **Stephen Brown**, Deputy Minister of Health for the **Province of British Columbia**, **Kip Woodward**, Chair of **Vancouver Coastal Health**, **Scott Cousens**, Founder and Chair of **Fortius Sport & Health**, **Stefan Fletcher**, CEO of **Rebalance MD**, as well as Dr. Saltman.

The digital revolution

As Canada's population ages, our health-care system is facing a "grey tsunami" of patients who could potentially drive up health-care expenditures significantly. In order to accommodate the increased demand, Schonfeld says Canadians will need to start rethinking their individual responsibility for health care, including their own nutrition, diet, and exercise.

"The public — the patients — includes all of us. We have to figure out how we're going to do this together," says Schonfeld. "The biggest issue is getting the right care, at the right time, at an affordable cost to the system, public and patients."

Schonfeld notes that new technologies — such as digital insulin pumps that send data to a patient's family physician or their specialist — could go a long way toward decreasing demands on health-care providers and helping Canadians manage chronic illnesses.

Building on that topic, Dr. **Kendall Ho**, Professor in Emergency Medicine at the **University of British Columbia**, will deliver a keynote on the digital revolution in health care and what Schonfeld refers to as the "rise of the e-patient."



Dr. Ron Walls, chair of the emergency room that treated victims of the Boston Marathon bombing, will deliver one of three keynotes at The Vancouver Board of Trade's Health Care Forum.

Dr. Ho's presentation will be complimented by a panel discussion on "Digital health and technological savings" featuring other panellists **Lindsay Kislock**, Assistant Deputy Minister of Health Sector IM/IT at the Province of British Columbia, Dr. **Alan Brookstone**, CEO of **CanadianEMR**, Dr. **Michael Guerriere**, Chief Medical Officer at **TELUS Health**, and Dr. **Richard A. Bebb**, Clinical Associate Professor at UBC. Special speaker **Thomas O'Shaughnessy**, Health Sector Advisory Lead at **KPMG**, will also deliver remarks on "Harnessing an innovation agenda for new health care business models."

Lessons from the Boston Marathon bombings

Health Care Forum 2014 will also include a third keynote by Dr. **Ron Walls**, a physician who grew up in Prince George, studied at UBC, and is now a professor at **Harvard Medical School** and Chair of the Department of Emergency Medicine at **Brigham and Women's Hospital** — an emergency room that treated many victims of the 2013 Boston Marathon bombings.

Speaking to Vancouver's business leaders and health officials, Walls will discuss "Emergency preparedness and the response experience of the Boston Marathon." Schonfeld says it's a "critical discussion" that we continue to have in B.C., as we do an ongoing assessment of our own levels of preparedness in dealing with large-scale emergencies.

Schonfeld says he hopes that at the end of the forum participants and attendees will walk away with a "blueprint of where we want to go and how we're going to achieve it."

"I am outcome-driven," he says, "and I'm hoping that one of the outcomes from this will be the stimulation of some pilot projects and partnerships."

For more information, visit boardoftrade.com/healthcare.

B.C. mining remains strong in 2013, adds jobs

B.C.'s mining industry continued to grow and expand in 2013, as new projects and expansions drove job creation and investment throughout the mining industry, the provincial government announced last month.

The most important highlight of 2013 was the celebration of a new mine going into production in August. Mt. Milligan mine north of Prince George, a \$1.5-billion project with 350 permanent jobs, shipped its first copper ore in late summer and celebrated its commissioning in October.

Additionally, a number of operating mines made improvements to their operations. Both Gibraltar mine in the Cariboo and Line Creek in the Kootenays received Mines Act permit amendments that resulted in almost \$400 million in investment and ensured jobs for 650 workers.

"The B.C. mining industry

continues to be a major economic driver in this province. Many new jobs at operating mines were created this past year - these are high-quality jobs that support our families and help build strong communities for many years to come," said **Bill Bennett**, Minister of Energy and Mines and Minister Responsible for Core Review.

Mine construction dominated industry progress in 2013 with a number of large projects well on their way to becoming producing mines. Red Chris mine in the Northeast is well on its way.

The \$500-million project is expected to start producing ore in 2014. Roman mine, near Tumbler Ridge, also started construction and the company is working toward production in 2014.

Both industry and the Province continue to work closely with First Nations on resource development, setting out clear

expectations for the consultation process and working toward more revenue-sharing agreements. Mining employs more First Nations than any other industry in B.C.

The Province has signed 10 economic and community development agreements with First Nations to date. In 2013,

the first cheques were delivered to First Nations for agreements with New Afton, Copper Mountain and Highland Valley mines.

In 2012, mining was valued at over \$8.3 billion to B.C.'s economy and exploration was recorded at \$680 million, a 47 per cent increase over the previous year and the highest ever.

With exploration spending remaining strong in 2013, mining remains one of the province's more important industries.

For more information, visit the Mining Association of BC's website at www.mining.bc.ca or the Ministry of Energy and Mines website at www.empr.gov.bc.ca.

The Vancouver Board of Trade has just confirmed that Karina Briño, President and CEO of the Mining Association of British Columbia, will give her annual address to Board of Trade members on May 14, 2014. Visit www.boardoftrade.com/events for more details. Registration is now open.

Boeing 787 on final approach to YVR

Vancouver International Airport ushers in 'Year of the Dreamliner'

Vancouver International Airport (YVR) ushered in the Year of the Dreamliner last month, with an announcement that **Japan Airlines** will begin Boeing 787 operations on its daily non-stop service between YVR and Tokyo's **Narita Airport** (NRT).

The new service begins this week, on Monday, Feb. 3. The inaugural flight marked the first-ever scheduled arrival of a Boeing 787 Dreamliner to YVR.

"Metro Vancouver's community of aviation enthusiasts - me included - is thrilled to welcome the Dreamliner to YVR," said **Craig Richmond**, President and CEO of the Vancouver Airport Authority.

"Japan Airlines has connected travellers between Vancouver and Tokyo since 1968. After 45 years of great history and close to 23,000 flights, we are so pleased to celebrate JAL's next chapter with the latest in aircraft technology."

With its modern systems, advanced engine technology and unique composite structure, Boeing's 787 Dreamliner series delivers big-jet range in a mid-

size airplane, all while achieving Mach 0.85 speed, unmatched fuel efficiency and improved passenger comfort.

Customers aboard the new aircraft will enjoy a substantial improvement to the in-cabin experience, with wider aisles, larger windows with adjustable tint, cleaner and more comfortable air, lower cabin altitude and a smoother, quieter ride.

JAL will introduce the 787-8 Dreamliner to the YVR-NRT route using a phased approach, beginning with one weekly flight on Mondays and extending to its daily flights by March 2014.

JAL's Dreamliner service is expected to be followed by additional Boeing 787 announcements, as other YVR airlines take delivery of their new aircraft and plan routes and service schedules for the balance of 2014.

YVR will work with its airline partners to host official inaugural events, including tours and contests. Updates on YVR's Year of the Dreamliner will be shared online at www.yvr.ca and through YVR's social media channels.



BCIT WELCOMES PRESIDENT Kathy Kinloch

The British Columbia Institute of Technology welcomes President Kathy Kinloch.

Kathy is a widely recognized educational leader—her career includes senior leadership positions in health, government, and post-secondary education where she has successfully led strategy development. She has also served as Dean, BCIT School of Health Sciences; Senior Advisor, British Columbia Ministry of Health; and Chief Operating Officer, Fraser Health. Kathy holds a Bachelor of Science (Nursing) from University of Alberta, a Master's Degree in Leadership, and a Graduate Certificate in Executive Coaching, both from Royal Roads University.

Kathy joins BCIT at a key moment in the Institute's history as we prepare to celebrate our 50th anniversary in the Fall of 2014.



B.C.'s coal industry is safe and responsible

BY ALAN FRYER

There is a lot of misinformation being spread by critics of B.C.'s coal industry that ignores both the benefits of the industry to our province, and the extensive measures we take to ensure the health and safety of employees and communities.

So what are the facts about coal? In B.C. alone, the coal industry supports 26,000 well-paying jobs. It contributes some \$3.2 billion to the provincial GDP every year.

And what about the safety of coal? The unions representing the men and women who work in close proximity to coal every day have said publicly and unequivocally the product they've been handling for decades is safe.

Coal is **Port Metro Vancouver's** most important export. Most of it is mined right here in B.C. and is used to make steel; steel that goes into everything from mass transit and high density housing to wind turbines, solar panels and smart phones. Steel is a necessity of modern daily life and B.C.'s coal is a necessary ingredient in its manufacture.

We also export thermal coal – some of it mined here, most of it from the U.S. The reality is that 42 per cent of the world's population today depends on coal to power their homes, their businesses and their communities — a fact that's not going to change anytime soon.

We've been mining coal in B.C. for more than a century. And for over four decades we've been transporting it safely and responsibly from mine site to terminal for export to overseas markets. In fact safety and responsibility are at the heart of everything we do.

Westshore Terminals continues to reinvest in its operations to enhance its environmental systems, investing \$14 million in 2013 alone.

When communities expressed concern about coal dust from the coal transfer facility at **Fraser Surrey Docks**, the terminal agreed to eliminate the proposed coal stockpile and **BNSF Railway Company** agreed to spray its coal cars with a sealant a second time before crossing the border into Canada.

Additional investments in new equipment at Neptune and Westshore terminals will ensure our terminals are operating more efficiently than ever before and

with even less impact on our communities.

In other words, we listen, we engage and we continually strive to do things better. When communities and individuals express legitimate concerns, those concerns are addressed and reasonable alternatives are considered.

All projects are subject to a rigorous and sophisticated review that considers and bal-

ances the economic opportunities with the impacts on our communities and the environment. That process makes us better.

Unfortunately, some groups have been attacking and trying to undermine confidence in that process in order to push an ideological agenda. Their goal is not to make things better, but to cause delays and to attack a critical sector of our economy and

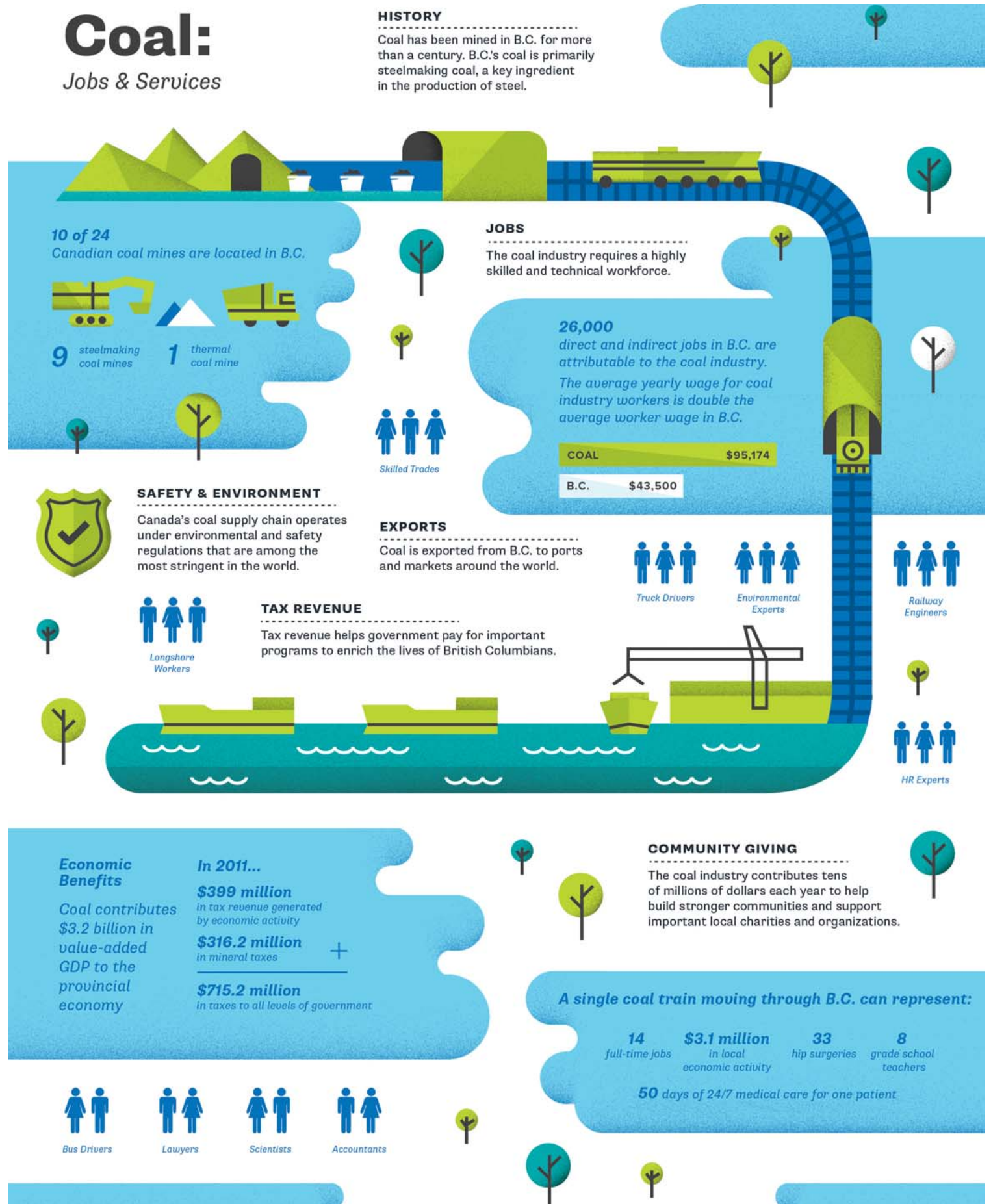
the people whose jobs depend on it. Under that scenario, we all lose.

For decades the coal industry has been a proud and responsible part of B.C.'s resource economy. Today we remain committed to economic development, job creation and the values that protect our people and our environment.

Alan Fryer is spokesperson for the Coal Alliance.



Alan Fryer, Spokesperson, Coal Alliance



Will 2014 bring an upsurge of new growth?

BY PETER G. HALL

Five years beyond the crisis, we are still looking for that solid year of growth that puts us conclusively beyond the lean years. Compared with known history of the economy's ups and downs, five years is an extremely long time to wait for a return to anything like normal.

Can we expect that 2014 is going to be any different? Here are six reasons to believe that things are finally on the up-and-up.

First, leading indicators are pointing up. In past columns, I have talked about leading indicators, their usefulness, which ones to watch, and those to ignore. These arguments aside, it is clear that when all the leading indicators are added up and plunked into the OECD composite leading indicator, what you see at the moment is thirteen months of successive increases. This hasn't been the case in the period immediately following the huge global outpouring of fiscal stimulus in 2009-10. If the leading indicators are really rising together in a sustainable way, it's pointing to a new upsurge of growth.



Peter G. Hall, Vice-President and Chief Economist, Export Development Canada

Next, we have clear evidence of pent-up demand. This has been obvious in the U.S. economy for a while, and has already pushed leading sectors upward – aggressively.

There is now evidence of pent-up pressure in the EU and even in Japan. It stands to reason, as households can only put off purchases for so long before the cars need repairing or replacing, the appliances break down, the roof needs shingling, and so forth. The same is true for businesses – even if they

are not using all of their capacity, machinery is getting older, prone to breakdown or just not competitive any more. As such, we are seeing that increasingly, consumers and businesses have to spend.

But now, they just don't have to spend – they want to. One of the most significant developments in the large economies of late is the return of confidence. It's a hidden factor in the economy, usually operating in the background – but for the best part of five years, it has been absent, lurking at recessionary levels. About six months ago, it reappeared in the normal zone, in the U.S., and has hit post-crisis highs in Japan and the EU.

This neo-willingness to get active in the economy is long overdue, and suggests that a ramp-up of activity in 2014 is already psychologically there.

A fourth factor is the fiscal situation. Austerity came hard on the heels of stimulus, as governments realized they had grossly underestimated fiscal deterioration. For years, public sector scrimping has taken lots of oomph out of the economy. But the worst of austerity is now

behind us in the EU, and U.S. cutbacks are expected to be less scathing in 2014. Even Japan has a sanguine outlook on the fiscal side. This collectively suggests a type of fiscal dividend – not a spending spree, but an economic growth spurt that is the result of

“It seems quite significant that over the past six months, general chatter has made a shift: growth-gab is now all the rage.”

the cessation of deep austerity. It's already lifting growth.

Add to the list the windup of monetary stimulus. Cloaked in the term “tapering,” just the mention of it caused a great stir last May. The point of mentioning it is that neither the term nor the topic would be in the discourse if it weren't for growth. Without growth, there is no need for tapering. Central banks must see that the world economy is gaining momentum. Otherwise, there would be no need for any

taper-talk, let alone plans for a fuller withdrawal of excess cash.

A final observation is the general talk itself. “Chatter” is not normally a great influencer, as there are typically quite diverse opinions on the economy. However, there has been a decided tilt in public discourse in the post-crisis period toward panic – the next cliff, the next significant political event, the next scandal – in a way that has fed gloomy expectations.

It seems quite significant, then, that over the past six months, general chatter has made a shift: growth-gab is now all the rage.

The bottom line? It has been a long time coming, but there is a growing pile of evidence that suggests 2014 is going to mark a significant positive departure from recent experience.

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. Visit www.edc.ca for more info.



The Vancouver Board of Trade

Economic Outlook 2014: Options and Opportunities for B.C.'s Economy

Thursday, January 16

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Around the Board

Photo highlights from recent events and activities at The Vancouver Board of Trade

Clockwise from top left: **1)** A panel discussion with five senior executives from Canada's top financial institutions kicks off The Vancouver Board of Trade's 25th Annual Economic Outlook Forum on Jan. 16. **2)** Surrey Mayor Dianne Watts is filmed by a news camera, following a panel discussion on transit in Metro Vancouver. **3)** Prime Minister Stephen Harper is presented a heritage Vancouver Canucks jersey by the team's General Manager Mike Gillis (left), COO Victor de Bonis (second from right) and Vancouver Board of Trade Chair Elio Luongo (right), following Harper's Jan. 6 appearance at The Vancouver Board of Trade. **4)** Mentors

and mentees from The Vancouver Board of Trade's Leaders of Tomorrow Program take part in a 'speed networking' event on Jan. 16. **5)** A sold-out crowd moves from breakfast buffet to the ballroom at the Vancouver Convention Centre, during Economic Outlook 2014. **6)** The Vancouver Board of Trade's President and CEO, Iain Black, thanks Coast Capital Savings President and CEO Tracy Redies and Vancity President and CEO Tamara Vrooman for their participation in a CEO panel discussion at Economic Outlook 2014. **7)** City of Vancouver Mayor Gregor Robertson takes questions from reporters at Economic Outlook 2014.



Peer-to-peer travel sites attracting investor attention

BY MICHAEL ARMSTRONG
AND ANDREY SCHMIDT

Let's take a quick look at the investment merits of peer-to-peer travel booking companies **HomeAway Inc.** (NASDAQ:AWAY), which owns vrbo.com (vacation rental by owner), and **Airbnb, Inc.**, the private company operating airbnb.com.

If you haven't used one of these sites yourself in the last 12 months, you probably know someone who has. The two sites are similar in the sense that travellers use them to find and book short-term property rentals. Airbnb also includes listings where the property owner continues to live in the property during the traveller's stay.

On the surface, these companies have great business models, and both could grow rapidly for many years. They are not capital intensive, and they carry no inventory. They are extremely scalable, as shown by their global reach. They have a long runway for growth, as the vacation rental industry is fragmented, and they are already in an online leadership position. Travellers like the wide variety of accommodations



Andrey Schmidt and Michael Armstrong of Armstrong-Schmidt Investment Management.

listed and, in some cases, the competitive pricing. Property owners are happy to generate revenue from assets that may otherwise lay dormant.

These positives are somewhat tempered by the risks, including the fact that many owners are not complying with local regulations when they list their properties on these websites. Many jurisdictions prohibit homeowners from hosting paying guests for short stays. Many jurisdictions also require licenses, permits and inspections. Strata bylaws and leases often prohibit short-term

rentals. There are valid reasons for all of these types of rules, including those relating to safety.

As a high-profile example of these issues, the State of New York is taking the position that Airbnb is illegal, and property owners using the site should have been paying the state's 15 per cent hotel tax. Some owners have apparently delisted their properties in response.

Looking at our local requirements, Vancouver media reports on Airbnb state that short-term rentals contravene city bylaws, but the city only investigates

individual properties in response to complaints. As peer-to-peer travel bookings increase, we would expect to see heightened enforcement of current laws in some jurisdictions and legal amendments adapting to the trend in others.

The hotel industry will probably start pushing for more regulatory enforcement to counter the competitive threat. According to **IBIS World**, the global hotel industry takes in around US\$600 billion annually. In comparison, some sources peg the vacation rental industry as roughly a US\$85 billion annual business.

Unlike the tech industry, the hotel industry is not accustomed to facing disruptive competition. If more and more travellers choose peer-to-peer travel bookings over traditional hotel rooms, the hotel industry will be forced to respond, probably through regulatory lobbying, and hopefully by also providing more value to travelers.

Having considered the opportunities and risks, we will not be investing in these companies at this time. Airbnb is still private, but there is speculation that an IPO could occur sometime in

2014. Based on the little we know about their business, they are unlikely to rush to market.

As noted earlier, HomeAway is publicly traded in the U.S., but at present, we view its shares as overvalued. In our style of investing, identifying a good business is only part of the process — we also want to buy at undervalued prices to reduce risk and increase returns.

Armstrong Schmidt Investment Management provides a 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 Canada's leading independent 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.armstrongschmidt.ca.



Rebalancing Health Care: Public, community, corporate and patient partnerships

Presented by *Pacific Blue Cross*

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The cost of health care continues to grow. It currently consumes close to 50% of provincial budgets. Changes need to happen and the shift of responsibility needs to be shared between public, community, corporate and patient groups.

The Vancouver Board of Trade is bringing together industry experts and government officials to discuss the necessary changes to the current Canadian health care model.



Dr. Mark Schonfeld



Dr. Richard B. Saltman



Dr. Kendall Ho



Dr. Ron Walls

Led by **Dr. Mark Schonfeld**, former CEO, British Columbia Medical Association, Health Care Committee Chair and Vancouver Board of Trade Director

SPEAKERS

Dr. Richard B. Saltman, Professor of Health Policy and Management, Rollins School of Public Health, Emory University, Atlanta, GA

Dr. Kendall Ho, Professor in Emergency Medicine, Faculty of Medicine, University of British Columbia

Dr. Ron Walls, Professor and Chair, Department of Emergency Medicine at Brigham and Women's Hospital and Professor of Medicine, Harvard Medical School, Boston, MA

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CYP members get a closer look at Oakridge 2025

Panel discussion explores the City of Vancouver's largest current planning project



BY JAY JAGPAL
AND RYAN LERMITTE

The mood was electric on Jan. 20, as members of **The Vancouver Board of Trade's** Company of Young Professionals program had an opportunity to learn about — and discuss — one of Vancouver's favourite topics... real estate.

More specifically, the discussion focused on the largest redevelopment project in North America, *Oakridge 2025*, which is currently being reviewed by The Vancouver Board of Trade's Civic Affairs Committee.

This joint collaboration between **Ivanhoe Cambridge** and **Westbank Projects Corp.**, working with the **City of Vancouver**, is one of five key town centres in Metro Vancouver's future livability plans.

From the onset of the discussion, the audience was captivated by the level of due diligence that has already taken place and the extraordinary level of transit and community-building initiatives that have been put forward.

Graeme Silvera, Vice President of Ivanhoe Cambridge, outlined how 80 per cent of the site will be revamped, creating many new features. The largest cost and challenge for Oakridge 2025, he said, is that the development is not on Greenfield, meaning a significant amount of area will be "renovated" and built on to accommodate this development.

In saying that, with large challenges come significant opportunities and benefits. Highlights of the community plan include a nine-acre rooftop common green space bordered by a designated, two-way bicycling road; a pedestrian-only high street featuring cafes and restaurants; and a 70,000-sq-ft library, community centre and child care facility.

The proposal also includes activity fields, quiet gardens, a reflecting pool, sport courts, a

running track, and Tai Chi grounds.

Silvera noted that 25 per cent of housing will be affordable "non-market" housing and 50 per cent will be transit-oriented housing, with limited parking to encourage sustainable modes of transportation.

Jerry Dobrovolny, the City of Vancouver's director of transportation, outlined how the \$2-billion project is designed to LEED-Platinum Neighbourhood Development standards, with a key focus on sustainable solutions. For example, the project will include innovative transportation initiatives, such as extended Skytrain platforms to accommodate more transit riders, a car share program, and additional bicycle lanes.

The project will also include waste heat recovery and solar thermal, and water efficiency systems will be implemented to ensure the development minimizes its impact on the environment.

As young professionals and the broader Vancouver populace seek to live ever more meaningful and sustainable lives, it is promising to see innovative neighbourhood developments such as Oakridge 2025 taking shape.

We certainly look forward to the redevelopment of this city landmark and the addition of services and amenities to the community. This redevelopment has the potential to leave a legacy of growth, prosperity, and sustainability for future generations. For additional information, visit www.vancouver.ca/Oakridge.

Jay Jagpal and Ryan Lermite are volunteers with the Company of Young Professionals (CYP) advisory committee. CYP is a leadership development program of The Vancouver Board of Trade which engages those under 35 through leadership, networking, and volunteerism opportunities. To engage your emerging leaders or learn more about the program, visit www.boardoftrade.com/CYP.



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— Judy Reeves, Owner, *The Edge Cafe and EdgeCeptional Catering*

To find out more about the benefits of hosting a members' reception please contact: Sarah Summerfelt at ssummerfelt@boardoftrade.com.



Members' Reception at Urban Fare — November 29, 2012

Data champions HR's competitive edge

The six core competencies that define effective human resources professionals

BY JASON MCROBBIE

For 25 years, **Dave Ulrich** has explored what makes businesses succeed from the inside out and has become one of the world's most prolific proponents of human resources in the process.

"Organizations don't think—people do. Getting the right people to think the right way helps organizations win. Competitiveness is not strategy, but the ability to deliver on strategy and build organizational capabilities that sustain strategy," says Ulrich.

"HR professionals help leaders make informed choices and the emerging competitive advantage comes from talent, culture, and leadership which allows an organization to have lower prices, better products and improved processes."

As a professor at the **Ross School of Business**, University of Michigan and founding partner of the **RBL Group**, a consulting firm focused on helping organizations deliver value, Ulrich has published over 25 books and 200 articles on the importance



Dave Ulrich

of leveraging human resources. Amongst many accolades, he has been ranked the #1 most influential international thought leader in HR by *HR Magazine* and in the Top 100 Thought Leaders in Trustworthy Leadership Behaviour.

From dark horse to black stallion, no one could be less surprised at the enhanced role of HR in organizations large, small and world-wide; since 1987 Ulrich and his colleagues have collected six waves of data

tracking that hone in on six core competencies that define HR's competitive business edge.

With the latest 2012 study encompassing over 20,000 HR professionals and line managers worldwide, those six competence domains remain unchanged—except for their augmented importance to all organizations.

So where does HR stand to make the greatest impact as an architect of business results? According to Ulrich, effective HR professionals are:

Strategic Positioners able to align the organization in the business context with key internal and external stakeholders;

Credible Activists able to build relationships of trust with line managers and employees and take a proactive view about the business;

Capability Builders able to diagnose capabilities and shape and evolve a culture that matches customer expectations and strategies;

Change Champions able to initiate and sustain change;

Innovators and Integrators able to offer integrated HR solu-

tions to business challenges; and **Technology Proponents** able to use information and make informed decisions.

Of the six, Ulrich holds the role of credible activist as tantamount to effective HR, building the trust requisite to ensure influence throughout an organization. "Having credibility gets HR access, but knowing what to say or do when given access delivers business results," says Ulrich.

The latest study also yielded evidence of where HR's attention most benefits the shared bottom line.

"Business improved the most when HR departments focused on external customer expectations to define HR priorities, where there was an alignment of strategy to culture to HR practice and when line managers participated in HR decisions," says Ulrich.

He acknowledges that this is not the HR of decades past, and points to the world at large.

"Let's think about what is happening in the world. Globalization is changing the business world and giving rise to new

business realities. Technology, industry and economic trends, demographics and CEO expectations are all driving forces that are changing the role of HR," he explains. "Everything seems to happen quicker. The half-life of knowledge is shorter. The goal is not to be more knowledgeable—the goal is to be more productive. How can you take what you know and make something happen?"

Dave Ulrich is returning to Vancouver as one of four keynote speakers at the **BC Human Resources Management Association's 52nd Annual Conference and Tradeshow**. Themed, "*Change Starts Here*", the conference takes place April 15-16, 2014 at the Vancouver Convention Centre - West.

In keeping with just how far HR has come, the closing keynote speaker, Colonel **Chris Hadfield**, is guaranteed to expand perspectives even further.

For further information visit bchrma.org/conf2014.

Jason McRobbie is the editor of PeopleTalk, BC HRMA's quarterly member magazine.



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Measuring success online

Some businesses measure visitor traffic to their websites. Very few measure success.

BY MAURICIO ROJAS

These days, with the vast flow of information available, we're becoming an increasingly analytical society. Whether it's measuring the fuel efficiency of cars, counting **Twitter** followers, or managing personal finances, we're always trying to measure the direct results of our actions and decisions.

So, why are many businesses failing when it comes to measuring the level of success of their digital marketing assets?

The reality is that plenty of businesses are having a hard enough time embracing digital marketing tactics, so the idea of web analytics is overwhelming — after all, if you don't understand what a set of data is saying, the data itself is useless.

The key is understanding the purpose and intent of your online marketing efforts and know how well they're working and whether



Mauricio Rojas

you should continue forward, stop or make a change.

Here are five steps you can use as a guideline:

Business objectives. This might seem simple, but you really have to be honest about why your business exists. Once you know the why, then apply it to whatever campaigns you're planning on running (website, social, email, content, etc.).

Goals for objectives. These will mark the pathway to completing the business objectives above. These goals will be the "how" you successfully accomplish your "why?"

Performance indicators. Metrics (data) that help you understand how well your goals work toward accomplishing your objectives.

Targets. Define your success (or failure) and act accordingly. With no targets, you'll have no idea what the results of your campaigns were.

Analysis. Decide which objectives, goals and targets are the most valuable to the company. Are you satisfied with the results? Analysis will help you understand how well your campaigns are working and how you can make improvements.

This is a brief framework from which you can build your own model. The most important aspect is that one concept

builds on the next and it works cohesively.

Ensure your model's continued success by doing the following three things:

Revisit. Web analytics never involves setting and forgetting.

Adapt. Your model will need adjusting, so the sooner you embrace the ever-changing nature of the Internet, the better.

Automate. Web analytics is work, but you can automate some of it. Take advantage of your analytics provider's options and have alerts sent to you when performance indicators reach or drop to certain levels.

After all, this is the only way of measuring if your efforts and investments are having success... or not.

Mauricio Rojas is an Internet Marketing expert with WSI and a member of The Vancouver Board of Trade's Small Business Council. He can be reached at mrojas@onlinemarketingwsi.com.

Learn how to land federal gov't contracts

Did you know the **Government of Canada** purchases approximately \$20 billion of goods and services each year? For many small businesses, this could mean opportunities to bid on — and secure — lucrative contracts with Ottawa.

On Thursday, Feb. 20, **The Vancouver Board of Trade's** Small Business Council will host a roundtable discussion with **Tara Hartley**, Regional Director for the Office of Small and Medium Enterprises at Public Works and Government Services Canada.

In this discussion, Hartley will share insights on the government's contracting process, including how local small businesses can register in supplier databases, search for opportunities, obtain security clearances, and more.

The event will include a light breakfast and networking reception at the Pan Pacific Hotel. Best of all, it's complimentary for members of The Vancouver Board of Trade — but space is limited, so register early to avoid disappointment.

Visit www.boardoftrade.com/events for more details.

The Vancouver Board of Trade's Small Business Council has partnered with WSI Marketing to present a free Digital Marketing Webinar Series. Webinars will cover current and relevant digital topics that will help business improve online promotions, including social media, web advertising, search engine optimization, and much more. Visit boardoftrade.com/webinars to register.

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Leadership loves company



WOMEN'S
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Reflections on opportunity and leadership

BY KATERINA ANASTASIADIS

Built on foundation laid by strong past leadership, **The Vancouver Board of Trade's Women's Leadership Circle** has thus far witnessed great success forwarding the 2013-14 agenda; with the formation of a WLC Advisory Council Policy Committee for the first time in the Board of Trade's history and invigorated support and traction for the WLC's mission "to be the premier women's leadership organization that connects, supports, and advocates for women in business."

Specifically, the Committee has come together to drive the WLC's Advocacy Pillar, "to influence policy and develop frameworks that enable enhanced governance and support for women in business." Establishment of the WLC Program in 2007 itself was an indication of The Vancouver Board



Katerina Anastasiadis

of Trade's values to be inclusive, more diverse and representative of its membership. In the years since, the WLC has increasingly stepped up its efforts for women by undertaking policy transformation to build a stronger organizational structure and voice for women in business and leadership.

In the fall, The Vancouver Board

of Trade sent recommendations to the **Ontario Securities Commission**, following a request for comments on proposed disclosure requirements regarding women on boards and in senior management. This March, the WLC will play a key role in The Vancouver Board of Trade's highly anticipated event with **Hillary Rodham Clinton**.

Each of these accomplishments are signifiers The Vancouver Board of Trade has embraced imperatives to profile, recognize and support female leadership and to empower and facilitate positive change for women.

Although the road to "true" practical equality in the workforce — particularly at executive levels — remains long, the stage has been set, momentum is clear; there is real opportunity for female leadership to seize and to borrow **Sheryl Sandberg's** term, to "Lean In" to. The message is for all, from new

professionals, to emerging and upcoming leaders, those in executive ranks, academics, and across all demographics and ethnicities.

What does it mean to be a female leader within today's societal and political environment?

Let us consider that in fact, *gender* and *leadership* are both *political*. What do we mean by this? Firstly, being a woman within traditionally male-dominated ranks inevitably brings the politics of gender into play. Secondly, leadership is intrinsically power laden built on position.

The word *politics* (politikos, Greek) means "of, for, or relating to city and citizens" and entails influencing other people; with a set of principles and views, on a civic or individual level. It involves achieving and exercising positions of governance — organizational control over a human community, particularly a state. Female

leadership thus involves specific dynamics of gender and politics, various levels and types of governance, community, and state environments.

Impactful women such as the Premier of British Columbia **Christy Clark** and Premier of Alberta **Alison Redford** (political leaders of top provincial economies in Canada), City of Surrey Mayor **Dianne Watts** (B.C.'s second largest city), outgoing **Lululemon Athletica** CEO **Christine Day**, and famous religious figures such as **Mother Teresa** demonstrate the unique and multiple ways women can and have lead society.

In the end, leadership is complex, varied, and personal and what matters most is its meaning and impact to those affected.

Katerina Anastasiadis is Chair of the WLC Advisory Council Policy Committee. For more info, visit www.boardoftrade.com/WLC.

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The past year was a pivotal one for The Vancouver Board of Trade's Company of Young Professionals – a program that engages business professionals under the age of 35. Key events in 2013 included a Leadership Cafe at Vancouver Aquarium (above left), a social night with the Vancouver Symphony Orchestra (above right), and the annual Young Professionals Leadership Forum (below). For more on the program, visit boardoftrade.com/CYP.

Where Vancouver's emerging leaders connect

The Vancouver Board of Trade's Company of Young Professionals program looks ahead to 2014

BY RYAN LERMITTE
AND GRAHAM LOVELY

2013 proved to be one of the most successful years yet for **The Vancouver Board of Trade's Company of Young Professionals (CYP)** program, filled with growth and opportunity for its members — emerging leaders under the age of 35.

The events for the year focused on a variety of program cornerstones with career development, networking, leadership and volunteer activities, bringing the members closer together.

One of the key highlights this year was the launch of the CYP's Emerging Leaders course, in partnership with **BCIT School of Business**, which successfully ran three times in 2013. CYP members and future leaders took part to improve their skill set through interactive programming and dynamic instruction.

Topics covered included risk management, whole brain decision making, collaborative leadership, and meeting facilitation.

The pinnacle event of the educational series was the CYP's Leadership Forum hosted by Global BC's **Sophie Lui** and



featuring presentations from senior leaders at **Starbucks, Teck** and the **Canadian Olympic Committee**.

In 2013, the CYP also lent time and expertise to the **Vancouver Aquarium** and **Canadian Blood Services** to help tackle organizational challenges and engage a younger demographic. CYP members brainstormed and presented new ideas to management with the best ideas being chosen for potential implementation. These activi-

ties highlighted member's commitment to the community and desire to work creatively in a collaborative environment and lead to volunteer outings with the Great Canadian Shoreline Cleanup and plans for a future blood drive.

CYP members also know how to have fun! Social and cultural events in 2013 included an evening at a **Vancouver Canadians** game, the **Vancouver Symphony Orchestra**, and the **Vancouver Theatre Sports**

League.

All events included exclusive access, such as meeting musician **Nicola Benedetti** following her VSO performance, with a Q&A session that provided a glimpse into one of Vancouver's most venerable organizations. The holiday social at Granville Island's Theatre Sports started with a private pre-show reception and ended with the improv crew leaving folks in stitches. The camaraderie was infectious. The CYP's social outings

are always sold-out and are a perfect forum for networking and making new friends.

2014 looks to be better than ever with our largest member base to date, and a full events calendar to bring people together for learning and good times.

Events this year will include a Leadership Cafe with the **Vancouver Art Gallery** in February, an Innovation Panel profiling outstanding CYP member accomplishments in March, a Strategic Thinking Development Night in April, and our Annual Leadership Forum in May.

Simply put, CYP is the place for Vancouver's emerging leaders to connect and develop.

Ryan Lermite and Graham Lovely are members of the Company of Young Professionals Advisory Committee. The Company of Young Professionals (CYP) is a leadership development program of The Vancouver Board of Trade which engages those under 35 through leadership, networking, and volunteerism opportunities. To engage your emerging leaders or learn more about the program, visit www.boardoftrade.com/CYP

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