



WEDNESDAY, JANUARY 28, 2015

The Next Spike: Innovation as the key to building a smarter, more caring Canada

His Excellency the Right Honourable David Johnston,
Governor General and Commander-in-Chief of Canada

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Economic Outlook Forum 2015

Friday, January 16, 2015
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SOUNDING BOARD

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

"Her Majesty Queen Noor's lifelong commitment to human rights and peace building is truly inspiring." 2014-15 VBOT Chair Janet Austin, pg. 4

JANUARY 2015 • VOLUME 55 • NUMBER 1

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Coalition aims to cut congestion

Groups join forces to call for 'Yes' vote in 2015 Referendum

BY GREG HOEKSTRA

The Vancouver Board of Trade has joined a new coalition to support increased investment in regional transit and transportation improvements, and to support a "Yes" vote in the 2015 Metro Vancouver transportation referendum.

Known as the **Better Transit and Transportation Coalition**, the group includes business, labour, environmental and community organizations, which have joined forces to support the Mayors' Council regional transportation improvement plan. Founding members include The Vancouver Board of Trade, **Unifor Local 111**, **Tourism Vancouver**, the **Downtown Surrey Business Improvement Association**, the **David Suzuki Foundation**, the **Greater Vancouver Gateway Council**, and the **BC Chamber of Commerce**.

"Our coalition is quickly gath-



The Vancouver Board of Trade is a founding member of the Better Transit and Transportation Coalition – a new group that supports increased investment in transit and transportation, in order to reduce traffic congestion across Metro Vancouver. **File photo**

ering momentum," said **Iain Black**, President and CEO of The Vancouver Board of Trade. "We're one proud part of a full range of environmental, labour, transportation, tourism, health and other groups, and together we're focused on fighting congestion by delivering a positive outcome in the spring referendum."

Ian Bruce, science and policy manager at the David Suzuki Foundation added, "With a million more people moving to

the Lower Mainland, investing in a better transit and transportation network is one of the most crucial decisions the region can make to build healthier communities and improve quality of life."

"The Mayors' transit and transportation plan is designed for future generations, with a clear focus on increased goods movement, and it contains plans for managing congestion more effectively over the next 30 years," said **Elizabeth Model**, CEO of

the Downtown Surrey Business Improvement Association.

In addition to the diverse collection of organizations who comprise the Better Transit and Transportation Coalition, other groups — including student and educational organizations, medical health officers and others — have also already signed on to its pledge.

For more information on the Coalition, visit boardoftrade.com/cutcongestion.

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Building a smarter, more caring Canada

Governor General David Johnston speaks about innovation at VBOT Jan. 28

On Wednesday, Jan. 28, His Excellency the Right Honourable **David Johnston** will deliver his inaugural address to **The Vancouver Board of Trade**.

Canada's Governor General will discuss the importance of achieving excellence in innovation in today's world, while sharing his views on how Canada can become a global innovation leader.

When Johnston was installed as the 28th governor general of Canada in October 2010, his

remarks focused on "A Smart and Caring Nation: A Call to Service."

He has since travelled widely across Canada, speaking with Canadians about the importance of giving, learning, innovation and family, and asking them what they will contribute to Canada as we approach our country's 150th birthday, in 2017.

Johnston was born and raised in northern Ontario. His twin passions for learning and sport led to an undergraduate degree

at **Harvard**, where he was twice named to the All-American hockey team and inducted as a hockey player into Harvard's Athletic Hall of Fame, to law degrees at the **University of Cambridge** and **Queen's University**, to a lifelong dedication to higher education.

During his 44-year academic career, he served as dean of the Faculty of Law at the **University of Western Ontario** in London, as principal of **McGill University** in Montréal, and as president of the

University of Waterloo.

Johnston has served on many provincial and federal task forces and committees, and has also served on the boards of a number of public companies. He was the founding chair of the National Round Table on the Environment and the Economy and chaired the federal government's Information Highway Advisory Council.

For more information on this event, or to purchase tickets, visit boardoftrade.com/events.



The Right Honourable David Johnston, Governor General of Canada

EVENTS CALENDAR UPDATE

See our full events calendar at boardoftrade.com/events

FRIDAY, JANUARY 16, 2015

Economic Outlook Forum 2015: Voting for the Economy presented by TD Bank Group

7 a.m. – 12 p.m.

SESSION 1:

Economic Choices and Challenges:

The year ahead for businesses and Canadians

SESSION 2:

Politics and Prosperity: Voting for Canada's economic future

SESSION 3:

Positions and Personalities:

An early look at the inside politics of the 2015 election

SESSION 4:

Benchmarking Canada's Economic Success:

The CEO perspective of 2015 and the year ahead

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— Regency Ballroom

655 Burrard Street

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WEDNESDAY, JANUARY 21, 2015

Powering B.C.'s Future

11:30 a.m. – 2 p.m.

Jessica McDonald, President and Chief Executive Officer, BC Hydro

The Hyatt Regency

— Regency Ballroom

655 Burrard Street

Presenting Sponsor: Accenture

Supporting Sponsor:

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WEDNESDAY, JANUARY 28, 2015

The Morning Leader: Positioning Yourself for Success in 2015

7:15 – 9:30 a.m.

Kemp Edmonds, Sales Engineer, HootSuite

Barbara Grantham, CEO, VGH & UBC Hospital Foundation

Caren McSherry, Owner, The Gourmet Warehouse Inc.

Moderator: Jill Schnarr,

Vice President Community Affairs, TELUS

The Coast Coal Harbour Hotel

1180 West Hastings Street

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WEDNESDAY, JANUARY 28, 2015

The Next Spike: Innovation as the key to building a smarter, more caring Canada

11:30 a.m. – 2 p.m.

His Excellency the Right Honourable David Johnston, Governor General and Commander-in-Chief of Canada

The Hyatt Regency

— Regency Ballroom

655 Burrard Street

THURSDAY, JANUARY 29, 2015

No Quick Fix: Sustaining Mineral Exploration and Mineral Production in Canada

11:45 a.m. – 2 p.m.

Rod Thomas, President, Prospectors & Developers Association of Canada (PDAC)

Fairmont Hotel Vancouver

— Pacific Ballroom

900 West Georgia Street

Supporting Sponsor: Ausenco

No quick fix

PDAC President on sustaining mineral exploration and production in Canada

The Canadian exploration industry is in the midst of a dramatic structural shift. The Canadian mineral industry contributes approximately 4 per cent to Canada's GDP — or more than \$52 billion dollars in 2012 — and is a global leader in mineral exploration and development.

However, Canada is at risk of losing our competitive advantage. Global market conditions, increased competition, and the contraction of risk capital are dramatically reshaping the junior mining sector. While the sector is facing increasing unprecedented challenges, it is also an era of great opportunity for the sector, and the country.

On Jan. 29, **Rod Thomas**, President of the **Prospectors & Developers Association of Canada (PDAC)**, will give his first address to **The Vancouver Board of Trade**. In that speech, he'll outline the vitally important role the exploration and mining sector plays in both the B.C. and Canadian economy.

Throughout his career, Thomas has worked in mineral exploration and development in both the senior and junior mining sectors as an exploration geologist and executive. He is a strong advocate of the mineral exploration and development industry as a primary driver of wealth creation in Canada and around the world.

Thomas worked in mineral exploration for several major mining companies, including **Urangesellschaft**, **SMDC**, **Utah Mines** and **BHP**. After leaving BHP, he worked in the junior



Rod Thomas, President, Prospectors & Developers Association of Canada

sector in various senior roles in both technical and executive capacities. He then returned to the senior mining sector in 2008 and is currently General Manager and Director of **Votorantim Metals Canada Inc.**, a subsidiary of **Votorantim Metals** that is part of the **Votorantim Group** and has more than 40,000 employees operating in 20 countries.

Thomas began his two-year mandate as PDAC President in 2013, but has been an active volunteer since the early 1990s.

Established in 1932, PDAC represents the interests of the Canadian mineral exploration and development industry. Today, the national association has more than 9,000 members from Canada and around the world.

For more information on his Vancouver Board of Trade address, or to purchase tickets, visit boardoftrade.com/events.

Happy New Year!

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

BC Hydro on target to deliver on projects and 10-year rate plan

BY JESSICA MCDONALD

As B.C.'s largest Crown corporation, **BC Hydro** manages over \$25 billion in assets and has over \$5 billion in annual revenue. We serve 1.9 million customers through a province-wide network of 79 dams, 31 generating stations, 300 substations and 77,000 kilometres of transmission and distribution lines – or enough transmission and distribution lines to wrap around the world twice.

British Columbians own this system and this Crown Corporation. So, what's in it for you as the customer?

To start, as a BC Hydro customer you pay one of the lowest electricity rates in North America. According to a 2014 independent Hydro-Quebec report, our residential rates continue to be the third lowest in North America and we offer the fourth lowest rates in North America for commercial and large industrial customers.

The main reason for this cost advantage is that we rely on large hydroelectric dams and generating stations. When you look at the jurisdictions with the lowest power rates in North America, they are powered by hydroelectricity. So it's no coincidence that the three provinces in Canada with the lowest electricity costs – B.C., Quebec and Manitoba – are those powered by large hydro.

Our large dams let nature do the work. We draw water when and as we need it.

This system allows other forms of energy supply to be integrated like wind and run-of-river that have intermittent capacity, but can be shaped by the larger system. Today, 25 per cent of our electricity is supplied by independent power production.

It is because these hydroelectric facilities serve as our backbone that we are self-sufficient, our power is clean, and our province has never experienced a brown-out or black-out that can seriously damage the electricity grid and cripple an economy. All day, every day, BC Hydro is behind the scenes for the family dinner, the big store opening, the medical operation, the switch that cranks up an industrial plant, and the child who's being read a bedtime story ... the power is there when you need it.

To keep it this way, we need to make sure our assets remain safe and reliable. The big dams on the Peace and Columbia rivers – the ones that supply the bulk of our power – are 30-, 40- and 50-years-old. We need to upgrade our system to ensure it continues to provide us with the electricity service we enjoy today.

That is why we are spending, on average, \$1.7 billion a year to upgrade our infrastructure across the province. These projects range from building new transmission lines to upgrading generating stations to replacing power poles. For example, the Interior to Lower Mainland high-voltage transmission line will bring more power from where it is generated in the Columbia



Jessica McDonald, President and CEO, BC Hydro

and Peace regions to the Lower Mainland and Vancouver Island, where the majority of B.C.'s residents live and work.

Last fall, we broke ground on the redevelopment of the 67-year-old John Hart generating station – the largest generating facility on Vancouver Island and one of the oldest in the system – to ensure that it continues to safely and efficiently produce power for our customers on Vancouver Island.

With our new digital grid, we now have the technology in place that will help us restore power quickly to our customers. The digital grid will also give customers more information and more choice about their own electricity usage.

At the same time, BC Hydro's Power Smart programs will work to meet over

two-thirds of our new demand through conservation. Over the past several months, we introduced consumer tools like our MyHydro online accounts to help our customers save energy and money. Other examples of Power Smart initiatives include programs for the pulp and paper industry to reduce their electricity use and save money that can be reinvested in their plants.

And of course, in December, the Government of B.C. made one of the biggest announcements in the history of BC Hydro with the decision to proceed with construction of Site C, a third dam and hydroelectric facility on the Peace River. When operational, in about 2024, Site C will power the equivalent of about 450,000 homes every year for more than a century.

While we continue to invest in our infrastructure and accommodate a growing province and economy, one of my top priorities as BC Hydro's President and CEO will be to keep our costs low and in line with our 10-year rate plan, announced last year. This is a commitment we made, along with the Government of B.C., to ensure our rates remain competitive for years to come. It is a commitment we plan to keep.

Around the world, many countries don't know where their power is going to come from and struggle to find sources. We already have it ... in abundance. It is something for all of us to be proud of.

Jessica McDonald is the President and CEO at BC Hydro.



The Vancouver Board of Trade

Economic Outlook Forum 2015:

Voting for the Economy presented by TD Bank Group

Friday, January 16 | 7 a.m. – 12 p.m. | Hyatt Regency — Regency Ballroom, 655 Burrard Street

SESSION 1:

Economic Choices and Challenges:
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Voting for Canada's economic future

SESSION 3:

Positions and Personalities:
An early look at the inside politics of the 2015 election

SESSION 4:

Benchmarking Canada's Economic Success:
The CEO perspective of 2015 and the year ahead

For the last 26 years, every January has seen The Vancouver Board of Trade's annual Economic Outlook Forum kick off the Board of Trade's high-profile conference schedule.

With a federal election scheduled for 2015, this year's annual Economic Outlook Forum takes on even more significance, as Canadians prepare to decide who is best to lead our country and its post-recession economy.

Register now at boardoftrade.com/econ2015

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SOUNDING BOARD

PUBLISHER: Business in Vancouver Media Group

EDITOR: Greg Hoekstra, 604-640-5450

AD SALES: Katharine Wilson, 604-608-5118

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.

PUBLICATIONS MAIL AGREEMENT No. 40011551

The Vancouver Board of Trade, World Trade Centre
Suite 400, 999 Canada Place
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contactus@boardoftrade.com

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Preparing for a Royal Visit

Her Majesty Queen Noor of Jordan to speak at Vancouver Board of Trade on March 10

BY JANET AUSTIN

Here at **The Vancouver Board of Trade**, we always strive to give our speakers "the royal treatment" – whether we're hosting local CEOs, national politicians, or international business moguls.

On March 10, we'll mean that in a much more literal sense, when we welcome a world leader, humanitarian, and distinguished member of the Jordanian Royal Family, **Her Majesty Queen Noor**.

Our organization was thrilled to announce this major event in mid-December, just prior to the holidays, after working on it behind the scenes for nearly half a year.

On a personal level, I was delighted to finally reveal the name of this pre-eminent speaker – which had to be kept top secret until the morning of Dec. 17, when President and CEO **Iain Black** announced Her Majesty's name live on CBC Radio's *The Early Edition*. (Yes, even The Vancouver Board of Trade's staff and many board members were on the edge of their seats, waiting to learn who our speaker would be!)

This announcement is a follow-up to a pledge we made in March 2014, during our historic event with **Hillary Rodham Clinton**. Due to the overwhelming success of that evening, we announced to more than 2,700 guests that we would bring another prominent global leader to Vancouver for International Women's Day 2015.

Her Majesty Queen Noor was chosen as this year's speaker for a whole host of reasons – the most obvious being her demonstrated history speaking about leadership and women's empowerment.

However, we were also drawn to the unique perspective she has on relations between the Middle East and Western societies – particularly in light of world events in 2014, including mounting tensions with the Islamic State of Iraq and the Levant (ISIL), the hostage crisis in Australia, and the tragic shooting here in Canada at the National War Memorial and

Parliament Hill.

As an American-born citizen who married into a Middle Eastern Royal Family, Queen Noor has a rare perspective on cross-cultural relations. She has made it part of her life's mission to bring "a true picture of the Arab World to the West," as was documented in her book, *Leap of Faith: Memoirs of an Unexpected Life*.

At no time in our history has her perspective – and her rich understanding of the similarities and differences between Western and Middle Eastern societies – more valuable than it is today. There is so much we can learn from her insights.

What's more, I also find Her Majesty's lifelong commitment to human rights and peace building to be truly inspiring. This includes – but is not limited to – her roles as founder of the **King Hussein Foundation** (which focuses on human security, social equity and peace in the Middle East), her founding role with **Global Zero** (an international movement for the elimination of all nuclear weapons across the world), and the dozens (literally) of other international organizations she has helped establish in the Middle East, the Balkans, Central and Southeast Asia, Latin America, and Africa.

I'm sure you'll be hearing a great deal about this marquee event in the months to come, but I would strongly urge you to visit our website at **boardoftrade.com/QueenNoor2015** to learn more about what I'm confident will be one of our largest – and most inspirational – events of the new year.

The First Annual Wendy McDonald Awards

Speaking of inspirational women... it's my pleasure to formally announce the launch of the **Wendy McDonald Awards** – a new annual initiative by our Women's Leadership Circle, which will honour outstanding women and champions of diversity across Greater Vancouver.

These awards will be presented in five categories, in memory of the late Wendy Mc-



Janet Austin, 2014-15 Chair, The Vancouver Board of Trade

Donald, former president of **BC Bearing Engineers Ltd.** and first female Chair of The Vancouver Board of Trade.

Aside from being a role model for me personally, Wendy led a fascinating life, which is reflected in an article on page 11 of this month's *Sounding Board* written by two of our Leaders of Tomorrow students.

Nominations for the awards are open until the end of this month (Jan. 30, 2015) with the final presentations being made on March 10, at a special reception prior to our marquee event with Her Majesty Queen Noor.

To learn more about the awards criteria, or to nominate an outstanding woman leader within your organization, please visit boardoftrade.com/WLC.

From Her Majesty to His Excellency

And finally, I'd be remiss if I didn't mention that His Excellency the Right Honourable **David Johnston** will give his inaugural keynote address to our Members later this month, on Wednesday, Jan. 28.

Since his installation as Canada's 28th Governor General in 2010, Johnston has travelled extensively across the country, speaking to Canadians about the importance of giving, learning, innovation and family.

In his speech to Vancouver's business community, Johnston will share insights from his travels, with a particular focus on the importance of innovation and strategies for how Canada can become a global innovation leader.

For more information on this event, and the many other exciting events we have planned to kick off 2015, visit boardoftrade.com/events.

Janet Austin is 2014-15 Chair of The Vancouver Board of Trade and CEO of YWCA Metro Vancouver.

Trust: How does your business rank?

The 15th Annual Edelman Trust Barometer examines the current state of Trust

When you stepped into the voting booth during the local 2014 elections, looked down at the candidates and marked your final decision, how much of your process was based on trust? You may have trusted one candidate to keep their word, or were influenced by a lack in trust in opposing candidates. Or how about when you made your last major purchase? Did you choose one brand over another because you trusted it more than the competitor?

Trust is an asset that enterprises, including business and government, must understand and properly manage in order to be successful in today's complex operating environment. Unlike reputation, which is based on an aggregate of past experiences with a company or brand, trust is a forward facing metric of stakeholder expectation. And it's becoming increasingly important in the era of real-time news and global interconnectedness.

How do organizations gain trust? Where is it valued and how is it lost? **Edelman's** Trust Barometer captures the global spectrum



John Clinton, Chief Executive Officer, Edelman Canada

of trust across multiple industries and stakeholders to help answer these questions and demonstrate how trust can be built. The data is then collected and presented to the world at the Economic Forum in Davos, Switzerland by **Richard Edelman**. Every year, public perception shifts, so each year offers fresh insights in to how leaders are rebuilding trust and the role media and peers play.

Following a trend that has been building for the past few years, key findings from 2014

revealed a shift in the global gatekeeper of trust from government to business. In the last decade, business made significant strides earning it the social license to lead, overtaking government by 11 points. This historic gap demonstrated that the public yearned for someone to take control, and looked to business as leaders.

Notably, last year, Canadians demanded greater regulation of the financial, energy, and food and beverage sectors. With various energy projects slated for construction within BC, the measure of trust is critical to both energy companies and policy makers. Although trust in this industry has improved slightly over the last five years, the 2015 findings will confirm if this trend has continued.

In addition to showing how trust varies by industry and within government, the Edelman Trust Barometer highlights how to build trust. If change is necessary, the Chief Executive Officer needs to become the Chief En-

gagement Officer. CEOs must have the courage to hear what is being said in the debate and be willing to adjust accordingly, while establishing a platform for change. To realize forward progress, the CEO must participate with the public and stakeholders, advocate a strategy that benefits community partners and employees, and evaluate behavior based on collective inputs.

"Trust is an asset that enterprises, including business and government, must understand and properly manage in order to be successful in today's complex operating environment."

On Feb. 11, 2015, join Edelman Canada's CEO, **John Clinton**, as he unveils the *2015 Edelman Trust Barometer* findings that show how Canada ranks globally and what is happening with trust here at home. The presentation will be followed by an expert panel, moderated by **Kim Peacock**, GM of Edelman Vancouver, with local media, business and academic influencers discussing what the

Trust Barometer means locally. **Chris Gailus**, **Global BC** Anchor and **Anne Giardini**, Q.C., Chancellor, **Simon Fraser University**, will explore how Canadian data takes shape in the current economic landscape. Tickets are available now at boardoftrade.com/events.

Now in its 15th year, the Edelman Trust Barometer has a strong foundation of data on which to compare and contrast globally and by market. Last year, Edelman's research team surveyed 33,000 people (27,000 General Public and 6,000 Informed Public respondents) in 27 markets around the world on their trust in institutions, credible sources/channels and specific issues and perceptions impacting trust in business and government. Results from the Edelman Trust Barometer are released annually at the World Economic Forum in Davos, Switzerland to an elite global business community, then shared across various markets that Edelman operates in.



The Vancouver Board of Trade's Governors' Banquet and Rix Awards 2015

Wednesday, April 15, 2015 | Vancouver Convention Centre — West, 1055 Canada Place



Council of Governors Inductee

Elio Luongo,
Canadian Managing Partner,
Tax, KPMG LLP



The Rix Award for Engaged Community Citizenship

Carole Taylor, O.C.,
Former Journalist;
Former Minister of Finance,
Province of British Columbia;
Chancellor Emeritus,
Simon Fraser University

The Rix Award for Engaged Corporate Citizenship



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Capital raising in the private placement market

BC Securities Commission shares insights with entrepreneurs at Small Business Council Success Series

Small businesses create jobs and make a significant contribution to B.C.'s economy. They need money to start, maintain, and grow their operations.

A large portion of small business funding comes from entrepreneurs themselves and traditional funding sources such as bank loans. At some point, however, many businesses will turn to private investors.

As the government agency responsible for regulating capital raising, securities trading, and investor protection in B.C., the **BC Securities Commission** (BCSC) expects small businesses using the private placement market to conduct their financings in a way that respects and promotes market integrity.

At the same time, the BCSC want to help businesses find legitimate ways to raise money in a timely and efficient way and avoid delays that can stem from not understanding how the rules work.

This was what almost 100 entrepreneurs, business owners and professionals that attended the Nov. 25 **Small Business Council** Success Series learned, as BCSC presenters **Peter Brady** and **Larissa Streu** used a case study to explained how raising money from private investors differs from raising money in public markets.

Brady, the BCSC's director of Corpo-

rate Finance, and Streu, a senior legal counsel, explained that the definition of a security is quite broad, saying it is any document that allows the holder to profit from the efforts of others and that shows the holder's interest in an entity.

While small business owners looking to raise money from investors need to be aware that securities laws may apply to their capital raising activities, they explained that for many businesses, there are exemptions from the prospectus and continuous disclosure requirements when raising money privately.

They explained how one of the most common exemptions – the private issuer exemption – allows business owners to raise money from certain groups, as long as the business has less than 50 security holders (excluding employees), without having to report to the BCSC.

They then discussed what happens when businesses are no longer a private issuer, for example when they exceed 50 security holders, outlining how common exemptions such as the \$150,000 investment and offering memorandum exemptions work.

A key difference from being a private issuer is the requirement to report the sale of securities to the BCSC.

The session ended with a question and answer period with Brady and Streu



Peter Brady (left) and Larissa Streu (middle) of the BC Securities Commission spoke to Members of The Vancouver Board of Trade's Small Business Council on Nov. 25. Damian Cenkowski (right) served as MC for the evening. Photo by Vision Event Photography

staying behind to speak with individuals in attendance.

If you are interested in more details about how securities laws apply to your

capital raising activities, please refer to the BCSC's *Capital Raising for Small Business Guide*, which can be found at bcsc.bc.ca.

Are you a small business owner looking to grow your business, expand your network, or have an impact on public policy? Consider joining The Vancouver Board of Trade's Small Business Council. Learn more at boardoftrade.com/SBC.



The Vancouver Board of Trade

Powering B.C.'s Future

Wednesday, January 21, 2015 | 11:30 a.m. – 2 p.m.

The Hyatt Regency — Regency Ballroom
655 Burrard Street, Vancouver



Jessica McDonald

President & Chief Executive Officer, BC Hydro

B.C.'s population is growing — as the province grows so does our need for energy.

While BC Hydro continues to pursue conservation as the first and best way to meet demand growth, the company is also working to update the current system and invest in new sources of power to meet future growth.

Meet Jessica McDonald, BC Hydro's President and CEO and learn more about BC Hydro's plans to power the province now and into the future.

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The Vancouver Board of Trade

Edelman Trust Barometer 2015 Trust: How does your business rank?

Wednesday, February 11, 2015 | 11:30 a.m. – 2 p.m.

Pan Pacific Vancouver — Crystal Pavilion, 999 Canada Place



John Clinton
CEO,
Edelman Canada

Edelman, the world's largest PR firm, has been tracking Trust globally for 15 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.

Join us February 11, when Edelman will present new 2015 data that shows how Canada ranks globally, and more importantly, what is going on with trust here at home.

The presentation will be followed by an expert panel discussion.

Keynote:

John Clinton, CEO, Edelman Canada

Moderator:

Kim Peacock, General Manager, Edelman Vancouver

Panellists:

Chris Gailus, Anchor, Global BC

Anne Giardini, Q.C., Chancellor, Simon Fraser University

Presenting Sponsor:



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VBOT Membership drives big savings for De Dutch

Board of Trade's unique fleet vehicle purchasing program saves thousands for local restaurant chain

BY GREG HOEKSTRA

Vancouver-based restaurant chain **De Dutch** recently saved thousands on its new fleet of branded vehicles, thanks to the company's Membership with **The Vancouver Board of Trade**.

Pamela Waring, Marketing Manager for De Dutch, says her company began shopping for a couple of cars about a year ago, which they intended to use to promote their two corporate Kelowna locations.

After selecting a vehicle model, Waring recalled hearing about a fleet vehicle savings program offered through The Vancouver Board of Trade. As a Member for the past three years, she decided to call her account executive to learn more.

"I remembered we had some opportunities through our Vancouver Board of Trade Membership," says Waring. "One thing led to another, and we've ended up with eight new branded vehicles, which we use for local store marketing."

By purchasing the vehicles through The Vancouver Board of Trade's fleet pricing program, Waring says her company did not have to pay any documentation or administration fees, which can be upwards of \$500 for each vehicle. The company also received an additional savings of \$1,000 off each vehicle purchased.

Since purchasing the vehicles, Waring says the company's staff have been getting lots of comments from passersby on the street. "Little kids just absolutely seem to

love them," she laughs.

Waring says De Dutch has made great use of its Vancouver Board of Trade Membership, having hosted several Members' networking receptions in the past. Those events have resulted in some meaningful business connections, she adds, including one of the company's current cleaning suppliers.

"We were already happy with our Membership, the cars were really just an added bonus," she says.

The Vancouver Board of Trade has partnered with the Lower Mainland's leading auto dealerships to provide member's fleet pricing, giving Members access to high volume rates when purchasing as few as just one new vehicle. The process is quick, simple, and can save Members hundreds to

thousands of dollars.

Dealerships that currently offer vehicle pricing discounts for Vancouver Board of Trade Members include **Brown Bros Ford Lincoln**, **Dueck Auto Group**, **Mercedes-Benz Canada**, **Morrey Auto Group**, **North Shore Acura Dealer**, **Open Road Auto Group**, and **Tri-Cities Mitsubishi**.

To learn more, decide on your preferred vehicle then contact Director of Membership **Chris Barry** at 604-640-5476 or cbarry@boardoftrade.com.

You can also visit boardbenefits.com for full details on our suite of Member benefits, including significant savings on hotels and travel, group insurance plans, legal packages, fuel discounts, airport parking discounts, document services, and *much* more.

Natural gas reduces costs and emissions for heavy duty fleets

BY VITO TRIGGIANO

More fleet operators in B.C. are making the switch to compressed natural gas — or CNG — to reduce costs and support greater sustainability. Companies like **Progressive Waste Solutions**, which recently announced the opening of its CNG fuelling station in Coquitlam.

Progressive's new facility will serve the company's 79 waste and recycling collection trucks that operate in Coquitlam and Surrey. The trucks are fuelled by natural gas from **FortisBC**. We also provided incentives to help make the switch more affordable.

Since 2009, we've worked to encourage heavy-duty fleet operators to switch to natural gas from diesel. Natural gas is the cleanest burning fuel and cuts carbon dioxide emissions by about 20 to 30 per cent compared to diesel or gasoline.

Historically, it's also been a significantly cheaper fuel alternative, costing about 25 to 50 per cent less than diesel.

The Province of British Columbia has demonstrated great leadership in supporting the move to cleaner fuel alternatives. In 2012, the Government's Greenhouse Gas Reduction regulation announcement enabled us to start our \$104.5-million

program to assist qualifying heavy-duty fleet operators in switching their return-to-base vehicles to natural gas.

Through the program, we can better help companies offset the cost of switching to natural gas and provide funds to support training initiatives, facility upgrades and construction of new fueling stations.



Vito Triggiano

Progressive Waste Solutions took advantage of the program and signed a fuelling agreement with us to supply compressed natural gas for its waste haulers used in Surrey. Seeing the benefits of fuelling with natural gas, Progressive expanded its CNG fleet in 2013 and now operates the largest fleet of natural gas powered waste and recycling collection vehicles in Canada.

The program benefits all our customers, including small businesses. Increasing the volume of gas that flows through our gas line system allows for better year-round optimization of our gas lines. It also helps us to recover the costs of maintaining the system. Both of which help stabilize rates.

For more information on natural gas for transportation, visit fortisbc.com.

Vito Triggiano is Senior Manager of Business Development at FortisBC.

Good trade neighbours go beyond NAFTA

BY PETER HURME

Canada and the U.S. are not just major trading partners; they're the largest trade partners in the world with C\$782 billion in goods and services 2013.

Moreover, since the passage of the North American Free Trade Agreement (NAFTA) in 1993, trade between the two neighbors has increased 200 per cent.

However, the U.S. and Canada have gone beyond NAFTA with their own unique series of Beyond the Border initiatives aimed at streamlining the flow of freight, including the Trusted Trader pilot program, Authorized Economic Operator programs, and the pre-inspection pilot programs in Blaine, Wash., Vancouver, B.C., and Buffalo, New York.

The pre-inspection pilot's aim is to inspect cargo in Canada in order to expedite on the U.S. side, with the mantra of "inspect once, clear twice," such as containerized cargo arriving at the Western Canadian port of Prince Rupert that is loaded onto trains destined for the U.S.

A U.S. project that could bode well for Canada-U.S. border trade, called the International Trade Data System (ITDS) planned for the end of 2016 promises a paperless "single window" access point. The ITDS would connect international traders with U.S. Customs and 47 different U.S. government agencies, greatly speeding up processing and regulatory approval.

"This change will be particularly meaningful to our small- and medium-sized customers that depend on global trade to grow

their businesses and reach the 95 per cent of consumers that live outside U.S. borders," said **Scott Davis**, chairman and CEO of **UPS**.

The steady, and growing trade between the U.S., Canada, and the rest of the trading world, plus the many important supply chains that form the backbone of commerce, is the inspiration behind **Informa Canada's Cargo Logistics Expos + Conferences** (cargologisticscanada.com).

Cargo Logistics Canada will address NAFTA in particular when that big event returns to the Vancouver Convention Centre Jan. 28-29, and similar themes will be addressed at the sister Cargo Logistics America Expo + Conference that debuts at the San Diego Convention Centre, Dec. 2-3, 2015.

There's still work to be done as developing good trading relationships require working through the obstacles and seeing the bigger picture.

At a NAFTA event in Chicago earlier this year, Canada's ambassador to the U.S., **Gary Doer**, told the audience that various issues create impediments to what could be the bigger picture for NAFTA's future as a more significant global trading bloc.

"We have the strongest trading relationship of any trading bloc in the world... that's why we've got to solve these small problems...and other small issues...we've got to have a can-do attitude."

Peter Hurme is show director and editor for the Cargo Logistics America Expo & Conference and is involved with Cargo Logistics Canada, which will be held Jan. 29-30 at the Vancouver Convention Centre West. Register now at cargologisticscanada.com.



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Around the Board

Photo highlights from recent events and activities

Clockwise from top left: 1) Alberta Premier Jim Prentice speaks to a sold-out crowd at The Vancouver Board of Trade on Dec. 1, 2014 – his first official address outside Alberta since taking office. *Photo by Matt Borck* **2)** Outgoing CFL Commissioner Mark Cohon talks about the league's past, present and future at a Nov. 25 luncheon, just days before the 102nd Grey Cup at BC Place. *Photo by Matt Borck* **3)** Port Metro Vancouver President and CEO Robin Silvester sits down for a Q&A with The Globe and Mail's Frances Bula on Nov. 28, following Silvester's annual VBOT address. *Photo by Matt Borck* **4)** From left to right: Stockwell Day, Shawn Atleo and Robert Delamar discuss Pacific Future Energy's plans to build the world's greenest refinery on B.C.'s northern coast. During the event, it was announced that Atleo would be joining the Pacific Future Energy team as the new Senior Advisor of Partnerships. *Photo by Matt Borck*

5) VBOT President and CEO Iain Black (far left) moderates a media panel discussion during the organization's annual Holiday Lunch and Year-End Wrap Up. From left to right: Fiona Anderson, Editor-in-chief of Business in Vancouver Media Group, Wendy Cox, B.C. Editor of The Globe and Mail, Sophie Lui, Morning News Anchor at Global BC, and Treena Wood, News Director at News 1130. *Photo by Matt Borck* **6)** Daniel Fournier, Chairman and CEO of Ivanhoe Cambridge, gives a Nov. 26 address on his company's development projects across Greater Vancouver. *Photo by Pablo Su* **7)** Calin Rovinescu, President and CEO of Air Canada, takes questions from Members of The Vancouver Board of Trade, following a keynote on 'Seizing Global Opportunities' on Nov. 20. The Q&A was moderated by Janet Austin, 2014-15 VBOT Chair and CEO of YWCA Metro Vancouver (pictured at right). *Photo by Pablo Su*



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CYP Members gain insights on 'Negotiating to Win'

BY AMANDA GROCHWICH

On Nov. 18, Members of **The Vancouver Board of Trade's** Company of Young Professionals program received a crash course in "negotiating to win" by **Shane Gibson**, an international speaker, sales trainer, and author of *Closing Bigger*.

Gibson shared insights on how to lead successful negotiations, with an end goal of getting what you want, while making the other person feel like they've won.

Below are highlights from Gibson's *Key Ingredients to Principle-based Negotiations*.

Prepare. Identify what you are willing to accept, including when you'll be happy as well as when you're prepared to walk away.

Do your research. Brainstorm possible arguments and objections and know how to respond to them, in addition to alternatives to a negotiated agreement.

Set your terms. Where are you meeting? Do you have the necessary time allocated for the negotiations?

Focus on interests. What outcomes are you looking for? There will always be multiple ways to achieve your desired outcomes. Brainstorm as many options to achieve those goals as possible.

Centre yourself. Train yourself to not react when thrown.

Have a questioning process. Make sure to ask a variety of questions – open and



Shane Gibson speaks to the Company of Young Professionals on Nov. 18. Photo by Vision Event Photography

closed. Build small agreements into the larger negotiation process.

Listen. Be a 70-30 listener. Observe body language, including breathing, eye movements, posture, changes in tone and action.

Build an ultimate outcome. Say the outcome using their words and in the context of their interests.

As the session drew to a close, Gibson reemphasized that all of us are negotiating all the time in our daily lives. With awareness and preparation, we can all go home feeling like winners.

Amanda Grochwich is a member of the Company of Young Professionals (CYP), a leadership development program of The Vancouver Board of Trade which engages those under 35 through leadership, networking, development and volunteerism opportunities. For more information, visit boardoftrade.com/CYP

Respect in the workplace is everyone's business

BY LYNN KITCHEN

As a small business owner, you may not be aware of **WorkSafeBC's** policies and regulations on dealing with workplace bullying and harassment.

WorkSafeBC's definition of bullying and harassment in the Workers Compensation Act includes any inappropriate conduct or comments that are made by employees to other workers. Bullying and harassing behaviour can include verbal aggression or yelling, humiliating initiation practices or hazing, spreading malicious rumours, or calling someone derogatory names.

Whether your business is small or large, the Workers Compensation Act applies to any situation in which a worker knows, or reasonably should know, that their words or actions would cause another worker to be humiliated or intimidated.

There's more awareness today that workplace bullying and harassment has serious outcomes for employers and employees. Employers, supervisors and employees need to take reasonable care to protect the health and safety of everyone in their workplaces, so the best practice is to take steps to prevent, or at least protect against, bullying

and harassment in all kinds of situations.

The first step every employer can take to prevent bullying and harassment in the workplace is to establish a Bullying and Harassment Policy. Having a policy will make it easier to eliminate inappropriate workplace conduct that may result in workers bringing mental stress or safety claims against your organization. Once employers have a policy, they can implement procedures for reporting, documenting, and investigating complaints. Next, employers have to get the word out to employees.

WorkSafeBC has developed a toolkit of useful resources to help business owners understand their legal duties and take steps to prevent and address bullying and harassment. Employers can also choose to work with a training provider to develop and implement training for supervisors and employees.

If you would like to talk about developing a Respect in the Workplace strategy for your business, feel free to contact me anytime.

Lynn Kitchen is Past Chair of The Vancouver Board of Trade's Small Business Council and the Manager of Custom Training at Langara College. Learn more at langara.bc.ca/custom-training or download the toolkit at worksafebc.com.



Lynn Kitchen



Welcome to some of our newest members

BC Maritime Employers Association
bcmea.com

Global Securities Corporation
globalsec.com

Greater Vancouver Gateway Council

Ingenia Consulting
ingenia-consulting.com

Move It YVR Incorporated
moveityvr.com

Ocean Master Foods International
oceanmasterfood.com

Business in Vancouver
biv.com

CTC Train Canada
traincanada.com

Destination Think! Professional Service Inc.
destinationthink.com

Anderson Fiberglass
andersonconstruction.ca

Barn Door Winery

Colliers International
colliers.com

Klohn Crippen Berger Ltd.
klohn.com

Peqish Food Company
peqish.com

Surrey Board of Trade
businessinsurrey.com

BC Liquor Distribution Branch
bcldb.com

Golden Properties Ltd.
goldenproperties.com

Industry Council for Aboriginal Business

Renaissance Vancouver Harbourside Hotel
renaissancehotels.com

Scott Construction Group
scottconstructiongroup.com

TD Bank Financial Group
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Blue Sky Properties Inc.
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wellgreenplatinum.com

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Leadership loves company

Bridging the gap from school to the workplace

Langara advertising students learn 'real world' lessons outside the classroom

BY STEPHANIE KOONAR

Marketing courses at **Langara College School of Management** are meant to simulate real business situations as much as possible, as demonstrated in Langara's advertising class, where students work on ad concept recommendations for actual clients.

Students are told to imagine they work for Vancouver's hottest new advertising agency. Their team is made up of four people — an account manager, art director, copywriter and media planner — and they are instructed to pitch a new account.

In spring of 2014, the client they were pitching was **Bridge Brewing**, a local craft brewery and tasting room. The task was to prepare the media recommendation, develop the budget, set the timing of the campaign and design an integrated marketing campaign including social media, print and a digital ad.

The "Hoppportunity"

The craft beer market has grown significantly in the last 10 years, with a recent boom in the last three years. In B.C., the craft

beer market has grown 17 per cent, from \$140 million to \$165 million from 2012 to 2013.

Bridge Brewing produces two beers year-round: Hopilano IPA and North Shore Pale Ale. Their beers are local, natural, and full-flavoured with only four ingredients: water, barley, hops and yeast. The students' challenge was to attract mainstream consumers to try craft beer, as the consumers of big brewers are very brand loyal.

The results

The students began with a discussion to really understand the craft beer consumer. Bridge Brewing wanted to be positioned as edgy and to capitalize on the localness of North Vancouver. Several of the student campaigns built on this key insight.

Students presented their recommendations to **Leigh Stratton**, Co-Owner of Bridge Brewing and **Holly Pateman**, VP Marketing at **BC Business**. They also handed in recommendations with details on budget, blocking chart, rationale and their creative concepts.

"It was an excellent experience working with both the faculty



Advertising students from Langara College School of Management are presented an award at an Association of Integrate Marketers (AIM) luncheon. L-R: Rob Dawson President of AIM; Amos So, Langara student; Stephanie Koonar, Langara instructor; Rashad Elbarbary, student; Johanna Pecarsky, student; Cholo Rivera, student; and John Gustavson, President CEO of the Canadian Marketing Association. Photo by Peter Holst

and students at Langara College," said Stratton. "As a new and small business, it was great to be able to access the minds of so many students, all with the same goal of a unique advertising campaign. Their work was thoughtful, creative and very well put together. I would recommend working with Langara if you are interested in new, creative ways to market your business."

In the end, the GOLD campaign was chosen as the winner, which incorporated imagery of the Lions Gate bridge — a local icon that connects Vancouver to North Vancouver, with the tag line "Bridging Our Passion to Your Tastebuds." The winning team was awarded \$500 from the **Association of Integrate Marketers** at an industry luncheon in front of room full of marketers.

"AIM's partnership with Langara is rewarding and beneficial to both the school and the association," said AIM President **Rob Dawson**. "We both benefit from the connections, ideas and energy that today's students bring to the table."

Those sentiments were echoed by **Rashad Elbarbary**, a Langara student and member of the winning team.

"I particularly valued that we were working for a real company with the owner as the 'client.' I was motivated to do well, ensuring the project encompassed ideas that were appealing and plausible to implement," said Elbarbary. "I learned more through the application of theory into the project over traditional textbook reading. It was one of my more memorable experiences at Langara."

Stephanie Koonar is a marketing instructor at Langara College School of Management and a mentor in The Vancouver Board of Trade's Leaders of Tomorrow program. For more info on how your organization can partner with Langara School of Management, email skoonar@langara.bc.ca.



The Vancouver Board of Trade

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WOMEN'S
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Honouring a legend

WLC launches Wendy McDonald Awards in memory of The Vancouver Board of Trade's first woman chair

BY ELINOR MCNAMEE-ANNETT
AND AIMEE GAGNON

"She was a very special lady who touched so many people. She would light up a room, and everyone would be relaxed and happy. She had a spectacular energy and was an inspiration for any female."

Sitting in a café across from Penny Omnes, it was difficult not to catch her enthusiasm as she spoke about her mother, Wendy McDonald.

Wendy is known as an indomitable force in the Vancouver business community: the first female chair of **The Vancouver Board of Trade**, the CEO of **BC Bearing Engineers Ltd.**, Chairman of the **Canadian Council for the Americas** — and that's just a brief highlight of her impressive resume.

She was recognized for her achievements throughout her life, having been inducted as a Business Laureate into the BC Hall of Fame, she was also a member of the Order of Canada and a recipient of the Queen Elizabeth Diamond Jubilee medal.

As Penny told us about the years she spent working alongside her mother, it was clear that Wendy's influence had been significant. This went far beyond the special bond that a mother and a daughter share, as Wendy



The Women's Leadership Circle has announced the launch of the Wendy McDonald Awards, in memory of the late Canadian business trailblazer, who passed away on Dec. 30, 2012. McDonald served as the first chair of The Vancouver Board of Trade in 1990. Above is a file photo from the book *You Got that Right! The Story of Wendy McDonald and BC Bearing Engineers*.

inspired and influenced all those around her. Being a pioneer of women leadership in a male-dominated industry, Wendy believed in recognizing the abilities and the potential of women. Penny wanted us to know that her mother was "in a man's world, but she honoured women. She recognized how special women can be."

It is this legacy that she left with her passing that will be reflected in the Women's Leadership Circle's annual Wendy McDonald

Awards. Through the five categories of diversity champion, community catalyst, entrepreneurial innovation, outstanding mentor/sponsor, and women of promise, Wendy's legacy of honouring women and promoting equality will be continued. The categories are a reflection of the qualities that made Wendy special.

She was a diversity champion: she included everyone and considered her company her extended family. It didn't matter

where you came from or who you were, she took the time to make you feel included.

She was a community catalyst: she positively impacted her community by caring for several causes. Even in her retirement she would routinely attend several events a day to show her support.

She was an entrepreneur: influenced by her mother's independence and work ethic, when Wendy took over BC Bearing Engineers after her husband's un-

timely death, she had the vision to grow the company from two branches to sixty.

She was a mentor: following in the footsteps of her own mentors, like **George Sweeny**, she in turn imparted her own wisdom on those around her.

She recognized women of promise: having been influenced by female role models throughout her life, and trailblazing through a male-dominated industry, Wendy valued the important role that women play in businesses and communities.

Nominations for the annual Wendy McDonald awards are open until Jan. 30, 2015. Through these awards, Wendy's memory will live on as she continues to impact the next generation of equality champions, entrepreneurs, mentors, and leaders, just as she has influenced her daughter Penny.

The depth of Wendy's legacy was clear, as Penny turned to us and said: "She was a matriarch, a mentor, a partner, and a best friend."

Elinor McNamee-Annett and Aimee Gagnon are members of The Vancouver Board of Trade's Women's Leadership Circle. For more on the program, or to make a nomination for the first annual Wendy McDonald Awards, visit boardoftrade.com/WLC.

Are you being accidentally obnoxious?

BY LISA MARTIN

Some people think they have presence when in fact, they exude something else: *obnoxiousness*.

Don't stop reading. I know you think this isn't you.

Obnoxiousness is a spectrum. It can appear in doses that are invisible to you...but loud and clear to others.

No one wants to believe they are obnoxious. Because of this, few people examine their behaviour carefully for this tendency.

Be brave. Look closely at

yourself. Is there a chance you're mistaking obnoxiousness for confidence or presence?

Here's my obnoxiousness self-check system. Use it wisely.

- Do you find a way to share credit for success you weren't very involved in?

- Do you tend to speak more than others in meetings?

- Do you often correct others?

- Is your voice louder than average?

- Are other people laughing at your joke or are you the only one laughing?

- When you're speaking, do

people seem relaxed and at ease, or tense and distracted?

- When people ask you questions, is their tone warm, supportive and enthused? Or abrasive? Tired?

The antidote to obnoxiousness is simple. Pay attention to how people respond to you.

I'm not saying to change who are to make people comfortable. Just notice if you're conveying the image you intend to.

I'll leave you with this personal query to ponder. Leading Question: Do people see you the way you want them to?

Lisa Martin has made it her mission to help companies keep and cultivate rising leaders. She is a member of The Vancouver Board of Trade Women's Leadership Circle Advisory Council, the creator of the Lead + Live Better™ programs, a leadership coach, speaker, and a bestselling author. In the coming months, Martin will share a series of articles in Sounding Board about maximizing performance as an executive, to help further the WLC's mandate to elevate women in business. For more info, visit LisaMartinInternational.com/programs.



Lisa Martin



The Vancouver
Board of Trade



Keynote Speaker

Her Majesty Queen Noor

*Presented by The Vancouver Board of Trade's
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