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The Vancouver
Board of Trade's
**127th Annual
General Meeting**
See page 3 for more details.

SOUNDING BOARD

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

"We must consistently and visibly illustrate that we take nothing for granted." VBOT President and CEO Iain Black, page 5

JUNE 2014 • VOLUME 54 • NUMBER 6

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VBOT enters the UFC octagon

Top execs from the Ultimate Fighting Championship discuss the world's fastest growing sports organization

BY GREG HOEKSTRA

It's the fastest-growing sports organization in the world – and arguably one of the most exciting sports to watch.

On June 14, the **Ultimate Fighting Championship** (UFC) will return to Vancouver for a pay-per-view event at Rogers Arena – the first in our city in nearly four years.

One day prior to the main event, on June 13, The Vancouver Board of Trade will host outspoken UFC President, **Dana White**, and the UFC's Managing Director for Canada, Australia and New Zealand, **Tom Wright**, for a discussion on the business side of the sport – now the largest pay-per-view provider in the world. The discussion will be moderated by radio personality "Bro" **Jake Edwards** from **TEAM 1040 Radio**.

Today, the UFC produces more than 45 live events annually, which consistently sell-out some of the most prestigious arenas around the globe. These events often have a huge economic impact on the communities in which they visit, bringing thousands of visitors who spend money at local hotels, restaurants and stores.

Sounding Board spoke to Wright recently about UFC's controversial past, its expansion plans in Canada, and his past experience

as Commissioner of the Canadian Football League (CFL).

Q: Many of our readers might recognize your name as past commissioner of the Canadian Football League. How has your experience at the CFL helped you in your new role with UFC Canada? Are there similar challenges the two sports face?

In my time as Commissioner, I learned in the CFL that it was the fans that really owned the sport – keeping them as the focal point on everything that the league did was critical to our success. There are similar challenges between both sports in that we both compete for the media's attention against the NHL and other "major" sports leagues – the CFL because it is "smaller, Canadian only", and the UFC because it is "younger and still fighting for credibility and acceptance" amongst some media.

Q: Conversely, what are some of the unique obstacles that UFC has faced while trying to grow the sport here in Canada?

I never worried about the sport of football being sanctioned, regulated or legal for that matter. With mixed martial arts (MMA), that is an ongoing responsibility that a new sport such as ours needs to address. The unique obstacles would include having to dispel the myths regarding our sport while informing the perspective of many towards our sport.



Tom Wright, UFC Canada's Managing Director, will speak to The Vancouver Board of Trade on June 13. Wright, a former CFL Commissioner, will be joined on stage by outspoken UFC President Dana White.

It is easily misunderstood if one doesn't take the time to understand it objectively and with a fact-based perspective.

TURN TO PAGE 3



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B.C.'s place in the global economy

McKinsey's Global Managing Director shares global perspective at VBOT on June 26

The Vancouver Board of Trade is pleased to partner with Simon Fraser University's Beedie School of Business for a luncheon featuring **Dominic Barton**, Global Managing Director of McKinsey.

The event, on June 26, will be the closing luncheon for the four-day **Academy of International Business** Annual Meeting (AIB).

Barton, this year's recipient

of the AIB Fellows' International Executive of the Year Award, will discuss B.C.'s Place in the Global Economy — how does our local identity affect our international competitiveness?

Likewise, where do we fit in the duality of being local yet global at the same time?

The AIB Annual Meeting will bring together over 1,000 global thought leaders to Vancouver in June 2014. The AIB is the leading

international association of scholars and specialists in the field of international business.

In 27 years with the McKinsey & Company, Barton has advised clients in a range of industries including banking, consumer goods, high tech and industrial.

Barton has authored more than 80 articles on the role of business in society, leadership, financial services, Asia, history

and the issues and opportunities facing markets worldwide.

Barton is also a member of the Canadian Prime Minister's Advisory Committee on the Public Service.

For more information on this event, including how you can purchase tickets, visit boardoftrade.com/events. For more on the Academy of International Business' annual meeting, visit aib.msu.edu.



Dominic Barton, Global Managing Director, McKinsey & Company

EVENTS CALENDAR UPDATE

See our full events calendar at boardoftrade.com/events

WEDNESDAY, JUNE 4, 2014

Leaders of Tomorrow Leadership Cafe

5:30 – 7:30 p.m.

Canadian Cancer Society
British Columbia & Yukon
Division offices
565 West 10th Ave.

Event Sponsor:
Canadian Cancer Society

TUESDAY, JUNE 10, 2014

Company of Young Professional Development Series: Connect Like a Leader

5:30 – 7:30 p.m.

Lisa Martin,
Lisa Martin International
BCIT Downtown
555 Seymour Street - Room 280

THURSDAY, JUNE 12, 2014

Small Business Council Development Series: New Permissions Marketing — Canada's new Anti-Spam Law (CASL) Explained

7 – 9 a.m.

Renaissance Vancouver
Harbourside Hotel
1133 West Hastings Street

Event Sponsor:
Constant Contact
Marketing Partner:
WSI International

THURSDAY, JUNE 12, 2014

A Fresh Focus: Global tourism growth and the opportunities for B.C.

11:45 a.m. – 2 p.m.

Marsha Walden, President
and CEO, Destination British
Columbia

Marriott Vancouver
Pinnacle Hotel
1128 West Hastings Street

Presenting Sponsor:
British Columbia Hotel Association
Community Sponsors:
YVR Vancouver International
Airport, TNS Global

FRIDAY, JUNE 13, 2014

Packing a Punch: The business behind the world's fastest growing sports organization

11:15 a.m. – 2 p.m.

Dana White, President, Ultimate
Fighting Championship
Tom Wright, Managing Director,
UFC Canada, Australia, and
New Zealand; and Former
Commissioner of the Canadian
Football League

Hyatt Regency Hotel
— Regency Ballroom
655 Burrard Street

Supporting Sponsor:
Boston Pizza

WEDNESDAY, JUNE 18, 2014

Networking Breakfast Series: Orientation and Roundtable

7 – 9 a.m.

Renaissance Vancouver
Harbourside Hotel
1133 West Hastings Street

WEDNESDAY, JUNE 18, 2014

Aboriginal Opportunities Forum 2014: Building Sustainable Aboriginal Relations

7:15 a.m. – 2 p.m.

The Fairmont Hotel Vancouver
900 Georgia Street West

KEYNOTE SPEAKERS
Bill Gallagher, Lawyer, Author,
Resource Rulers

Kim Baird, Owner, Kim Baird
Strategic Consulting

SPECIAL SPEAKERS
Bob Joseph Jr., Founder,
Indigenous Corporate
Training Inc.

Jody Wilson-Raybould, Regional
Chief, of the BC Assembly of First
Nations

Plus a panel discussion

Supporting Sponsor: FortisBC
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Aquilini Development &
Construction Inc., Vancity Savings
and Credit Union, TransMountain
Expansion Project

TWEET SHEET

What Twitter users are saying about the @BoardofTrade

- Iain Black** @iainblack_vbot · May 23
4 of our senior team flying the flag at the @bccchamberofcom AGM, wonderfully hosted by @richmondchamber #vbot pic.twitter.com/k0y9dm5Lqt
- Jennifer Breakspear** @jibreakspear · May 21
Just attended 1st Vancouver @BoardofTrade networking breakfast. Proud 2 intro @optbc to business leaders. Keen 2 build strong connections.
- Ufcvancouverbctrevor** @Ufcvancouverbctrevor · May 15
@danawhite #danawhite will be speaking at the #vbot in #vancouver Friday June 13 This will be a... instagram.com/p/cCsKg7Rf7L/
- chuck keeling** @chuckkeeling1 · May 15
Welcome to the Van. Board of Trade to @riverrockcasino tonight. Glad you made the quick trek from the city... #VBOT pic.twitter.com/GMSdgr7fNf
- Iain Black** @iainblack_vbot · May 15
I can "confirm unconfirmed reports" #vbot has landed @danawhite for special sport biz event JUNE 13 ahead of #UFC174. Details next wk!
- shane woodford** @WoodfordCKNW980 · May 15
Interesting. Unconfirmed reports have @UFC boss @DanaWhite coming to #Vancouver next month to speak at a #VBOT event ahead of next UFC event
- Bryan Cox** @Bryan_MABC · May 14
MABC President Karina Brino with #vbot President Iain Black taking questions after #miningweek keynote speech #bcpoli pic.twitter.com/85DX88yad
- Iain Black** @iainblack_vbot · May 14
"No matter how you got to this conference, today, mining made it possible" (@Karina_MABC Brino of @MA_BC @boardoftrade) #vbot
- Danielle Wolff** @DanielleKWolff · May 14
Enjoying #MiningforEveryone luncheon by @BoardofTrade! #VBOT pic.twitter.com/Ddb1aSEQev
- Cailey Murphy** @Cailey_MABC · May 14
Full house at @BoardofTrade luncheon with keynote @Karina_MABC @MA_BC! #VBOT #MiningWeek #miningbc pic.twitter.com/D4wQCY3ko0
- Brittany Allison** @BrittanyAllis0n · May 14
Kicking off my morning w/some impressive women @BoardofTrade's #wlcircle event. #vbot pic.twitter.com/YrAbyTjyls
- Colleen Wong** @wongers · May 14
3 years and multiple name tags later... #boardoftrade #CYPProgram #LOTprogram #VBOT instagram.com/p/n-y2_pstTa/
- Tyson Dziedzic** @ProtographerTy · May 13
Highlights from The #Vancouver @boardoftrade with Peter Hall. #VBOT #LTeTour2014 fplus.me/p/75bX pic.twitter.com/yJMik0kqyf
- Elizabeth Cheong** @lizceee · May 13
Another great @BoardofTrade event ft. Peter Hall of Export Development Canada. #bc #globaltrade #vbot pic.twitter.com/itUTL75Ym
- Bret Calltharp** @REMAXJedi · May 13
U.S. ambassador to #Canada @BruceAHeyman speaking of his history with @BarackObama and his new role #VBoT pic.twitter.com/Ux4rA6aawm
- David Crawford** @dcrawford_VBOT · May 13
New US Ambassador to Canada Bruce Heyman speaking at the Vancouver Board of Trade #VBOT #bcpoli pic.twitter.com/1e7b4gGv0S
- Karina Eva** @KaRiNa_EvA · May 11
I am in Oct 2013 & Apr 2014 RT Did you know you can read the #Vancouver @BoardofTrade publication online? bit.ly/1mLMdv0 #vbot
- CaroleMac** @VancouverScraps · May 8
Yummy sliders @TheBottleneck w/ @DorisDorArt and @BoardofTrade #VBOT also fab Aussie Shiraz pic.twitter.com/BYzSKBfZ6n
- Narges Nirumvala** @NargesNirumvala · May 7
Listening to @iainblack_vbot speak at the @BoardofTrade Ambassadors Club meeting. #VBOT #Vancouver pic.twitter.com/gmnixKJcwH

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

Join the conversation with hashtag #VBOT



'If you don't get it, ask your kids,' says UFC Canada's Wright

FROM PAGE 1

Q: What is your "elevator pitch?" When you're at a dinner party, how do you describe the world of UFC and MMA to someone who has never watched a fight?

The MMA is a high energy, fast-paced and unpredictable sport contested between world-class professional athletes. They compete in five different Olympic sports and other combat sports all at once. It is the fastest growing sport in the world, and the UFC is the fastest growing sport organization ever. If you don't get it, ask your kids.

Q: What are some of the common misconceptions that people have about mixed martial arts and the UFC?

The most common misconceptions about this sport and our organization are that this is a brutal sport with virtually no rules. However, the UFC has an extensive set of rules and regulations including a list of 31 fouls. With respect to safety, both the UFC and the Athletic Commissions the UFC works with around the world make every effort towards athlete safety. These efforts include but are not limited to medical and drug testing, having weight classes to prevent mismatches, having trained referees and judges, consistent rules, standardized rounds, approved gloves and many other elements necessary to protect the health and safety of the UFC's athletes.

Q: In a recent interview with the Canadian Press, you noted that, on a per-capita basis, no other nation consumes as much MMA as Canada. Why do you think there is such an appetite for MMA in the Great White North?

There are many reasons but when you look at our sport, it's global – and Canada is as multicultural a country as you will find anywhere. Canada is also a sport nation and MMA is as true a sport as there is. Then we have ambassadors like Georges St-Pierre who brings worldwide attention any time he steps into the octagon. And, with hockey as our nation's passion – when was the last time you went to a hockey game and a fight broke out and the crowd sat silently – never. Fighting is in our blood – we get it and we like it.

Q: Where do you see UFC in Canada in five years?

We have made many inroads in the four years since we opened office here in Canada and I see the UFC and MMA solidly entrenched as a top-three sport in our country in five years.

Q: In 2001, UFC was on the brink of bankruptcy. It was at that time that Dana White pulled together a group of investors and purchased the organization for \$2 million. In the 13 years since, UFC has grown into the world's fastest growing sports organization. What do you think are some of the key business



Dana White, UFC President

Q: UFC President Dana White has a reputation for his bold leadership style. He has even been called "the Steve Jobs of the combat sports world." What has it been like to work with him, and what can members of The Vancouver Board of Trade expect to learn during our June 13 event with UFC?

It has been a great experience. Dana wears our sport on his sleeve; he is extremely street smart and connects with our fans better than any other league leader bar none. If you come out on June 13, you will learn about passion, discipline, vision and an unrelenting focus on building a global sport and a global brand.

Q: What are some business lessons that our members can take from UFC's success story and apply to their own industry?

Have a vision, be passionate about it, communicate it clearly and work hard. Nothing is easy but the rewards are always worth the effort.

The Vancouver Board of Trade hosts a luncheon with Tom Wright, Managing Director of UFC Canada, and Dana White, President of UFC on June 13. Tickets are on sale now at boardoftrade.com/events. The event takes place one day before UFC 174 at Rogers Arena. Members of The Vancouver Board of Trade are eligible for discounted tickets on Ticketmaster, using the offer code VBOT.

decisions that led to such a dramatic turnaround?

There are several key decisions that led us to this turnaround. First, our organization ran to regulation – to bring credibility and authenticity to MMA as a "sport". We also invested in building a "brand", not just a sport (look to boxing for the opposite and see where it is today). The UFC also embraced social media as a way to connect to our fans (to the tune of 14M Likes on Facebook and 4.4M followers on Twitter). Lastly, we have been committed to exclusively managing and owning our production content; we are a media company and we own our content.



127TH ANNUAL GENERAL MEETING

Friday, June 20, 2014

A Celebration of Successes



Elio Luongo
2013-14 Chair



Janet Austin
2014-15 Chair

2013–2014 has been an exceptional year at The Vancouver Board of Trade. Join directors, members and community partners as we celebrate the outstanding year that was 2013–2014 and look forward to new goals and milestones for 2014–2015.

Fairmont Pacific Rim
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Networking Reception:
4 – 6:30 p.m.

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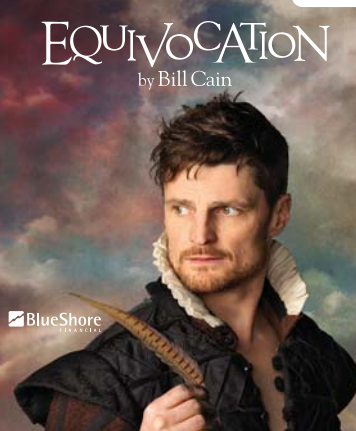


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DESIGN: Business in Vancouver Media Group

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

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When lightning strikes twice

BY ELIO LUONGO

There's an age-old saying that lightning never strikes the same place twice.

I don't know who said it first – nor do I know what led him or her to believe it was true – but after a spending a year as Chair of **The Vancouver Board of Trade**, I can tell you with certainty that lightning can, in fact, strike in the same place twice.

Figuratively (and positively!) speaking, at least.

Over the past 12 months, I have watched several jolts of electricity shoot through this storied 127-year-old institution, shocking it to its core and reinvigorating its membership base.

The first instance took place nearly one year ago today, on June 4, 2013. It was on that day that The Vancouver Board of Trade hosted a one-of-a-kind gala – *Joe Segal, An Extraordinary Life* – featuring Broadway-style song-and-dance routines, comedy skits, heartfelt speeches, and musical performances by Canadian music icons **Bill Henderson** and **Paul Anka**.

Not only did that incredible event raise a whopping \$2.3 million for **Coast Mental Health**, but with more than 1,500 in attendance, it also set a record as the largest gala event in The Vancouver Board of Trade's history.

Only two weeks after that exceptional gala, I was handed the ceremonial gavel at our 126th AGM and began my 12-month term as Chair. I remember thinking to myself, "How the heck are we going to top that?" Well, as most of you know by now, our team found a way to make lightning strike twice in less than a year.

In March 2014 – after literally a year of hard work, dedication, and many late nights and week-ends of planning – The Vancouver Board of Trade welcomed former U.S. Secretary of State **Hillary Rodham Clinton** to our city. That historic event drew an astounding 2,700 people, once again setting a record for the largest event in The Vancouver Board of Trade's history. (Truth be told, I still get goosebumps when I recall standing on stage in front of all those people, welcoming them to the event. It's a moment I'll remember for the rest of my life.)

But the story doesn't end

there. In early 2014 we hosted a sold-out event with Canada's Prime Minister **Stephen Harper** – his first public address in Vancouver in several years – and another with Liberal Party of Canada Leader **Justin Trudeau**. Both of those events made headlines across the country.

We also hosted the new Governor of the Bank of Canada, **Stephen Poloz**, and the new federal Minister of Finance, **Joe Oliver**, for their respective first speeches to Western Canada's business leaders.

And we hosted a number of hugely successful policy forums, including our Health Care Forum (which drew over 600 people to hear experts from across North America), our sold-out Energy Forum (which included

"I must say, it has amazed me what a small group of people can accomplish when they are dedicated and focused on a goal."

a keynote address by Alberta's then-Premier, **Alison Redford**), and our 2014 Economic Outlook Forum (which boasted more than 20 expert speakers, including the chief economists from five of Canada's top banks).

To be completely candid, when I first began my term as Chair, I wasn't expecting to see *so many* high-profile figures stand behind our iconic Vancouver Board of Trade podium. However, over the course of the year, our organization has repeatedly demonstrated *why* we are the premier platform for speaker events in Western Canada. Simply, The Vancouver Board of Trade is the place where business – large or small – meets public policy, and our speakers seem to recognize that.

As a result of all these successful events in 2013-14, The Vancouver Board of Trade is once again *surging with energy*. As I wrote in last month's *Sounding Board*, we just closed our fiscal year with a staggering 1,006 new members – growing for the first time in years, and in the process *doubling* our mem-



Elio Luongo, 2013-14 Chair, The Vancouver Board of Trade

bership in our 22-35 year old **Company of Young Professionals** program; Canada's future business leaders. And then, just hours into our new fiscal year, we finalized an agreement to join forces with the **Kitsilano Chamber of Commerce**, which will bring yet another 500+ new members to our ranks in the early summer.

What does all this mean? It means that The Vancouver Board of Trade has some serious momentum at the moment and, with our financials solidly back in balance ahead of schedule, I believe the organization's potential is unlimited.

It's often said that good leaders leave a place better off than when they started, and leave it in the hands of a great successor. Later this month, I will proudly do just that, when I hand over the gavel to The Vancouver Board of Trade's 2014-15 Chair, **Janet Austin**, President and CEO of **YWCA Metro Vancouver**, at our June 20 AGM (for more on that event, see page 3).

I also have the utmost confidence in the staff at The Vancouver Board of Trade and their leader, President and CEO **Iain Black**. Over the past 12 months I've gotten to know many of the employees on our team, and I must say, it has amazed me what a small group of people can accomplish when they are dedicated and focused on a goal.

Of course, the same could be said about our phenomenal board of directors, which includes 36 of B.C.'s top executives and brightest business minds. It has been an honor and privilege for me to serve alongside them, and to act as Chair of this fantastic organization.

Those wary of lightning should take shelter... I sense it will strike yet again in the year to come.

Elio Luongo is 2013-14 Chair of The Vancouver Board of Trade and Canadian Managing Partner, Tax, for KPMG.

Delivering value for your money

BY IAIN BLACK

Sad, but the classic cliché “What have you done for me lately?” applies more and more in business these days, as celebrating our successes of today gives way – increasingly quickly, it seems! – to the need to focus on the demands of tomorrow. It was my experience in sales and marketing in the earliest part of my career at **IBM**, certainly my experience in the heady, quarterly-results-driven world of the public company tech firms I managed for a decade... and it is the way of today's **Vancouver Board of Trade**.

Our outgoing 2013-14 board chair, **Elio Luongo**, rightfully takes a bow in his final message (see “When lightning strikes twice”, page 4), reflecting on the remarkable year we've just closed. We've wind in our sails – and, as it turns out, also our “sales” – our books are once again in order, our iconic brand remains strong and is evolving, and our Membership has meaningfully grown for the first time in years, (with renewal rates of our *first year* Members – forever the Achilles heel of membership organizations – up 35 per cent in only two years). A most encouraging sign is that your responses to our recent Member survey shows significant, double-digit increases in Member satisfaction across all your priority areas.

I've been asked repeatedly “why?” and “how?” in recent weeks as our success has become more widely published. Putting aside the obvious due credit (and thanks!) for the leadership and generosity of our board direc-

tors and partners/sponsors, the balance of the answer warrants mention here; indeed, the application of the concepts that follow apply in most every enterprise, regardless of size and industry.

First, many of you have verbally concurred that we seem to have the “people part” of our organization right. Your team at 999 Canada Place is motivated, sharp, creative, and passionate about what we do – and what we might do next. They believe that what The Vancouver Board of Trade does, *matters*; what inspiration that belief creates! I feed off their talents, energy and performance every day, and remain grateful that I get to call them colleagues.

But our team also constantly exhibits the *culture shift* needed by all not-for-profits today (or as I oft like to remind our troops, “not-for-loss!”), as sponsorship dollars become increasingly limited, and as association membership fees quickly become assessed as *discretionary* in times of corporate austerity.

This desired culture is not at all new, and is actually very simple, but annoyingly elusive in the absence of relentless focus. It starts by knowing precisely *what business we are actually in*, and having all subsequent business decisions reflect this detailed awareness.



Iain Black, President and CEO
The Vancouver Board of Trade

It then involves understanding that we have to compete for every dollar we receive in Membership fees, in every sponsorship commitment, and from all event ticket revenues. Thus, *we must return value* to our Members for each of these dollars. Not eventually, or slowly over time. Not solely by leaning on a philosophical belief that we're “doing the Lord's work” (sic) in our advocacy and young executive development, and thus get a hall pass on transactional scrutiny. Not by leaning on our many policy successes of yesterday, or by trying to classify the money we require to drive our many programs, events and policy efforts as a sort of “benevolent tax”, to which all decent-minded business folk must contribute. Nope.

We must consistently and visibly illustrate that we take nothing for granted, and thus have to constantly *earn* every dollar that we bring in. (Aside: being *consistent* OR *visible* is a challenging enough; being BOTH is a much more difficult ask.)

For us this means a strategy of keeping people engaged “in person” (via events, receptions and other worthwhile gatherings), and ongoing investment into our four unique programs and our policy capacity. (This is actually

pretty tricky, because the empirical evidence is really clear that Members join us for three distinctly different “buckets” of reasons, on which I will elaborate in another editorial.)

We are of the firm belief that through a permanent approach of constantly aiming to show value for every dollar, we will attract and retain more Members than ever before, and that we will provide a meaningful partnership/sponsorship relationship that meets the needs of those who trust our brand sufficiently to write us those larger cheques.

In addition, and perhaps also as a result, we will attract the best and brightest minds to build for you both great development programs, as well as platforms of advocacy that will create an environment that will help make our businesses, and thus our communities and families, more prosperous.

As we open our 2014-15 year, then, let me encourage you to take a good look at the new Vancouver Board of Trade. If you are a Member, hold us to account as to the value of your hard earned dollars. If you are NOT a Member – examine the value we propose to exchange for your time and money. (Operators are standing by...)

In doing so, you will join 1006 others who did so in 2013-14 and then became new Members, as well as another 500+ from the **Kitsilano Chamber of Commerce**. They are now rightfully asking of us, “What have you done for us, lately?”

While we take nothing for granted, so far they seem to like the answer.



The Vancouver
Board of Trade

Technology is Reshaping Canadian Business:

How to ensure your company keeps pace with IT growth and change

Tuesday, June 24, 2014 | 11:45 a.m. – 2 p.m.



Michael Strople

President, Allstream

Join us as Mr. Strople shares his insights on how companies can take advantage of video and other data collaboration tools, develop metrics to use IT to drive revenue, and improve the quality of products and the customer experience.

Presenting Sponsor:



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The Vancouver
Board of Trade

B.C.'s Place in the Global Economy

Thursday, June 26, 2014 | 11:30 a.m. – 2:30 p.m.



Dominic Barton

Global Managing Director, McKinsey & Company

How does our local identity affect our international competitiveness? Where do we fit in the duality of being local yet global at the same time?

Join us on June 26 as Mr. Barton discusses these questions and B.C.'s Place in the Global Economy.

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Opening skies between YVR and Iceland

Icelandair begins twice-weekly service from Vancouver to 20 European destinations

The skies opened last month between Vancouver, Reykjavik and more than 20 other European destinations, as **Icelandair** inaugurated its new twice-weekly, seasonal service from Vancouver International Airport (YVR).

Vancouver Airport Authority, in partnership with ground-handler **Swissport International Ltd.**, staged a unique welcome for its newest airline partner on May 14, with a group of YVR ambassadors-turned-Vikings who pulled Icelandair's Boeing 757 aircraft to its inaugural gate.

"We've been working for years to bring Icelandair to YVR and provide passengers with new connectivity between YVR and Reykjavik, and on to popular Scandinavian destinations like Copenhagen, Oslo and Stockholm," said **Craig Richmond**, President and

CEO, Vancouver Airport Authority. "This service is a great example of how liberalized air-service agreements enhance travel opportunities and create jobs at YVR and in British Columbia."

Icelandair's new service will generate approximately \$2 million in wages, \$1.1 million in taxes and \$3.1 million in GDP

through employment at YVR and in B.C.'s hotels, restaurants and tourist attractions. Its flights – which arrive in Vancouver at 5:50 p.m. on Sundays and Tuesdays and depart at 3:55 p.m. on Mondays and Wednesdays – will also give businesses more options to reach customers, suppliers and investors in Europe.

"We call 2014 the year of Canada for Icelandair. As we celebrate our inaugural flight from Vancouver, Icelandair now serves four Canadian gateways

with service to more than 20 destinations in Europe. Our goal is to continue to grow and develop our network with added frequency and easier connections for all of Canada," said **Birkir Holm Gudnason**, CEO for Icelandair.

"Icelandair offers our passengers a refreshing alternative when travelling to Europe with three cabins of service, leather seats, in-flight entertainment systems and, by the end of this year, Wi-Fi is scheduled to be available fleet-wide. We see a bright future for British Columbia and look forward to welcoming Vancouver onboard."

The Icelandair schedule for 2014 is

"This is a great example of how liberalized air-service agreements enhance travel opportunities and create jobs at YVR and in British Columbia."

elling to Europe with three cabins of service, leather seats, in-flight entertainment systems and, by the end of this year, Wi-Fi is scheduled to be available fleet-wide. We see a bright future for British Columbia and look forward to welcoming Vancouver onboard."



Icelandair touches down at Vancouver International Airport (YVR) on Tuesday, May 13. The inaugural arrival marks the beginning of twice-weekly, seasonal service between Vancouver, Reykjavik and more than 20 destinations in Europe. Photo by Ben Nelms

the largest in the company's history and will increase by 18 per cent from 2013 with new gateways, new destinations and added frequency from several cities in North America and Europe. Additionally, three Boeing 757 aircraft will be added, enlarging the fleet from 18 to 21 aircraft.

Icelandair offers service to Iceland's Keflavik International Airport from Boston, New York-JFK, Seattle, Denver and Toronto with seasonal service from Washington, D.C., Minneapolis-St. Paul,

Orlando Sanford, Halifax, Anchorage, Newark, Vancouver and Edmonton. Connections through Icelandair's hub at Keflavik International Airport are available to more than 20 destinations in Europe. Only Icelandair allows passengers to stopover in Iceland at no additional airfare.

Additional information about Icelandair's schedules, fares and packages is available at www.icelandair.com or by calling (877) I-FLY-ICE.

Businesses will take centre stage at Bard on the Beach

'Greening of the Bard' initiative aims to make popular festival more environmentally friendly

Summer is back and nowhere is it more evident than in Vanier Park, where **Bard on the Beach Shakespeare Festival** is set to launch its 25th anniversary season.

As any theatre veteran will tell you, performing professional theatre in an outdoor venue presents a number of challenges. Bard, which also holds the distinction of being Western Canada's largest Shakespeare festival, is well supported by many of Vancouver's leading businesses and that helps overcome some of these obstacles, particularly when it comes to fulfilling the Festival's Greening of Bard initiative.

Bard's oldest "greening" program is Bike to Bard which is presented in partnership with nearby **West Point Cycles** in Kitsilano.

In addition to providing bike racks for the season and a bike valet service for the Bard-B-Q and Fireworks performances in late July, West Point Cycles and Bard are expanding this cyclist-



The iconic white tents are back at Vancouver's Vanier Park, as the Bard on the Beach Shakespeare Festival prepares to kick off its 25th anniversary season on June 11. This year, a number of local businesses will help the festival be more environmentally friendly.

friendly program for the 2014 season.

This summer, Bard will be offering Bike to Bard Wednesdays, where patrons will have the chance to win exclusive prizes and enjoy unique benefits when they ride their bikes to the site. Bard is hoping for an average of 25 cyclists a night this season, an

increase over 2013's numbers.

KJM Country Gardens, located in Southlands, is back for its second season with the Festival. After creating a stunning garden feature for Bard in 2013, gardeners **Jordan McDonald** and **Robin Braun** are excited about once again providing the Festival with plantings to

augment the natural beauty of Bard's Vanier Park setting.

New in 2014 is the Festival's relationship with **Recycling Alternative**, and a project to revamp Bard's waste diversion system. With Recycling Alternative's help, Bard will be better able to manage the disposal of organic waste and recyclables, allowing the Festival to continue to serve snacks and drinks for patrons to take with them into the performances while still diverting as much waste as possible from landfills.

Longtime Bard patrons will be especially pleased to know that nearly everything in the boxed picnics available from **Emelle's Catering** is compostable, meaning they can enjoy a pre-show meal on-site without having to worry about leaving garbage behind that will negatively impact the Festival's environmental initiatives.

Vancouver's signature Shakespeare Festival runs performances from June 11 through Sept. 20. This year, re-imagined

productions of *A Midsummer Night's Dream* and *The Tempest* play on the **BMO Mainstage**. Starting in July, productions of the rarely-produced *Cymbeline* and **Bill Cain's Equivocation** – a co-production with **Victoria's Belfry Theatre** – appear on the newly-named Howard Family Stage.

Bard's 2014 season is augmented by a host of additional special events including performances by **Chor Leoni** men's choir, the **Vancouver Symphony Orchestra**, wine and beer tastings, sword fighting demonstrations, musical improv shows and a retrospective talk with Founding Artistic Director **Christopher Gaze** – all under Bard's two custom-built performance tents.

To learn more about the Bard on the Beach Shakespeare Festival's 25th anniversary season, download the performance schedule, and see how other community partners engage with the festival, please visit bardonthebeach.org.

Aquarium announces Coastal Ocean Research Institute

On May 27, Vancouver became home to B.C.'s first ocean research organization dedicated to the collaborative and comprehensive research of Western Canada's coastal environments.

The new, multi-disciplinary **Vancouver Aquarium Coastal Ocean Research Institute**, announced at an event hosted by **The Vancouver Board of Trade**, is the first of its kind in Canada, devoted to systematically documenting the health of our coastal environments over the long-term.

The Research Institute was created to address a major gap in the understanding and management of our coastal environments. Population growth and expanding industry is affecting coastal environments in ways that are not fully understood. Although considerable research is being done on our coastal environments, the resulting data is not being collected, analyzed and communicated in any systematic way.

As such, Vancouver Aquarium's Coastal Ocean Research Institute will aim to create a baseline for how marine ecosystems are doing today and to deepen our understanding of future changes. It will focus on building a collaborative approach to harness wide-ranging, but scattered, research efforts and scientific data in order to provide scientists, academics, governments and the public with an annual set of indices describing the state of our coastal ecosystems.

This long-term initiative will provide

a comprehensive, ongoing assessment of our coastal marine ecosystems, resulting in analyses that will be publically shared to inform key policy, planning and conservation decisions that will shape future uses of the coastal zone.

While there is much research and monitoring taking place along the B.C. coast, it is done by scientists and researchers from universities, federal and provincial agencies, non-profit organizations and professional firms working on impact assessments for a variety of development projects; unfortunately, their data is rarely aggregated to provide an overall "picture" of ocean health. The Vancouver Aquarium Coastal Ocean Research Institute is set up specifically to develop collaborative relationships that will enable that aggregation and analysis, and report a set, or series, of indices describing the state of key ecosystems and ecological processes on the B.C. coast.

The Aquarium is uniquely positioned to foster new collaborations needed to gather and analyze data from a network of researchers to provide a more robust, long-term assessment of our coastal marine ecosystems. With its long history of ocean conservation and recognized non-advocacy voice, the Aquarium will provide the stability, scientific independence and permanence needed for the Institute's success.

Three current Vancouver Aquarium research programs — *Marine Mammal*



Vancouver Aquarium President and CEO, Dr. John Nightingale (far left), announces the new Coastal Ocean Research Initiative at The Vancouver Board of Trade on May 27. Photo by Pablo Su

Research Program, the recently established *Ocean Pollution Research Program*, and *Howe Sound Research Program* — will become part of the Institute, as the research they conduct directly contribute to a greater understanding of the health of our coastal ecosystems. While the Institute will have the capacity to conduct original research, it is expected that most research, data and information for the Research Institute's core monitoring and reporting will also come from collaborating researchers and research programs.

The new Research Institute operates within the Aquarium's overall non-profit

structure, but will function independently with its own board of directors. Funding will be provided by a consortium of the Aquarium, concerned donors, sponsors and foundations; it will operate independently of any particular funding partner.

The Institute is grateful for its generous founding funding partners **Ross Beaty** and **Rudy North**, and also welcomes research partners **Pacific Salmon Foundation**, **Hakai Research Institute** and **Rick Hansen Foundation**.

To learn more about the Vancouver Aquarium Coastal Ocean Research Institute, visit vanaqua.org.



The Vancouver Board of Trade



The Vancouver Board of Trade's Golf Classic

Thursday, September 18, 2014

University Golf Club — 5185 University Blvd, UBC

For more information visit boardoftrade.com/golf2014

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Around the Board

Photo highlights from recent events and activities

Clockwise, from top left: **1** Bruce Heyman, the new U.S. Ambassador to Canada, takes part in a Q&A session with Iain Black, President and CEO of The Vancouver Board of Trade, on May 13. *Photo by Pablo Su* **2** Peter G. Hall, Export Development Canada's Vice President and Chief Economist, brought his cross-country "Let's Talk Exports" speaking tour to The Vancouver Board of Trade on May 13. *Photo by Tyson Jerry* **3** On May 14, the Mining Association of British Columbia's President and CEO, Karina Briño, delivered her annual address to The Vancouver Board of Trade. The event was part of Mining Week 2014. *Photo by Pablo Su* **4** Guests look on during a Women's Leadership Circle panel discussion on May 14 at Vancity Theatre. For more on that event, see page 15. *Photo by Tyson Jerry* **5** Iain Black (far right) recognizes the efforts of long time

Vancouver Board of Trade ambassadors during their May 7 meeting. From left to right: Michael Broderick, Roy James, William Jung, Carl De Jong, Jay Jagpal, Carole MacFadden, Aaron Nakama, Galia Shukr, Austin Nairn, Norman Wong, Brad Pashby, and Alex Dow. *Photo by Jill Purse* **6** On April 29, The Vancouver Board of Trade's Small Business Council hosted a panel discussion on building and maintaining a remarkable brand. For more information on the program, visit boardoftrade.com/SBC. **7** Dr. John Nightingale speaks to local media following a major announcement at The Vancouver Board of Trade on May 27. During that event, Nightingale revealed that the Vancouver Aquarium will soon be home to the new, multi-disciplinary Coastal Ocean Research Institute. For more on that story, see page 7. *Photo by Pablo Su*



The Vancouver
Board of Trade

CYP
THE COMPANY OF YOUNG
PROFESSIONALS®

Four different roads to success

Leadership Forum sets a record as largest event in history of the Company of Young Professionals program

BY SHAN SHAN FU

The most powerful way to share a lesson is to pass on a story. Four of Vancouver's premier young leaders did just that on May 13, as they shared valuable lessons and life stories at the Company of Young Professionals (CYP) annual signature event, the Leadership Forum — the largest event in the program's history.

Ashleigh McIvor, an Olympic gold medalist in ski cross, shared the story of her road to the 2010 Olympics. The road was not easy, said McIvor, noting that she passed through multiple rounds of competition before being selected to represent Canada at the Games. McIvor quoted the book *Outliers* by **Malcolm Gladwell**, which states that if a person invests 10,000 hours into something, they will eventually master it — a fitting motto for an athlete who won gold on the world stage.

To complement mastery of skills and dedication, **Victor De Bonis**, the Chief Operating Officer for **Canucks Sports and Entertainment** talked about the power of relationships. De Bonis said he started working in the parking lot at the Pacific Coliseum, which gave him the connections that led to working in the corporate audit division at **KPMG**. From there, De Bonis joined the **Vancouver Canucks** as their corporate controller and rose through the ranks to his current role.

Susan Dolinski, Vice President of Communications and Social Responsibility for **BCLC**, said she started off from humble beginnings in the lumber industry, thanks to her parent's connections. At the time, the economy was rough, and switching jobs — if you were lucky enough to have one — was difficult and rare. Despite that, Dolinski decided that the lumber industry was not her sole calling, so she made bold new moves in her careers. Dolinski said one of her biggest lessons was that being a great subject matter expert doesn't mean that you will make the best leader. In her own words, "life is a playground" and it's up to us to build a life that excites us.

Terry McBride, CEO of **YYoga** and **Netwerk Music Group** certainly had an action-



Recipients of the CYP 2014 Engaged Leadership Certificate pose with The Vancouver Board of Trade's President and CEO, Iain Black (second from right), and Director of Member Programs, Austin Nairn (far right), during the May 13 CYP Leadership Forum. **Photo by Noravera Visuals**

packed life, managing world-famous artists such as **Sarah McLachlan**, **Avril Lavigne**, and **Coldplay**. McBride said that while Netwerk Music Group was in full swing, he would be away from home for up to nine months of the year. McBride said he discovered the power of yoga, and felt that it was a way to heal his ailments and improve his overall health. Thus, he started **YYoga**, a place where people can have a great experience while practicing yoga. McBride made the great sacrifice to sell his most liquid asset — his house — in order to fund **YYoga**. Now, thanks to his hard work and sacrifice, **YYoga** is growing and rapidly expanding across Canada.

The 2014 Leadership Forum was the largest event for the CYP program, with more than 250 guests in attendance. Steadily growing, the CYP program boasted an enrollment increase of almost 300 per cent last year, due primarily to word-of-mouth buzz in the business community. The annual forum also honours recipients of the Engaged Leadership Certificate — a three-year program that recognizes CYP members who have achieved specific milestones in leadership, networking, development and volunteerism.

Congratulations to the 2014 Engaged Leadership Certificate recipients:

- Seth Baker — Associate, Marcus & Millichap
- Gerald Chan — B.C. Regional Sales Coordinator, RBC Global Asset Management
- Jullian Deschutter — Co-founder, Voyte
- Rochelle Diablo — Associate Director of Advancement, Simon Fraser University, Department of Science
- Mandeep Dhaliwal — Project Manager, Industrial Buildings and Facilities, Stantec
- Shan Shan Fu — Web and eCommerce Director, Graphically Speaking
- Sandra Gee — Director of Operations, EasyPark
- Vic Herr — Owner, 2K Trades
- Kellan Higgins — Founder, Kellan Higgins Photography
- Kuan Ho — Commercial Account Manager, RBC
- Geoff Livingston — Director of Marketing, Noravera Visuals
- Kristine Louie — Marketing Communications Specialist, BC Dairy Association
- Amrit Matharu — Travel Service Representative, Canada Border Services

- Grace Mok — Finance Manager, Internal Controls And Compliance, BC Hydro
- Karoline Monkovic — Human Resources and Communications Coordinator, Anthem Properties
- Asa Nerelus — People And Culture Specialist, Traction On Demand
- Lindsay Noves — Media Strategist and Buyer, OMD
- Allan Pun — Senior Financial Planning Consultant, Investors Group
- Scott Regamble — Realtor, Sotheby's International
- Michael Sadnovik — Partner, Morgan LLP
- Rob Sarkissian — Business Development Manager, Sea To Sky Network Solutions
- Colleen Wong — Recruiter, Five Hole For Food
- Victor Yan — Senior Analyst, Ministry Of Health
- Lisa Zhang — Campus Recruitment Coordinator, Deloitte Canada

Many of these recipients were profiled in The Vancouver Board of Trade's CYP Year in Review video, produced by **Noravera Visuals** and now available on our YouTube channel at youtube.com/theboardoftrade.

The event was sponsored by the **BCIT School of Business**, and guests were fortunate to be welcomed by a member of BCIT's marketing faculty, **Tracey Renzullo**. Guests were also welcomed by The Vancouver Board of Trade's President and CEO, **Iain Black**, who made a special presentation to **TELUS** VP of Government Relations, **Dave Cunningham** who has successfully chaired the CYP Program during its largest growth period to date.

Shan Shan Fu is an Account Director at Graphically Speaking and a member of the Company of Young Professionals (CYP) Program. CYP is a leadership development program of The Vancouver Board of Trade which engages those under 35 through leadership, networking, development, and volunteerism opportunities. To engage your emerging leaders or learn more about the program, visit boardoftrade.com/CYP.

Watch the Company of Young Professionals 2013-14 Year in Review video!

Visit youtube.com/theboardoftrade or scan this QR code with your mobile device.



Prepare for Canada's anti-spam law

BY RYAN BERGER

Canada's anti-spam law (CASL) will come into force this summer and will have a big impact on businesses across the country.

The new law will make it illegal to send unsolicited commercial electronic messages such as emails and texts. A sender must have consent from the recipient to send an email or text whose purpose is to sell or promote products or services; otherwise it will be considered as spam.

Penalties for breaking the law will be up to \$1M for individuals and \$10M for organizations.

There are a number of steps that businesses can take to ensure that they are ready for the law's implementation on July 1.

Review and revise

Think about how people within your business network view the emails and texts you send – could they be considered as spam? Assess and reevaluate communication practices of commercial electronic messages and contact lists, ensuring that all methods of information gathering and delivery are in compliance with the new law.

Make sure you have permission

For all existing addresses and numbers on company databases, obtain and

confirm consent to be able to send commercial electronic messages after July 1. Your current opt-out policies might no longer be enough to meet legal requirements.

What is consent?

"Express consent" means the recipient has given permission to be communicated with via email or text for a specific purpose (e.g. weekly company e-newsletter).

"Implied consent" means the sender has an existing business or non-business relationship with the recipient, and the recipient has disclosed their contact details to the sender (e.g. an inquiry into the sender's business or a donor to a registered charity). A published email address or cell number can also be considered as implied consent, as long as the email or text is related to the recipient's business capacity.

Data management

Make sure you keep good records to show you have obtained permission to send someone a commercial email or text. You probably need to be able to track back specifically where, when, or how you obtained consent to send a commercial message to each individual. If you are



Ryan Berger, Partner, Bull Housser

relying on implied consent, you will need proof of the relationship.

Confirm your company is in compliance

Any email or text which is sent to encourage participation in a commercial activity must: clearly identify the sender; provide a method where the recipient can readily contact the sender; provide a working unsubscribe mechanism which is functional for 60 days and be processed without delay.

Educate your staff

Establish and implement a CASL compliance policy and ensure employees at all levels are educated and trained accordingly. The policy should be continually monitored and adapted as required.

Ryan Berger is a partner at Vancouver-based law firm Bull Housser, and leader of the firm's privacy and information group. He helps public and private sector organizations with their information and privacy management, and compliance. You can read Ryan's privacy blog at bht.com/blogs. To learn more about Canada's Anti-Spam Legislation, which becomes law on July 1, visit fightspam.gc.ca.

Find your next business opportunity

Approximately 700 investment opportunities are now listed on the OpportunitiesBC online database, a free, searchable tool that features business opportunities in B.C.

The database was launched in 2012 in response to trade and investment representatives and international investors seeking information about opportunities available in the province. OpportunitiesBC provides a one-stop location to search for businesses and projects around

B.C. searches can range from locating small businesses and large parcels of industrial land for sale, to entrepreneurs seeking investment partners.

"Investors want information at their fingertips. OpportunitiesBC is a user-friendly resource to find valuable business opportunities online," said **Shirley Bond**, Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour.

OpportunitiesBC links users to community profiles, where potential investors can access detailed information. In 2013, there were 150,000 page views and significant traffic from India, China and the U.S.

To add an investment opportunity to market to an international audience, or to browse the opportunities listed on the site, visit OpportunitiesBC.ca.



ABORIGINAL OPPORTUNITIES FORUM 2014

BUILDING SUSTAINABLE ABORIGINAL RELATIONS

Wednesday, June 18, 2014 | 7:15 a.m. – 2 p.m.

Register now at boardoftrade.com/events

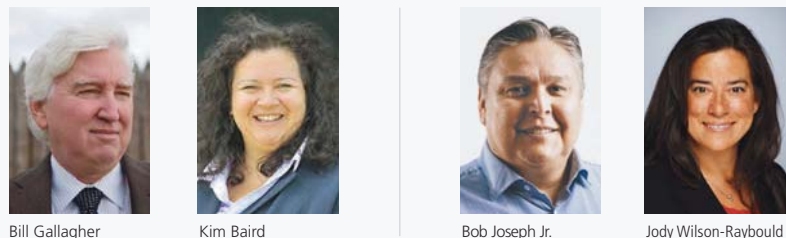
Now in its fourth year, this annual forum emphasizes and explores the critical relationship, in a current context, between aboriginal issues and economic development in B.C.

To help facilitate conversation and improve aboriginal cross-cultural communication, the 2014 Aboriginal Opportunities Forum will focus on helping businesses to understand, rationalize and overcome issues. The panels will feature leading experts from government, academia and business.

Supporting Sponsor:



Community Sponsors:



KEYNOTE SPEAKERS

Bill Gallagher, Lawyer, Author, *Resource Rulers*
Kim Baird, Owner, Kim Baird Strategic Consulting

SPECIAL SPEAKERS

Bob Joseph Jr., Founder, Indigenous Corporate Training Inc.
Jody Wilson-Raybould, Regional Chief of the BC Assembly of First Nations

PANELISTS

Bill Adsit, Member of the Tahltan Nation; Director, BC Hydro
Monique Bateman, Senior Vice President, Prairie Region, TD Canada Trust
Mark Edwards, Vice President of Communities and Government, Teck Resources
Kevin Hoffman, Senior Vice President, Aquilini Development and Construction Inc.
Simon Nish, Vice President Sustainability, BG Canada
Robert Simpson, President & CEO, PR Associates

Moderator:

Mark Podlasly, Advisory Board Member, SFU Aboriginal Business and Leadership EMBA Program, Beedie School of Business

SESSION 1: Intercultural Presentation

SESSION 2: From Dialogue to Success

FortisBC and Crime Stoppers team up to curb energy theft

BY CHARLOTTE GREENHAM

Energy theft affects everyone — regardless of where it happens. That's why **FortisBC** has resources dedicated to curb energy theft, including our newly announced collaboration with **Crime Stoppers**.

When people illegally tap into our natural gas and electricity systems, they put themselves and the innocent people around them at risk. These thefts also cost honest customers through higher rates.

Between 2012 and 2013, our revenue protection team identified more than 22 instances of natural gas theft across our gas service territories. We estimate theft from those sites consumed about 31,000 gigajoules of natural gas — enough to heat over 320 Lower Mainland homes using 95 gigajoules of gas a year. We believe these activities cost our gas customers approximately \$250,000 annually.

We suspect there's far more energy theft that goes undetected, which is why we are col-

laborating with Crime Stoppers to help make our communities safer.

Previously, Crime Stoppers would forward tips directly to the authorities, who would conduct an investigation and involve FortisBC as it progressed. Now, we'll receive portions of anonymous tips directly from Crime Stoppers — giving us access to a larger pool of tips we can use to detect energy theft sooner and better mitigate the risk.

We're asking the public to be our eyes and ears on the ground,

and report any suspicious activity to Crime Stoppers. If energy theft is suspected, our investigators will access the property to determine if someone's tampered with the meter or created a bypass.

After we positively identify theft, we'll report it to local law enforcement who may press charges.

Additionally, we will do everything in our power to recuperate all the associated costs on behalf of our customers.

Through collaborations with local authorities and now Crime Stoppers, we're one step closer to realizing our goal of stopping energy theft altogether.

To report energy theft, call 1-800-222-TIPS to leave an anonymous tip.

Charlotte Greenham is Manager of Revenue Protection



Charlotte Greenham, Manager, Revenue Protection and Special Projects, FortisBC

and Special Projects at FortisBC. FortisBC is a regulated utility that provides natural gas, electricity and propane. FortisBC serves approximately 956,000 gas customers province-wide, and 144,000 electricity customers in the Southern Interior.



Host Vancouver's Business Community

The Vancouver Board of Trade Members' Receptions

Hosting a **Members' Reception** is an excellent way to promote your business and connect with other Vancouver Board of Trade members.

Most events sell out very quickly and range in size anywhere from 60 – 200 Board of Trade members.

As co-host, The Vancouver Board of Trade will be your partner in organizing and promoting the event.

Hosting Member Receptions for The Vancouver Board of Trade has been great for growing our business relationships and overall exposure to other Vancouver Board of Trade members. The events create opportunity to showcase your services and build future business alliances.

— 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.



boardoftrade.com

Sauder cracks top 50 in *Financial Times* ranking

Executive education at the **University of British Columbia's Sauder School of Business** rates among the top 50 providers in the world, according to a new ranking published today by leading global business publication *Financial Times*.

The school gained two places in the ranking, rising to 49th in the world for the quality of its courses offered to management professionals. Sauder is one of only six Canadian business schools included in the global ranking and is one of only two schools west of Ontario to be included.

"Knowing our rank is determined by feedback from executives who participate in our programs is a tremendous vote of confidence," says **Bruce Wiesner**, Associate Dean of Executive Education.

"It affirms that the business leaders who have chosen us to meet their training goals feel they are getting significant returns on their investment and substantial business value from our programs."

Among the numerous categories on which Sauder was assessed, the school ranked best for "Repeat Business & Growth," ranking 16th in the world. Combining the school's growth in revenue and percentage of participants who return for further

training, success in this area represents a solid indication of customer satisfaction.

For their ranking of open enrollment programs, *Financial Times* assesses the quality of short-term non-degree programs offered to managers and senior leaders.

Sauder's Executive Education alumni rated their experience with the school across a range of performance indicators, from course preparation to the likelihood of repeat business. Together this feedback accounted for 80 per cent of the school's overall rank.

Sauder Executive Education offers a comprehensive range of open enrolment programs, from shorter courses for the broader business community to immersive week-long residential courses for senior leaders.

Delivering over 115 programs to more than 2,500 executives every year, Sauder Executive Education training is designed to have an immediate, positive impact on performance and minimize time away from the office.

The *Financial Times* produces a series of rankings rating the quality of business education, including the *Financial Times* Global MBA ranking, in which the UBC MBA program ranked 72nd worldwide in 2014.

Building sustainable relationships

Fourth annual VBOT Aboriginal Opportunities Forum to take place June 18

The Vancouver Board of Trade's Aboriginal Opportunities Forum returns on Wednesday, June 18, for a day of important discussion on how B.C.-based businesses can build sustainable relationships with aboriginal communities.

Now in its fourth year, this annual forum emphasizes and explores the critical relationship, in a current context, between aboriginal issues and economic development in B.C.

While aboriginal communities in Canada enjoy increasing importance in today's economy, building effective cross-cultural working relationships with these communities has become a major challenge for businesses of all sizes, industries, and sectors. More than ever, businesses today need to address this challenge, or bear the often expensive, long-term effects from cultural blunders and miscommunication.

To help facilitate conversation and improve aboriginal cross-cultural communication, the 2014 Aboriginal Opportunities Forum will focus on helping businesses to understand, rationalize and overcome issues. The panels will feature leading experts from government, academia and business.

Bill Gallagher, lawyer and author of *Resource Rulers*, will deliver the forum's breakfast keynote address, while the closing keynote will be delivered by **Kim Baird**, Owner of **Kim Baird Strategic Consult-**



Former Tsawwassen First Nation Chief Kim Baird delivered the opening keynote at The Vancouver Board of Trade's inaugural Aboriginal Opportunities Forum in 2011 (above). On June 18, Baird returns to give the closing keynote at the fourth annual forum. Photo by Dave Roels

ing and former Chief of **Tsawwassen First Nation**. **Jody Wilson-Raybould**, Regional Chief of the **BC Assembly of First Nations**, will also deliver special remarks.

The event will also feature an interactive session led by **Bob Joseph Jr.**, in which attendees will be presented with historical as well as cultural contexts and see how it has impacted the current economic and political landscape. This session will examine the foundation of why relationships between

Aboriginal and non-Aboriginal people are often problematic and consider how common ground can be found to support mutually-beneficial economic development. Following the first panel session, attendees will learn how to put their new knowledge into practice when building business relationships.

For more on Aboriginal Opportunities Forum 2014, including a full list of speakers, visit boardoftrade.com/events.

Keeping pace with changes in technology

The Vancouver Board of Trade will host **Michael Strople**, President of **Allstream**, for a June 24 event on how local businesses can keep up with changes in technology that are reshaping the Canadian business landscape.

While a decade ago, failure of an IT system may have been an annoyance and a moderate problem, today it likely brings an enterprise to a standstill. It has a material impact



Michael Strople, President, Allstream

on profits, earnings, revenue and reputation.

In his remarks, Strople will share insights on how companies can take advantage of video and other data collaboration tools, develop metrics to use IT to drive revenue, and improve the quality of products and the customer experience.

Allstream is the only national competitor to **Bell** and **TELUS** exclusively serving business customers with a coast-to-coast national IP fibre network.

A discussion period will also provide participants with an opportunity to explore Strople's insights in more detail.

The Vancouver Board of Trade

Welcome to some of our newest members

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Leadership loves company

Small Business Council member spotlight

Dee Dhaliwal, Publisher, *Vancouver Courier* and *WestEnder*

Q: What is success to you?

Success is setting a goal as a team and having fun achieving it. An important by-product needs to be personal growth for everyone on the team.

Q: What is one of your accomplishments that you are most proud of?

One area is my own commitment to give back to the community – I have a variety of causes that I have volunteered with and as clichéd as it sounds – every time I donate my time I feel as though I get more out of the experience that I have given. The other is the people that I have worked with and that have gone on to accomplish great things. It is a real pleasure to watch people grow and accomplish all that they should and to play a part in that – however small.

Q: What do you love about Vancouver?

I love the sense of community

pride that exists in each of the different neighbourhoods, and the communities of interest that Vancouver seems to create so easily – just look at the number of meetups that are planned for anything and everything. There is a desire to connect in this city and that creates a wonderful backdrop for establishing new and innovative businesses and I love hearing about those and meeting the founders.

Q: What advice do you have for small business owners?

Have your goals written down. Plan with your team. Help your team outgrow the roles they are in. Give back to the community. Rinse and repeat.

Q: What charities/causes do you support?

There have been hundreds of causes that I have supported through my roles in local media, but I have given a lot of personal time to: Lions Gate Hospital Foun-

dation; Chamber of Commerce boards, and currently am helping with Kitsilano Neighbourhood House and HAVE Society.

Q: What has been your favourite experience with The Vancouver Board of Trade?

I have been really impressed with the Leaders of Tomorrow program. It shows a commitment to improving Vancouver's economy and being prepared to do the tough work of mentoring and preparing young people to take a role in creating opportunities for themselves and others.

Q: Who is your role model and why?

Richard Branson. He has an ability to identify and nurture entrepreneurs on his staff and he has the ability to let them run their own businesses under his brand umbrella. It has allowed Virgin to go from selling albums and CDs to vodka and wedding gowns. His other qualities I admire are his sense of adventure and willingness to try things that he and Virgin could fail at — and his sense of fun.



Dee Dhaliwal

On the move

VBOT transportation committee co-chair joins Global Public Affairs

Long-time member and co-chair of **The Vancouver Board of Trade's** Metro Transportation and Infrastructure Committee, **Marian Robson**, has landed a new position with **Global Public Affairs**, Canada's largest independently-owned public affairs consultancy.

The firm recently announced Robson had joined its Transportation, Infrastructure and Communities practice as Senior Associate. She was previously the B.C. Senior Associate with True North Public Affairs, an Ottawa-based consultancy which has merged its operations with Global.

Based in Vancouver, Robson brings a rich professional background and multi-modal expertise to Global. Amongst her previous senior leadership roles in the transportation sector over the past 40 years, Marian served as Chair and CEO of the **Canada-**

dian Transportation Agency, the body responsible for economic regulation of all modes of transport under federal jurisdiction (1996-2006).

Earlier in her career, Robson was Chair of the **Vancouver Port Corporation**. She also held senior management positions with **British Columbia Railway** and **CN**. At the federal level, she was Industry Assistant to the Minister of Transport.



Marian Robson

Robson continues to be actively involved in the local Vancouver community, contributing to national and regional policy discussions about a wide range of transportation and trade issues. She currently serves as Chair of the Pacific Chapter of the **Chartered Institute of Logistics and Transport, North America** (CILTNA) and as co-chair of The Vancouver Board of Trade's Metro Transportation and Infrastructure Committee.

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WOMEN'S
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Why more women leaders are needed

BY CRAIG HEMER

After decades of attention and study directed towards women's parity in the workforce, the value women bring to the C-Suite is inarguable. There is a staggering amount of evidence that more women in senior posts yields benefits for everyone. Women in leadership enhance organizational excellence and organizational excellence enhances financial performance.

These are the central conclusions from **McKinsey & Company's** research *Women Matter*, which has become one of the most visible works on the value of gender diversity. As part of its research, McKinsey identified nine criteria for organizational excellence (leadership, direction, accountability, coordination and control, innovation, external orientation, capability, motivation, work environment, and values), and asked over 115,000 employees from over 200 companies to evaluate their companies on these criteria.

McKinsey found that the best performers on these criteria were also the most profitable — in fact,



Craig Hemer, Partner,
Boyden global executive search

the top quartile was more than twice as profitable as the bottom quartile. Of the companies that reported on gender make-up of management teams, the 13 companies with women in leadership roles outperformed the 45 companies without women in leadership roles on every single criterion. A supplemental study identified 89 large companies with significant gender diversity in leadership and assessed the financial performance of each against the average for its sector. On three different criteria for financial success, the

companies with gender diversity in leadership were above average.

According to research published by the **American Psychological Association**, when it comes to being perceived as effective leaders, women are rated as highly as men, and sometimes higher — a finding that speaks to a shifting landscape of opportunity. There is no shortage of women leaders who have quantified their leadership effectiveness through business results in recent years. Many investors attribute **Yahoo's** first quarter performance, marking its best Q1 revenue ex-TAC since 2010, to CEO **Marrisa Mayer's** furious activity since she joined in 2012, from a flurry of acquisitions to layoffs to revamped services. **PepsiCo's** CEO and Chair **Indra Nooyi** returned \$5.6 billion to shareholders and grew net revenue 14 per cent to \$66 billion last year. **Susan Wojcicki**, a **Google** SVP, is the woman behind all of the search behemoth's ad products and was responsible for 96 per cent of the company's \$37.9 billion revenue in 2011.

Research by **Daniel Ferreira**, a professor at the **London School of Economics**, suggests that women

tend to be better “monitors” and more risk-averse than men. Speaking to the financial crisis of 2007-08, he contends that “Women on boards would have been more vigilant and more worried about what the executives were doing ... [which] would have attenuated the crisis.”

Boston Globe contributor **Rebecca Tuhus-Dubrow** states that “women enjoy an edge in understanding the consumer market” (by some estimates women make 80 per cent of consumer purchases), and that women may on average exhibit a different and more fruitful leadership style. Another theory is that gender diversity stimulates more vigorous discussions, resulting in smarter decision-making. Women tend to be perceptive, collegial leaders, and participatory decision-makers. My wife, who manages her own business has taught me that women are masters of opportunity management — instinctive, organized, adaptable, and seamlessly able to keep everyone aligned.

The fact of the matter is businesses thrive when they welcome diverse thought-leadership and

ideas. From a human resources perspective, there is still a need to tackle the issues and end the stereotypes that too often can — whether consciously or unconsciously — influence hiring decisions.

When choosing the best leaders, it is constructive to focus on leadership styles and talents — which vary from individual to individual, according to their experience, personality, skill-set, and qualifications.

I have worked with many hard-working and purpose-driven women who bring unique qualities and abilities to the workplace. Women's voices are rising across all professions. It is clear that maximizing the potential of women in the workforce is no longer simply a social imperative but a business one as well — and, increasingly, it is being looked at as a competitive advantage.

Craig Hemer is a Partner in the Vancouver office of Boyden global executive search and a member of the Women's Leadership Circle Advisory Council. Boyden has 70 offices in 40 countries around the globe and is the sixth-largest retained search firm in the world.

The entrepreneurial mindset

WLC panel discussion explores how to become a small business leader

BY ALEX CHIN

The **Vancouver Board of Trade's** Women's Leadership Circle hosted a panel discussion May 14 with highly accomplished female business leaders on “the entrepreneurial mindset.”

The panellists shared insights from a wealth of business experience with attendees on how to maintain change and innovation, create a culture of continuous improvement in the workplace, and empower employees in their own businesses.

Panellists included **Lois Nahirney**, Executive Vice President of Corporate Resources for **Teekay Corporation**; **Ravy Mehroke**, CEO and co-founder of **Bombay Brow Bar**; and **Krista Schreiber**, Vice President of Commercialization for **lulule-**

mon athletica. The session was moderated by award-winning TV producer and President and Senior Producer at **Skydance Entertainment**, **Darlene Forst**.

The morning began with each panellist sharing their background story. Their stories revealed three different career paths, yet underlined how communicating and contributing to the people around them leads to building a business that will remain nimble and innovative.

Nahirney drew from her global corporate experience to stress the importance of employees needing to feel a sense of community within the workplace. Nahirney said she connects with her staff weekly to ensure they feel empowered, challenged and respected at work.

While working in Thailand, local cultural performances inspired Schreiber to think outside the box. Schreiber said she recognized conventional communication methods were not working, and instead, had her teams share their duties through giving performances to each other. Being nimble and adapting her style resulted in eliminating overlapping and gapping responsibilities between her teams, said Schreiber.

Mehroke discussed the challenges that a start-up venture encounters while trying to stay focused. She said that having a mentor helped her keep her team focused and passionate about their duties.

Mehroke said her mentor often asked questions that were rooted in experience, which



Members of the Women's Leadership Circle filled Vancity Theatre on May 14 for the latest installment of the Morning Leader speaker series. **Photo by Tyson Jerry**

prevented Mehroke from making costly mistakes and helped expose areas that were being neglected. Mehroke's advice to the audience was to keep attending events such as the WLC's Morning Leader, and to connect with speakers afterwards.

Alex Chin is a member of the Women's Leadership Circle (WLC), a signature program of The Vancouver Board of Trade. The WLC is one of the largest

women's business networking groups in Metro Vancouver. Based on the pillars of connections, conversations, recognition and advocacy, the WLC is an inclusive business community which embraces diversity and elevates women. The Vancouver Board of Trade believes that businesses thrive when women are fully engaged at all levels. To learn more, please visit boardoftrade.com/WLC.

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