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SOUNDING BOARD

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

“Our relevancy stems from staying true to our original 1887 focus.” Board of Trade CEO Iain Black, pg. 4

APRIL 2012 • VOLUME 52 • NUMBER 3

THIS ISSUE

A proposal for a new
policy model • 3

Message from the
president and CEO • 4

People and sustainable
mining • 5

TD's chief economist
gives financial forecast • 6



Minister talks transportation
and infrastructure • 7



Reasons why goal setting
doesn't work • 8

Improve your odds of
winning an RFP • 20

Board names winners of
prestigious Rix Awards • 21

Learning the lessons of
Steve Jobs • 22

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A long legacy of leadership

In the past 125 years, The Vancouver Board of Trade has helped create a local airport authority, saved the Canada Line, and paved the way for the NEXUS lane. And that's only the beginning.

BY WENDY LISOGAR-COCCHIA

Forty-five thousand, four hundred and eighty-five. That's how many days will have passed between **The Vancouver Board of Trade's** incorporation in 1887 and the moment this issue of *Sounding Board* rolls off the printing press.

This year, The Vancouver Board of Trade is celebrating 125 years of working on behalf of Vancouver's business community to promote prosperity through commerce, trade, and free enterprise. For nearly as long as there has been a **City of Vancouver**, there has been a Vancouver Board of Trade. And that is no coincidence.

Although some of today's new members may not realize it, The Vancouver Board of Trade has played a pivotal role in making Vancouver the world-class city that it is today. Throughout its history, this organization has championed many of the projects that now define our com-

munity, and it has done so under the leadership of some of Vancouver's greatest visionaries and dignitaries.

This legacy of leadership began with The Board of Trade's first president, **David Oppenheimer**, a national historic figure and the city's second mayor. Prior to the creation of The Board of Trade, Vancouver was overshadowed by the larger communities of Victoria and New Westminster. But with Oppenheimer at the helm, The Board immediately began lobbying the province to provide Vancouver with a land registry office, a courthouse, more schools, playgrounds, and mail delivery.

And thus, the foundation for a world-class city was laid.

Over the next few decades, The Board continued to influence all three levels of government. By World War I, The Board had successfully convinced the federal government to dredge the

First Narrows for shipping, had lobbied for a new city hall and post office, and had helped establish the **University of British Columbia's** Faculty of Commerce. That was just the beginning.

In the years following, The Board fought for fairer freight rates and expanded markets for B.C.'s products. In the 1930s, then-president **T.S. Dixon** worked closely with the **BC Medical Association** and chaired the first meeting to found a cancer institute – the **British Columbia Cancer Foundation**.

In the 1940s and 50s, the organization supported the development of the **Trans-Canada Highway** and the establishment of new airport. In the 1960s, The Board issued a statement declaring the urgent need for a downtown coliseum and convention centre, and called for the creation of a metro transit authority.

TURN TO PAGE 7

Board of Trade gives federal budget an “A” grade

Spending and debt well managed, tax complexity for small business reduced but still an issue

The Vancouver Board of Trade, representing thousands of business members in the Lower Mainland, has assigned an overall grade of “A” to the federal budget 2012/13, based on the government's steady progress on spending control, debt management and for its long-term economic vision (all “As”).

The Board also gave the budget a tax competitiveness score of “B+.” The federal government's adjustments on small business GST thresholds and dividend flexibility were

welcomed, but the issue of tax complexity continues to be an ongoing challenge for business.

“The federal government's reasonable and prudent ‘game plan’ continues to be the right one for British Columbia and Vancouver, and it remains the right strategy for Canada within a challenging global economic environment,” said **Iain Black**, president and CEO of The Board of Trade. “The spending reductions and deficit control measures send a clear message that the

Harper government understands that jobs are created by allowing the private sector to take risks, invest, innovate and grow. Metro Vancouver businesses look forward to doing more for the B.C. and Canadian economies, especially by leveraging our geographic position as the Asia-Pacific Gateway.”

The Board asked its **Government Budget and Finance Committee** — made up of local business owners, leaders, accountants, and lawyers — to analyze and assess the budget.

“Generally, we were pleased that the federal government was able to reduce spending while encouraging investment in the Canadian economy, most notably through the continued \$1,000 new hire tax credit for small and medium business and support of science and research,” said **Elise Rees**, chair of the committee.

For more on the grading criteria, as well as highlights from the federal budget for business owners and managers, visit www.boardoftrade.com.

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EVENTS CATCH-UP	
The Vancouver Board of Trade television broadcast schedule	
TRANSPORTATION AND INFRASTRUCTURE: Driving B.C.'s economy forward The Hon. Blair Lekstrom, Minister of Transportation and Infrastructure, Province of British Columbia	Week beginning Sunday, April 8
BUDGET 2012: Canada's resilience in the face of global economic turmoil The Honourable James Flaherty, PC, MP, Minister of Finance, Government of Canada	Week beginning Sunday, April 15
ABORIGINAL OPPORTUNITIES FORUM 2012 Lunch keynote: Giindajin Haawasti Guujaaw, President, Haida Nation	Week beginning Sunday, April 22
B.C. BUDGET 2012 The Hon. Christy Clark, Premier, Province of British Columbia The Hon. Kevin Falcon, Finance Minister and Deputy Premier, Province of British Columbia	Week beginning Sunday, April 29
WHY WORRY? Thoughts on the financial crisis and the importance of Canada getting it right David Dodge, senior advisor, Bennett Jones LLP, and former governor, Bank of Canada	Week beginning Sunday, May 6
SHAW broadcasts one Board of Trade event per week on channel 4. Scheduled time slots are Sundays at 6:30 p.m., Mondays at 8 a.m., Thursdays at 11:30 a.m. and Fridays at 3:30 p.m. Broadcast times are subject to change. Visit our YouTube channel for more video highlights at www.youtube.com/theboardoftrade .	

NEXT ISSUE

Coming up in the May 2012 issue of *Sounding Board*, look for special features on **business meetings, recruiting, socially responsible business, and arts and festivals.**

SUBMISSIONS: Does your company have news to share? Send your submissions (350 words max.) to Greg Hoekstra at editor@boardoftrade.com. Please confirm you are a Board of Trade member in your email. For more on upcoming features, visit www.boardoftrade.com and click on Sounding Board under the resources tab.

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EVENTS CALENDAR UPDATE

THURSDAY, APRIL 12, 2012

MEMBERS' RECEPTION at Regus
5 – 7 p.m.
Regus (Park Place)
Sponsored by: Regus

FRIDAY, APRIL 13, 2012

ABORIGINAL OPPORTUNITIES FORUM 2012: Success through consultation and accommodation
7:15 a.m. – 2 p.m.
The Westin Bayshore Vancouver
BREAKFAST KEYNOTE:
Chief Councillor Ellis Ross,
Haisla Nation Council, Aboriginal Business and Investment Council

PANEL SESSION 1
MODERATOR:
Sophie Pierre, OBC,
BC Treaty Commission
PANELLISTS:
Merle Alexander,
Bull, Housser & Tupper LLP
Dr. Mark Selman,
Beedie School of Business, Simon Fraser University
Ian Anderson,
Kinder Morgan Canada

PANEL SESSION 2
MODERATOR:
Keith Henry, Aboriginal Tourism Association of British Columbia
PANELLISTS:
John Walker, FortisBC
Dave Porter, First Nations Energy and Mining Council
Annita McPhee,
Tahltan Central Council

LUNCH KEYNOTE:
Giindajin Haawasti Guujaaw,
Haida Nation

Presenting Sponsor:
SFU Beedie School of Business
Major Sponsor: FortisBC
Supporting Sponsors: CIBC, TECK

WEDNESDAY, APRIL 18, 2012

Networking Roundtable
7:15 – 9 a.m.
Renaissance Vancouver Harbourside Hotel

FRIDAY, APRIL 20, 2012

SFU: The making of an engaged university
11:45 a.m. – 2 p.m.
The Fairmont Hotel Vancouver
Andrew Petter, President and Vice-Chancellor, Simon Fraser University
Presenting Sponsor: Scotiabank
Supporting Sponsor: McCarthy Tétrault

MONDAY, APRIL 23, 2012

CRISIS AND CONFLICT: Global challenges in 2012
11:45 a.m. – 2 p.m.
The Fairmont Pacific Rim
Louise Arbour, President and Chief Executive Officer, International Crisis Group; Former United Nations High Commissioner for Human Rights

INTRODUCTION BY:
Frank Giustra, International Crisis Group Trustee and Executive Member; President & CEO, Fiore Financial Corporation
Presenting Sponsor: Canaccord Financial
Presented in co-operation with: Business Council of British Columbia

THURSDAY, APRIL 26, 2012

Members' Reception at St. Regis and Gotham
5 – 7 p.m.
St. Regis Hotel
Sponsored by: Gotham Steakhouse & Cocktail Bar

MONDAY, APRIL 30, 2012

Governors' Banquet and Rix Center Awards 2012
6 – 10 p.m.
Vancouver Convention Centre - West

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McLean Group of Companies

RECIPIENT OF THE RIX AWARD FOR ENGAGED CORPORATE CITIZENSHIP
Teck Resources

RECIPIENT OF THE RIX AWARD FOR ENGAGED COMMUNITY CITIZENSHIP
Peter M. Brown, OBC, LLD,
Canaccord Financial Inc.
Presenting Sponsors: Canaccord Financial, The Jim Pattison Group

FRIDAY, MAY 4, 2012

GROWTH AND THE OLYMPIC EFFECT
11:45 a.m. – 2 p.m.
The Fairmont Hotel Vancouver
Lord Green, Minister of State for Trade and Investment, British Government
Presenting Sponsors: British Consulate General, Great Britain Media Partner: NEWS1130

See our full events calendar at www.boardoftrade.com

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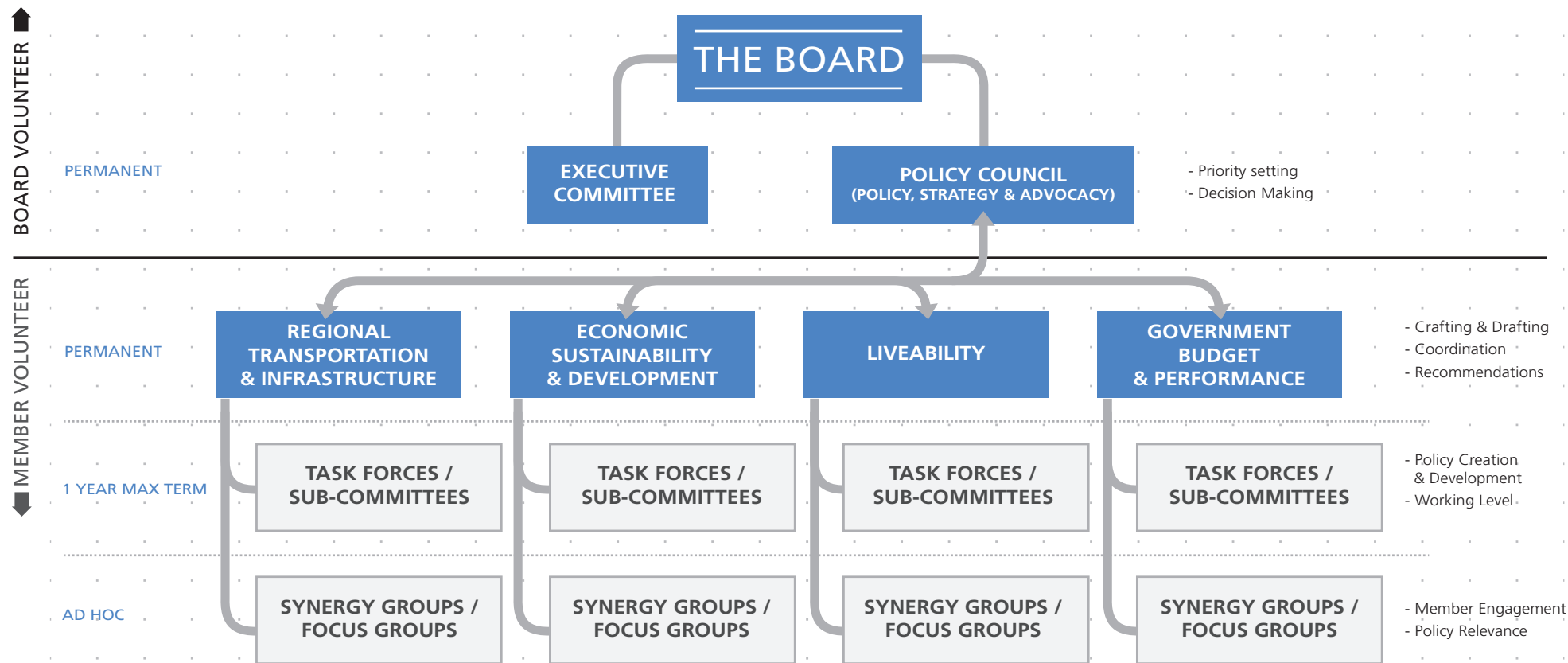
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2

Sounding Board/April 2012

The Vancouver Board of Trade/Spirit of Enterprise®



Working in your best interest

As The Vancouver Board of Trade celebrates 125 years of policy achievements, it also looks toward the future, with plans to streamline and re-energize the public policy and advocacy process

BY DAVID HOFF

The Vancouver Board of Trade’s history is filled with public policy achievements across a wide range of issues, from national debt, deficits and taxes, to crime and social policy. These public policy initiatives were successful because they were from and for members.

Over the past 125 years, our organization has tackled issues raised by our grass roots, tapped into our membership base’s vast pool of knowledge and expertise, developed options that were debated and qualified by our volunteer policy committees and then crafted it all into initiatives that clearly defined the problem and proposed intelligent solutions.

This member-driven method of public policy development remains one of the great strengths of your Board of Trade. Furthermore, it achieved impressive results.

This “bottom-up” process delivered proposals that were easy for members to support and advance with their city, their MLA, their MP, or within the business community or civil society. Members were

engaged and they supported the work that was done together for each other’s benefit.

However, over the years, this system has become a victim of its success, as the number of Vancouver Board of Trade policy committees grew and the public policy development and approval process became more unwieldy.

At times there have been more than 20 committees and task forces, some supported by more than 20 hard-working volunteers, which caused inevitable overlap and duplication, and made coordination difficult.

For example, is the carbon tax an issue for The Board of Trade’s **Sustainability Committee**, the **Regional Transportation Task Force**, or the **Economic Development Committee**? The answer is yes to all three.

Determining an official Board position on the carbon tax that takes into account these three important aspects is a challenge for government professionals, let alone a largely volunteer-run organization.

In addition, although the large number of policy committees created more opportunity for member involvement, it became

more difficult for the board of directors to interact with each committee or the staff to directly support them. The Board of Trade cannot solve all of the public policy problems we face in the Lower Mainland. We need to be able to be both relevant to members and set priorities.

Furthermore, and perhaps most importantly, over time the need to advocate policy was becoming lost under the development machinery. In a competitive world, where there are dozens of groups telling government’s what to do, The Board needs to be able to dedicate time and resources to selling its most important and pressing proposals to decision-makers, not just manufacturing good ideas. Unfortunately, the “best” policy proposal doesn’t always win the day.

In recent months, under the direction of the directors and CEO, your Board of Trade has been reviewing its public policy process and studying best practices.

A proposal has been developed to streamline and re-energize The Board’s public policy development and advocacy process.

The proposal is still under consideration,

but it includes some key recommendations that members would be interested to learn.

1) The creation of a “policy council” made up of Board of Trade members, policy volunteers and staff to make regular decisions on policy, strategies and advocacy.

2) Gathering policy committees into four broad families to improve coordination and work-plans. The suggested groupings are: a) government budget and performance, b) economic development, c) transportation and infrastructure and d) livability.

3) Increasing the flexibility and methods available to policy chairs and committees to do their work.

4) Engaging members directly and frequently on public policy questions with more targeted, easy to use, self-service techniques, especially through the use of exclusive social media channels.

5) Utilizing the secretariat-model for public policy staffing and to facilitate the council and committees’ work.

These proposals remain a work in progress and we welcome your input as we move forward with refreshing and renewing your Vancouver Board of Trade.



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PUBLISHER	The Vancouver Board of Trade
EDITOR	Greg Hoekstra, 604-640-5450 editor@boardoftrade.com
DESIGN	Greg Hoekstra, 604-640-5450 editor@boardoftrade.com
	Ryan Kearns, 604-640-5465 rkearns@boardoftrade.com
ADVERTISING REPRESENTATIVES	Deborah and Gary Fach, 604-876-2513 adsales@boardoftrade.com

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The Vancouver Board of Trade is Vancouver's chamber of commerce. Since 1887, The Board 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 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 recognizes the imperfections of the market system and supports the need for publicly provided services such as social services, health services and public education. The Board supports the philosophy of less government involvement in the business sector and believes that governments should not do what can be done in whole or in part by the private sector.

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president and CEO’s message

Leadership loves company

In 1887, the **Canadian Pacific** main rail line was extended 12.2 miles along Burrard Inlet to Vancouver, pulled by Port Moody based locomotive No. 374.

It had been 2 years since **Alexander Graham Bell** transmitted the first speech through the first telephone (“Mr. Watson, come here. I want to see you.”), and one year since the Great Vancouver Fire. It was also the year when, in response to that devastating fire, “thirty-one stately gentlemen, most of them in frock coats and chin-chucking high collars, with stern and concentrated mien, banded together to promote the civic, industrial and general welfare of their home.” (“Pipe-dreamers with a Purpose”, *Vancouver Sun*, 1951)

“Their home” was Vancouver, British Columbia. And their “banding together” represented the birth of **The Vancouver Board of Trade**.

A few things have happened since.

Things including the elections of Prime Ministers **Winston Churchill** and **Wilfred Laurier**. Alberta, Newfoundland, Saskatchewan and Yukon joining the confederation of Canada. The formation and then the dissolution of the Soviet Union. Canadian women securing the right to vote (1919, in case you were wondering). The elections of 22 American presidents, including two named Roosevelt and one named **John F. Kennedy**. The death of **Queen Victoria**, and the subsequent reigns of Kings **Edward VII**, **George V**, **Edward VIII**, **George VI**, and **Queen Elizabeth II**. The first manned flight by the Wright brothers, as well as rockets, satellites, walking the moon and space shuttles. A fellow named Mandela,

and another named **Martin Luther King Jr.** Motion pictures, the automobile, television, polio vaccine, electronics, and mobile phones. **Charlie Chaplin**, **James Dean**, **Elvis Presley**, **Marilyn Monroe**, The Beatles, and Woodstock. And, lest we forget, two World Wars and the Great Depression.

Yet we are not alone in celebrating significant milestones this year. Longstanding Vancouver Board of Trade members are also looking back a century or so and rightfully basking in their successes, contributions and legacy. A short list includes **The Vancouver Sun** (100 years), **Clark Wilson LLP** (101 years), the **Mining Association of BC** (101 years), **Rotary Club of Vancouver** (100 years), and **Harbour Cruises** (101 years).

How is it that these entities not only survive and stand the test of time, but also excel and achieve and contribute so much while others struggle to complete the difficult five-year mark intact? What do they possess that has enabled them to evolve, to remain relevant in the minds of their customers and stakeholders, and to consistently present compelling career options for the men and women who built them through the last century?

While I have been in my role for only six months, it is already apparent to me why through the last century and a quarter The Vancouver Board of Trade has remained relevant to its members, a trusted business voice on both the provincial and national stages, and a consistent contributor to the very fabric and identity of our province, itself.

Much of *our* relevancy stems from staying true to our original 1887 focus of “promoting the civic,



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

industrial and general welfare of our home.” True, business has become more complex, more integrated, faster paced and truly global in nature. But as the accompanying article by Board of Trade chair **Wendy Lisogar-Cocchia** clearly illustrates (See: “A long legacy of leadership,” pg. 1), our contributions reflect how The Vancouver Board of Trade has embraced the changing landscape – or, more pointedly, as we have lead the change, itself.

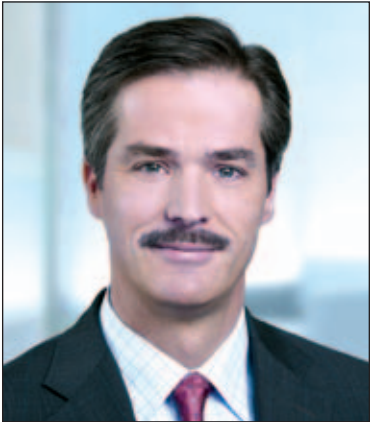
Therein, in my view, is the answer to the question that binds together the enduring firms listed above: *Leadership*.

It takes many forms, it has been aimed in a multitude of directions to serve as many motivations and ends, and it is embodied by individuals as distinct and contrasting as the 125 years of history that separate us from our humble roots.

But its common threads include tenacity, focus, toughness, responsiveness, vision, unbridled optimism and being driven by basic values and a few nonnegotiable principles.

As we celebrate our first 125 years throughout 2012 and contemplate the path ahead, we also salute the other British Columbia business icons whose founders would rightly beam with pride at their place in what is a very different city, and a very different time, from when they started.

Leadership loves company, and we’re glad to be in theirs.



Peter G. Hall, vice-president and chief
economist, Export Development Canada.

exports showed a rare decline in January, likely due to seasonal variations given the timing of the Chinese New Year.

Still, the trend is worrisome — numbers like this are eroding the momentum China is taking into the New Year, and resulting in forecast revisions.

Is the weakening internal or external? Problems with foreign demand are evident in the trade

TURN TO PAGE 7



Louise Arbour, president and CEO of the International Crisis Group, will address The Board on April 23.



International Crisis Group fellow Cale Salih speaks with Zamalek team ultras at Tahrir Square on Dec. 2, 2011. For more on the organization's work abroad, visit www.crisisgroup.org.

Preventing crisis and conflict

International Crisis Group CEO Louise Arbour identifies global challenges in the coming year

BY JERRIE LYNN MORRISON

The world is changing rapidly, punctuated by recent revolutions in North Africa and the Middle East.

How can we more effectively anticipate impending crises? How can we more successfully help accelerate the path towards lasting stability? And why is this important to the global and local economy?

In order to understand the causes and consequences of deadly conflict, The **International Crisis Group** provides governments and policy-makers with field-based analysis, clearheaded policy recommendations, and advocacy at the highest levels.

The International Crisis Group is the leading independent, non-partisan source of analysis and advice to policy-makers on the prevention and resolution of deadly conflict.

In the International Crisis Group's 2012 Annual Report, **Louise Arbour**, president

and CEO, says, "The past year reminded us that the slightest spark can ignite a crisis given the right conditions, underlining the importance of closely monitoring under-reported hot spots."

The ICG recognizes that identifying the problem and the appropriate response is still only part of the story, and that to influence the "political will" means having the right arguments: moral, political, legal and financial. It means having the ability to effectively advance those arguments, with people of the right credibility and capacity.

On April 23, Arbour, former **United Nations** High Commissioner for Human Rights and former Justice of the **Supreme**

"The past year reminded us that the slightest spark can ignite a crisis given the right conditions, underlining the importance of closely monitoring under-reported hot spots."

Court of Canada, will address **The Vancouver Board of Trade** and reflect on some of the challenges facing international stability in the year ahead.

Frank Giustra, president and CEO of **Fiore Financial Corporation**, and International Crisis Group trustee and executive member, will provide a brief introduction to this event sponsored by **Canaccord Financial** and presented in co-operation with the **Business Council of British Columbia**.

For more information or to register visit www.boardoftrade.com or email reservations@boardoftrade.com.

People and sustainable mining

Mining Association president discusses key assets to B.C.'s economic future

Mining Association of British Columbia (MABC) president and CEO **Karina Briño** has a vision for strengthening B.C.'s economic future, and it begins with finding common ground.

As a former social worker and assistant deputy minister in the **Ministry of Energy and Mines** prior to taking the top job at MABC last August, Briño knows the importance of bringing people together to work through complex issues.

That includes corporations alongside governments, indigenous peoples and local communities to ensure responsible, sustainable business practices that benefit all British Columbians.

The key is balancing the crucial role the mining industry plays in the province – generating thousands of jobs and about \$7.9 billion in provincial revenue in 2010 — with the social and environmental interests that are also important to people in B.C.

Briño's goal is to keep bringing all parties to the table to create a mutual understanding, while at the same time helping drive the prosperity that has revived many small communities and First Nations across B.C.

Still, Briño knows there's a lot more work to be done.

She is ready to address the industry's challenges such as labour shortages that threaten to stunt future growth.

Briño is also committed to working with indigenous peoples across the province, to implement training programs in First Nations communities to prepare them for jobs in the mining sector.

Balancing the collective needs and interests of association members with the concerns voiced by government and the public, Briño will also focus on issues such as the complexity in project review and approval process as well as infrastructure issues.

As president and CEO of the MABC, Briño is carrying on a long tradition of leadership in B.C.'s mining sector.

The MABC was established in 1901 to represent the sector's interests, and is one of the oldest industry associations in the province. Public and political attitudes figure prominently in association activities.

On May 15, Briño will address **The Vancouver Board of Trade**, sponsored by **PricewaterhouseCoopers**, to give an update of the mining sector.

With growth expected from major projects coming on stream in next two to four years, Briño will highlight the need for



Karina Briño, president and CEO of the Mining Association of British Columbia, speaks to The Vancouver Board of Trade on May 15.

public and industry stakeholders to work together to enable responsible growth of mining industry in B.C.

For more information or to register visit www.boardoftrade.com or email reservations@boardoftrade.com.

At the podium



PHOTO: GREG HOEKSTRA

"The natural resource sector in our province is what's helping drive our economy." **Blair Lekstrom, Minister of Transportation and Infrastructure, Province of British Columbia, March 23, 2012**



PHOTO: GREG HOEKSTRA

"The more technological and networked we become, the more we need to highlight the value of the human difference." **Dean Prevost, president, Allstream, March 28, 2012**



PHOTO: GREG HOEKSTRA

"If we want a stable, sustainable and peaceful world, we have to be compassionate." **Karen Armstrong, historian of religion, world-renowned Author and TED prize winner, March 21, 2012**



PHOTO: KIM STALLKNECHT

"We have to invest in making our businesses more transparent and more ethical." **Tamara Vrooman, CEO, Vancity, February 29, 2012**

For more information visit www.boardoftrade.com

Through the gateway

Ridley Terminals chairman discusses strategies for meeting Asia's surging demand for B.C. goods and natural resources

BY JERRIE LYNN MORRISON

The story of **Ridley Terminals Inc.**, as told by chairman **Bud Smith** to members of the **The Vancouver Board of Trade**, could be described as no less than win-win for the crown corporation and the province of B.C.

Smith's address, held at the **Renaissance Vancouver Harbourside Hotel** and presented by **WorleyParsons** and **SMIT**, covered the success of Ridley Terminals since 2006, the role the corporation plays in the local Prince Rupert community and beyond, and the company's strategic importance to Canada.

With private enterprises as well as the provincial and federal governments making significant investment in Canada's Pacific Gateway, Ridley Terminals Inc. is well-positioned to meet the booming growth of B.C.'s mining and energy sector spurred by the demand from Asia-Pacific countries. Expansion plans for Ridley Terminal, a federal crown corporation which opened in 1984, are currently underway to double annual shipping capacity from 12 million tonnes to a projected 24 million tonnes by 2015.

According to Smith, "no taxpayer money was spent" to pay for the terminal expansion. Instead, Smith said that the capital spent so far, "has been 100 per cent funded by our own cash flow."

This is a remarkable financial success for Ridley Terminals, especially since the termi-

nal had been a tax burden and a financial failure for most of the time between 1984 and 2006. In 2005, Ridley Terminal was on the verge of being sold for only \$5 million. By 2006, the terminal had accumulated a deficit of more than \$200 million.

However, a key change took place that brought the terminal from an operating loss of \$900,000 per year in 2005, to earning a net profit of \$100 million in 2011. The key to this turnaround was a 2006 government mandate to operate Ridley Terminals in a commercial manner. As a result, the debt that had accumulated as of 2006 will be paid off by year-end 2012, and replaced by retained earnings.

The second point Smith touched upon during his address was Ridley's social license to operate in the Prince Rupert area.

"Jobs, growth and responsible enterprise are welcome," said Smith. "At Ridley, we understand our greatest long-term risk comes from taking for granted that social license entrusted to us by neighboring communities."

Operating the crown corporation in a commercial manner has allowed Ridley to support its social license by creating 88 new full-time, high income jobs since 2006, and enter into a benefits agreement with local area First Nations communities to support art, culture and career growth with Ridley Terminals and other businesses that partner with Ridley.

Like many businesses faced with the chal-



Ridley Terminals chairman Bud Smith, right, fields a question from the audience during a Vancouver Board of Trade luncheon on March 15 at the Renaissance Vancouver Harbourside Hotel. The Q&A session was moderated by Vancouver Board of Trade president and CEO Iain Black, left. PHOTO: GREG HOEKSTRA

lenge of an aging boomer population, Ridley Terminals will see the retirement of many highly skilled workers in the near to mid-term future. They've taken this opportunity to start an initiative that will support the economic growth of Prince Rupert and surrounding communities, including training for First Nations youth. Smith stated that Ridley has hired an area First Nations professional educator as part of their senior management team to work with Ridley and help identify youth in high school, "with an aptitude to do our jobs."

The third point Smith touched upon is Ridley Terminals' strategic value to Canada. Smith pointed out that the Vancouver port is serviced by road and rail service through

a vulnerable area, namely the Fraser and Thompson valleys. And while infrastructure efforts have been made to make the passage safe from natural disasters such as avalanches, Smith pointed out that Canada needs two ocean exits to ensure that trade is not hindered and ensure Canada's competitive position in shipping resources to Asia-Pacific countries.

For video highlights from Smith's speech, visit youtube.com/TheBoardofTrade or scan this QR code with your smartphone.



World's economies recovering amidst global volatility

TD Bank Group chief economist Craig Alexander delivers his 'whirlwind' forecast

BY GREG HOEKSTRA

Vancouver Board of Trade members were taken on an economic roller-coaster ride March 7, as **TD Bank Group's** senior vice president and chief economist, **Craig Alexander**, shared insights on everything from B.C.'s provincial outlook to the U.S. housing market to the Eurozone debt crisis.

Alexander's address covered a great deal of ground, giving investors and advisors a clearer picture of the conditions that lie ahead in 2012 and 2013, as well as some of the looming risks across the globe.

One of the most concerning situations, he said, is the ongoing debt crisis that European leaders are working to contain.

"The big story on the international front has been Europe for the last year or so," said Alexander. "The risk, if this is not contained, is enormous. In fact, I'd argue that it would be worse than 2008, because rather than it being one government dealing with one financial system, it'd be 17 governments

dealing with 17 financial systems."

However, Alexander quickly noted that there is a light at the end of the tunnel.

In late December, when many economists developed their 2012 forecasts, there were very few signs of progress in Europe. But since that time, there has been "fundamental progress in all the areas that are needed," which Alexander said is a positive indicator. "Things in Europe are playing out far better than we anticipated," he said.

Turning to the U.S. economy, Alexander said modest growth is expected in 2012. However, he noted that the American housing market will likely continue its slump, and expressed fears over what's to come following the presidential election this November.

"When we get to 2013, I get worried," said Alexander. "At the end of this year, as we head into 2013, a lot of the support programs the U.S. government has put in place are going to expire."

Those initiatives include emergency EI benefits, payroll tax cuts,

and further tax cuts introduced by the Bush administration.

Overall, the situation in the U.S. isn't terrible from the perspective of a Canadian investor, said Alexander, but for American citizens it's likely going to be disappointing.

"I think the American economy is not going to deliver the opportunities that [American citizens] want," Alexander said.

Here at home, the Canadian economy is also expected to grow modestly, at a rate of roughly two per cent for the next couple of years.

Alexander predicted that B.C.'s provincial economy will grow at almost the same rate as the national average, but said Vancouver's economy will likely move a little more quickly.

In the short term, Alexander said Canadian interest rates will likely remain low, bond yields will rise slightly, and equities will outperform bonds. Corporate profits will advance in 2012, but will be limited to a "single-digit pace," he said.

The Canadian dollar will remain strong, and will likely hover around



From left to right: Iain Black, president and CEO of The Vancouver Board of Trade; Craig Alexander, TD Bank Group chief economist; Mary Anne Davidson, vice-president of human resources for Acciona Infrastructures Canada and director of The Board of Trade; and Evi Mustel, president of the Mustel Group and chair of The Board of Trade's Women's Leadership Circle, at a March 7 luncheon at the Fairmont Waterfront. PHOTO: GREG HOEKSTRA

parity with the U.S. dollar for the next few years, which will present challenges for Canadian businesses.

In summary, Alexander said Canada will likely have a "steady as you go" economy in 2012, but stressed that volatility will remain a dominant theme in the near future, which does present some risks.

Ongoing tensions overseas, particularly between Israel and Iran, are troubling from an economic perspective, noted Alexander.

"When the newspaper starts reading like a **Tom Clancy** novel, I start feeling uncomfortable."

If more conflict does erupt in the Middle East, Alexander predicted

that the price of crude oil will be "dramatically higher" which would ultimately slow down global economic growth.

If that doesn't happen, he added, the price of oil will likely remain high, which will dampen consumer spending in North America.

"But overall, the global economy can weather it," he said.

For video highlights from Alexander's speech, visit www.youtube.com/TheBoardofTrade or scan this QR code with your smartphone.



Driving B.C.'s economy forward

Minister of transportation and infrastructure shares government's plans for continued investment

BY JERRIE LYNN MORRISON

"By listening we can learn. And if you're willing to learn, we can find solutions together," said **Blair Lekstrom**, B.C.'s Minister of Transportation and Infrastructure, as he addressed **The Vancouver Board of Trade**.

The event, held March 23 at the **Vancouver Marriott Pinnacle**, was presented by **CN** and **Hatch Mott McDonald**, and supported by **BCIT School of Business**, **Fortis BC**, **Westport**, and **YVR**.

With a portfolio encompassing B.C.'s road, rail, air and port systems, Lekstrom has listened to plenty of challenges. But he stressed the importance of working collaboratively to learn from each other, capture future investments, and build a stronger province.

Reflecting on the global economic crisis and the provincial government's approach as a result, Lekstrom said, "If you look around the world today, I think it's fair to say the last thing we want to do is continue to spend money that we can't afford today, so that our children and grand children have to pay for our greed."

One strategy the provincial government has adopted is the contin-



Blair Lekstrom, B.C.'s minister of transportation and infrastructure, speaks to reporters at the Vancouver Marriott Pinnacle hotel following his March 23 address to The Vancouver Board of Trade. PHOTO: GREG HOEKSTRA

ued investment in infrastructure, even during lean times, because the province wanted to be prepared to meet the demand in boom times by ensuring a seamless flow of goods, services and people.

As a result, the Pacific Gateway Alliance, a partnership between governments and the private sector, is "fundamentally the most important issue we have to the economic well-

being of this province."

"The natural resource sector in our province is what's helping drive our economy and our ability to fund education, health care, public transportation, social programs," said Lekstrom, "but these natural resources mean very little to us if we can't get them to market."

The demand for Canada's natural resources is expected to

grow. For example, Lekstrom mentioned that the demand for potash is expected to grow by 340 per cent by 2020, while the demand for coal is expected to grow by 150 per cent.

Because of this demand for foreign market, Lekstrom emphasized that "we have to continue to create greater access to natural resources."

Lekstrom closed his address with by reflecting on the vast opportunity available to British Columbians.

"On our worst day in British Columbia, we will have it better than 90 per cent of the world will ever have on their best day," he said.

The Board of Trade is one of Vancouver's richest traditions

FROM PAGE 1

In the 1970s and 80s, The Board began to broaden its international scope. In 1983, The Board joined the **World Trade Centres Association**, and three years later, The Board hosted the signing of the Asia Pacific Initiative, which paved the way for the creation of an international banking centre, and international maritime centre, and, perhaps most importantly, the creation of the **Vancouver International Airport Authority** in 1992.

In 1990, The Board's first female chair, **Wendy McDonald** (great first name by the way), launched a federal debt clock that drew attention to Canada's rapidly growing debt. The clock travelled the country, raising awareness and changing public opinion. In the same year, McDonald also led a mission to Ottawa and Washington, D.C., to lobby for fast border lanes. This led to the first incarnation of what is now known as the **NEXUS** system.

In more recent years, The Vancouver Board of Trade was one of the leading voices to support Vancouver's bid for the **2010 Olympic Games** – hosting workshops and forums to promote the bid, and even flying in a pre-bid countdown clock to **Canada Place** by helicopter.

The Board also formed a coalition that successfully demanded a re-vote of the **Translink** mayors' council to save the Richmond-Airport-Vancouver rapid transit line – known today as the SkyTrain's Canada Line, and was a founding member of the **Fair Tax Coalition**, which successfully lobbied the city to approve a one-per cent reduction in business property taxes.

These are just a few key highlights from The Board of Trade's storied 125-year heritage. Inside this issue, you'll find even more milestones and photos that illustrate our organization's history (see pages 13, 14, 15, and 17).

Of course, none of these achievements would have been possible without the work and support of so many different community

leaders, who have served as presidents, chairs, directors, governors or volunteers. Many of these names have since become synonymous with Vancouver, be it forestry industrialist **H.R. MacMillan**, who was elected as chairman in 1933, or modern-day leaders such as **Brandt C. Louie** (chair in 1996/97), **Carole Taylor** (chair in 2001/02), **Peter Legge** (chair in 2002/03) or pathologist Dr. **Don Rix** – one of our city's most respected philanthropists – who served as chair in 2008/09 and founded The Board's **Rix Center for Corporate Citizenship & Engaged Leadership**.

The truth is, there are just too many people – and milestones – to name in this column.

Over the past 45,485 days, tens of thousands of business leaders have come together under the umbrella of The Vancouver Board of Trade, in order to make this city Canada's best place to live, work, and invest.

It's one of this city's richest traditions, and we should all be proud to be a part of it today.

'China needs to balance price stabilization with perpetuating excesses'

FROM PAGE 4

numbers. Exports to continental Europe have dropped sharply, and the story seems to worsen the more southerly the destination. But intra-regional trade is also flagging; exports to ASEAN stalled from a 20 per cent growth pace, while exports to Hong Kong did a dramatic U-turn, from a strong positive to a 16 per cent decline.

But China's woes are not all imported. Residential construction geared up to feed white-hot demand for housing units. Stories of excessive purchasing have been around for years, but since early 2010 sales have increasingly under-paced building activity, creating an estimated eight-month inventory.

Prices are reacting: last December, of 70 cities surveyed, housing prices declined in 55, and in half of those it was the third successive decline. January data were flat or declining. Market analysts expect total price declines in the 20-30 per cent zone.

A deeper look at China's recent growth path reveals a deep-seated fragility. Global recession pummelled the trade sector in 2008, and stimulus came to the rescue. Trade hasn't yet fully recovered, and remains dependant on world progress. In this tricky growth-zone, China has been inordinately dependent on getting stimulus right – and will remain so until real recovery occurs.

The bottom line? China can afford to re-stimulate, but needs to balance price stabilization with perpetuating excesses. Limited success in getting its consumers to take a greater role in the economy means China's remedy lies more in a world economy that finally gets back to growth.

Peter G. Hall is vice-president and chief economist for Export Development Canada. On May 17, Hall will speak to The Board of Trade. To register, visit www.boardoftrade.com.



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Reasons why goal setting doesn't work

BY RAY WILLIAMS

Despite the popularity of goal setting, there's compelling evidence that, regardless of good intentions and effort, people and organizations consistently fall short of achieving their goals.

For example, The **Center for Disease Control** estimates that 34 per cent of Americans are overweight, and a further 34 per cent are obese, which means almost 70 per cent of the population are dangerously unhealthy.

This is a curious result, despite the proliferation of weight loss programs that usually focus on weight-loss goals. The easy explanation would be to attribute fault to lack of will or effort. But the problem may be inherent in the validity of goal setting.

In the early 2000s, **General Motors** had set a goal to capture 29 per cent of the American auto market. It even produced corporate pins for people to wear with the number 29 on them. Needless to say, they never achieved that goal, and without a government bailout, may not have even survived.

Our society, at both the individual level and in organizations, has an obsession with goal setting, particularly "stretch" goals or "audacious goals." We tie goals

to success. And the usual motivation method used by leaders to achieve these goals is the continual focus on "improvement," "bigger and better," through harder and harder work, and increased productivity. And the way to measure that success is to measure goal attainment. An entire industry of management consultants has been created around goal setting.

In some ways both Santa Claus and *The Secret* have done us a disservice. We wish for something to happen through the process of writing it down or visualization. Many management and self-help gurus cite research, reportedly done at **Harvard** or **Yale** universities, which describes why only 3 per cent of Harvard MBAs make 10 times as much money as the other 97 per cent — because they write down their goals. The problem with this claim is that no such research study exists.

The inherent problem with goal setting is related to how the brain works. Recent neuroscience research shows the brain works in a protective way, resistant to change. Therefore, any goals that require substantial behavioral or thinking-pattern changes will automatically be resisted.

The brain is wired to seek rewards and avoid pain or dis-

comfort, including fear. When fear of failure creeps into the mind of the goal setter, it commences a demotivator with a desire to return to known, comfortable behavior and thought patterns.

Aubrey Daniels, in his book, *Oops! 13 Management Practices That Waste Time and Money*, cites a study that shows when individuals repeatedly fail to reach stretch goals their performance declines. Another study showed only 10 per cent of employees actually achieved stretch goals.

Adam Galinsky, a professor at **Northwestern University's** Kellogg School of Management and one of the authors of a Harvard Business School report called *Goals Gone Wild*, argues that goal setting can focus attention too much or on the wrong things and can lead people to participate in extreme behaviors to achieve the goals.

Maurice Schweitzer of the **University of Pennsylvania** and **Lisa Ordonez** of the **University of Arizona**, co-authors of *Goals Gone Wild*, have shown that when people self-report their achievement of goals, if they are not entirely successful, a significant percentage of them lie to make up the difference.

Max Bazerman, a Harvard Business School professor and co-author of *Goals Gone Wild*, argues

that rather than relying on goals, we should create workplaces and schools that foster interest in and a passion for work.

There are psychological manifestations of not achieving goals that may be more damaging than not having goals at all. Whenever we desire things that we don't have, we set our brain's nervous system to produce negative emotions.

Second, highly aspirational goals require us to develop new competencies, some of which may be beyond current capabilities. As we develop these competencies, we are likely to experience failures, which then become demotivational.

Thirdly, goal setting sets up an either-or polarity of success. The only true measure can either be 100 per cent attainment — perfection — or failure.

Fourthly, goal setting doesn't take into account random forces of chance. You can't control all the environmental variables to guarantee 100 per cent success.

The other problem is that goals are often cast in the image of the ideal or perfection, which activates the self-judging thinking of "I should be this way." This counteracts the positive need for self-acceptance.

We must make a distinction

between our intentions versus goals. An intention is a direction we want to pursue, preferably with passion.

My experience is that people are often confused, and unclear about the intentions of how they want to live and achieve, and therefore a focus on goals doesn't assist them with clarifying their intentions.

When I work with people as their coach and mentor, they often tell me they've set goals such as "I want to be wealthy," or "I want to be more beautiful/popular," "I want a better relationship/ideal partner." They don't realize they've just described the symptoms or outcomes of the problems in their life.

The cause of the problem, that many resist facing, is themselves. They don't realize that for a change to occur, if one is desirable, they must change themselves. Once they make the personal changes, everything around them can alter, which may make the goal irrelevant.

There's an old saying, "You don't get what you want in life, you get in life what you are."

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

Volume of recycled milk cartons triples

Environment

Return-It Depots leading the way in province-wide milk container recycling program

In the past five years the volume of milk cartons collected by participating Return-It Depots has nearly tripled. Last year alone, the 166 participating depots throughout the province received over 360,000 kilograms of milk cartons as well as 250,000 kilograms of plastic milk jugs, bringing the total recycled weight to over 610,000 kilograms.

The BC Dairy Council is the trade association for the province's dairy processors — the companies that convert raw milk into finished dairy products. Registered in 1972, the Council represents 10 member companies including Island Farms, Saputo, Avalon and Lucerne. Collectively, these companies process more than 600 million litres of milk per year and market a full range of dairy and related food products.

Year over year, the weight of recovered milk containers has increased by 6%. That's over 583,000 more kilograms that were recycled in 2011 and kept out of landfills.

Although plastic jugs are the most popular form of packaging for milk in BC, polycoat milk cartons (paper



and plastic) are also widely used. This type of carton, commonly referred to as "gable-top" in the industry, is usually not accepted in curbside blue-box programs. In 2006, the BC Dairy Council contracted Encorp Pacific to manage a voluntary, industry-run recycling program where consumers could drop off empty milk containers, at no charge, at any of the 117 participating locations. Today there are a total of 166 Encorp Return-It Depots province-wide accepting milk containers for recycling.

The good news is that today, more people are returning empty milk containers than ever before. Over 15 million jugs and cartons were spared from BC landfills in 2011.

When you consider that the average BC household goes through 6½ milk containers every month — and that there are over 1.8 million households in the province — the potential impact on our environment is significant.

People happy with milk recycling service at Return-It Depots

When it comes to recycling milk empties, the customer satisfaction across Return-It Depots has also jumped by 13% in the last 2 years. The main reasons for this increase are the knowledgeable staff and clear instructional signage.

Recycling milk cartons saves trees

All milk containers recycled through participating Return-It Depots get put

There are now 166 participating Return-It Depots throughout the province that accept milk cartons and jugs. "With an increased number of Return-It Depots, and a continuing consumer awareness effort on how to recycle milk containers properly, the program has substantially increased the recovery rate of polycoated milk cartons and plastic milk jugs," says Mike Dick, President of BC Dairy Council.

to good use. Plastic jugs are cleaned, pelletized and used to make dozens of practical items, including new bottles, plastic buckets and pails. The high quality paper fibre in milk cartons is turned into pulp and used to make household tissue products, cardboard boxes and writing papers. Tonnes and tonnes of paper pulp are recovered from recycling milk cartons and for every tonne of paper pulp recycled, approximately 17 trees are saved.

For most households, the recycling of newspapers, paper products, cans and bottles has become second nature. But not everyone is sure what to do with milk empties. In fact, only 59% of British Columbians know how to recycle milk cartons properly — so there's still a lot of work left to be done.

There's no refund on milk empties (because you didn't pay a deposit), but you'll have the satisfaction of knowing you are doing the right thing. All milk, cream, and milk substitute (soy and rice) beverage containers — whether

they are plastic, cartons or jugs — are recyclable and accepted at participating Return-It Depots.

Return-It Depots take milk empties

Milk containers cannot be returned to the grocer, nor should they be thrown in the trash. In British Columbia the only way to guarantee that milk cartons and jugs get recycled is to bring them to a participating Return-It Depot along with your refundable beverage containers.

To find the Return-It Depot nearest you, call 1-800-330-9767 or visit www.return-it.ca/milk





Running for the sake of others

Annual Scotiabank event raises money for more than 50 charitable partners

BY MICHELLE HENDERSON

Every year on the last Sunday in June, thousands of runners and walkers embark on a journey for the sake of others.

The **Scotiabank** Vancouver Half-Marathon & 5K (SVHM) race is more than just a running event – it has a heart that beats throughout the community.

On June 24, more than 56 charities will benefit from the fundraising efforts of the Scotiabank Group Charity Challenge – the fundraising arm event. The 2012 fundraising goal is \$650,000 and the charities involved will keep every cent of the monies donated.

Scotiabank believes in being involved in initiatives that provide direct and meaningful impact in the community, and the SVHM is no exception. To ensure charities in the Scotiabank

Group Charity Challenge reap the maximum benefit, the SVHM provides a turnkey fundraising event for them with Scotiabank covering the costs of the online fundraising platform and all donation transaction fees. Their only responsibility is to put together a team of runners that will raise funds on their behalf and cheer them on.

“The amount of time, money and administrative effort required to host an event of this level is astronomical for a charity with limited resources,” says **Christopher Ducharme**, president of the **BC Bereavement Helpline**.

“The Scotiabank Group Charity Challenge allows us to treat this as our own first-class annual event while showcasing our charity to the broader community with no risks or cost to our organization.”

Mason Raymond, forward for the **Vancouver Canucks** and honorary chair of the Scotiabank

Group Charity Challenge, also works diligently to help promote the event and support the charities.

Last year, Raymond showed up on race day to show his support in a full upper-body brace, just after he had broken his back in the playoffs. It was apparent this event was more than just a running race to him.

“People have the opportunity to run for their charity of choice and their emotion and passion always comes through as they pass the finish line,” said Raymond.

For more information, including how to register or donate to one of Scotiabank’s 56 charitable partners, visit www.vancouverhalf.com.

Michelle Henderson is Scotiabank’s manager of community engagement and sponsorships for the B.C. and Yukon region.

Adopt-a-village campaign builds a better world

As a result of the *Spirit of Vancouver 2010 Free The Children Partnership*, international charity **Free The Children** has been working to increase access to education, clean water, health care, and alternative income opportunities in the rural village of Manac, Haiti.

Free The Children’s region of focus in Haiti is the Central Plateau (Department du Centre), which is considered to be the most rural and undeveloped region in the country.

Due to Manac’s remote and mountainous location, travelling to the community is very difficult, requiring a two-hour ride by mule, followed by a five hour hike on foot. Free The Children is the first international organization to ever develop in Manac.

Since beginning to implement the Adopt a Village in Manac, Free The Children has accom-

plished the following:

- Refurbished the existing classroom.
- Launched educator salary subsidization, resulting in a more than 50 per cent increase in monthly salaries for teachers.
- Held a two-day teacher training workshop in an effort to enhance their skills.
- Carried out a school health program to educate parents about the importance of hygiene in preventing the spread of cholera.
- And finally, purchased four mules to help carry construction materials.

Free The Children is thrilled to announce that the ground breaking of its first school in Manac occurred on Jan. 14, 2012, in the presence of Free The Children staff, volunteers and many community members.

But there is still work to be done in Manac.

As a result, Free The Children has identified the following goals for the coming year:

Winter-spring 2012:

- Distribution of school and health kits.
- Mobilization of materials for the construction of the school block.
- Establishment of a work camp in Manac at the school site, where workers will reside from Monday through Friday.

Spring-winter 2012/2013:

- Construction of the school block is estimated to be completed six months from ground breaking.
- Provide ventilated latrines and hand-washing stations.
- Development of a mobile health clinic.
- Install a clean water system
- Establish nutritious lunch programs and school gardens.

SOV PARTNER EVENTS CALENDAR

Coast Capital Savings is a founding sponsor of Nite of Hope. The 14th annual Nite of Hope gala is held to bring awareness, celebrate survivors and give hope that a cure can be found to eradicate breast cancer. All of the proceeds raised from this event go to research through fellowship grants. On **April 4**, the Nite of Hope gala will be held at the **River Rock Casino Resort**. On **April 12**, a second event will be held at **Centennial Arena** in White Rock/South Surrey. Visit niteofhope.com for more.

HSBC presents Unique Lives & Experiences, North America’s foremost women’s lecture series, which brings dynamic and influential speakers to **The Centre in Vancouver for Performing Arts**. Upcoming speakers include **Marlo Thomas**, award-winning actress, author, and social activist, on **April 17**, and **Jaime Lee Curtis**, Hollywood star, children’s author, and supporter of charities such as the **Children Affected by AIDS Foundation**, on **May 16**. Visit uniquelives.com/vancouver.php for more.

Telus is sponsoring the Fund-change Breakfast Workshop: Crowdfunding, Microvolunteering and Social Media for Charities and Non-Profits. The format will be a combination of seminar and discussion suitable for both beginners and seasoned experts. The event takes place **April 18** at TID-ESCanada. Visit vancouver-fundchange.eventbrite.com.

The Vancouver Sun’s 2012 Sun Run takes place **April 15** at 9 a.m. Since its inception in 1985, the event has become Canada’s largest 10K road race, drawing nearly 50,000 registrants in 2011. More info at www.vancouver-sun.com/2012sunrun.

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Proclamation

**"THE VANCOUVER BOARD OF TRADE'S
125TH ANNIVERSARY CELEBRATION DAY"**

WHEREAS In 1887, in response to the Great Vancouver Fire, 31 merchants, lumbermen, bankers and manufacturers formed an organization called The Vancouver Board of Trade to advocate for their interests, promote the trade of the area and advance the general prosperity of Vancouver;

AND WHEREAS 125 years later, those values and priorities continue to describe the purpose of The Vancouver Board of Trade;

AND WHEREAS The Vancouver Board of Trade has played a defining role in the development of British Columbia as a Pacific centre for trade, investment, commerce and travel;

AND WHEREAS The Vancouver Board of Trade plays a pivotal role in the success, growth and prosperity of the thousands of British Columbia businesses that comprise its membership;

AND WHEREAS The Vancouver Board of Trade is a leading voice of research and policy advice to governments at the municipal, provincial and federal levels;

AND WHEREAS The Vancouver Board of Trade fosters the development of business relationships and the exchange of knowledge and ideas, by gathering members and exposing them to world-class speakers, education and each other;

AND WHEREAS The Vancouver Board of Trade has become the largest, most active and most influential business organization of its kind in Western Canada:

NOW, THEREFORE, I, Gregor Robertson, Mayor of the City of Vancouver, DO HEREBY PROCLAIM Wednesday, January 25th, 2012 as

**"THE VANCOUVER BOARD OF TRADE'S
125TH ANNIVERSARY CELEBRATION DAY"**

in the City of Vancouver.


Gregor Robertson
MAYOR



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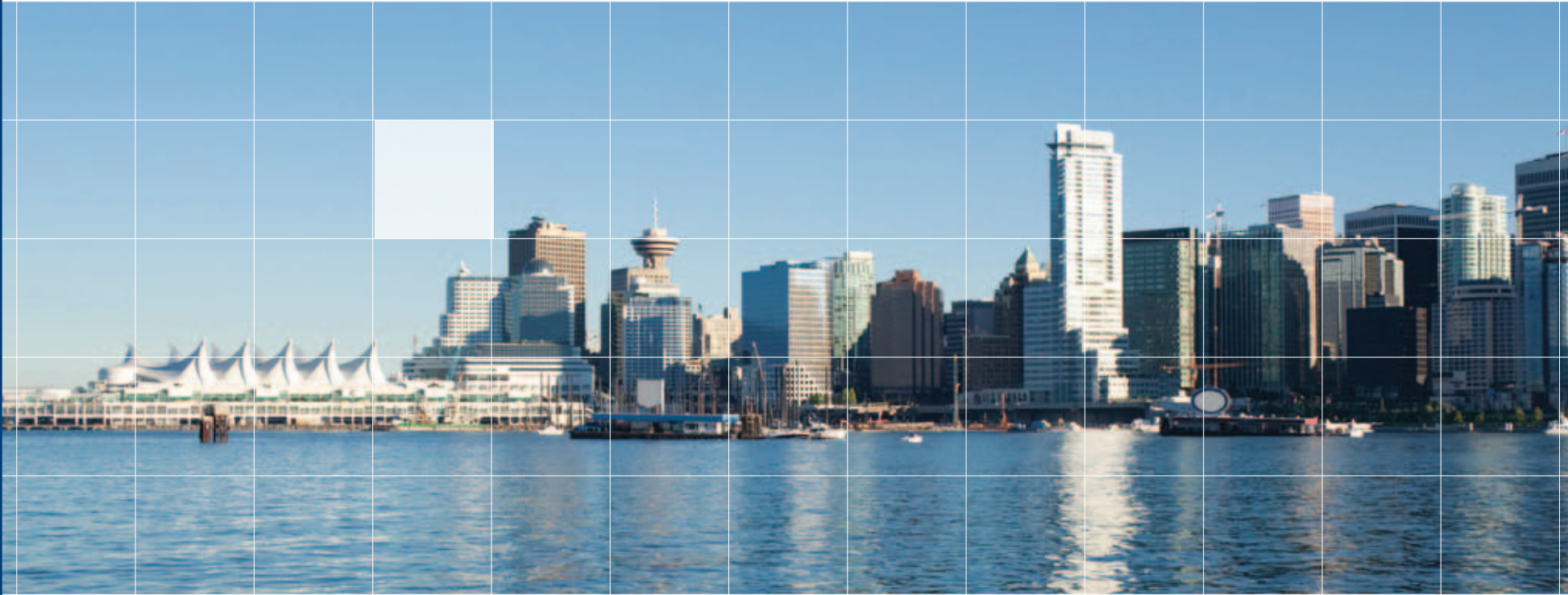
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Mutton chop whiskers to Pacific Rim boosters

From the ashes of Vancouver’s Great Fire rose Western Canada’s strongest business organization

The year was 1887. Just 12 short months before, a fire, which had been started to burn slash near the wooden shacks that made up the city, flared out of control and quickly destroyed all but one building. The devastating Great Fire came barely a few months after the city received its charter. But the residents rallied and began the long task of rebuilding over still-warm cinders.

The reconstruction work was haphazard and disorganized. In response, a group of area businessmen met — casually at first — to discuss the need for some kind of formal organization to speed the process. On September 22, 1887, the 31 men—merchants, lumbermen, bankers and manufacturers—agreed to form **The Vancouver Board of Trade**.

From the start, the founders knew exactly what they wanted; their purpose was to create an “organization to protect the interests of merchants, traders and manufacturers, to advance the trade of the area and to promote the advancement and general prosperity of Vancouver.”

David Oppenheimer, a Bavarian who was elected the city’s mayor in 1888, became president, and The Board of Trade set to work.

In the latter part of the 19th century, Vancouver played a weak second fiddle to both Victoria and New Westminster. The city’s 5,000 residents had neither a post office nor a resident judge. The new Board set out with characteristic enthusiasm to bring needed services and facilities to Vancouver. Oppenheimer soon led The Board to the forefront of civic and provincial politics. Within a month, members

had drawn up a list of goals and objectives and sent them to the provincial secretary, The Honourable **John Robson**. Besides calling for a land registry office, court house, more schools, playgrounds and mail delivery, The Board wanted direct taxation abolished by both civic and provincial governments.

From its inception, The Board recognized the vital importance of the city’s links with nations on the other side of the Pacific Ocean and widened its scope of activities to press Ottawa for an undersea cable so Western Canada could communicate with Australia. Lobbying continued until 1902, when a cable was finally laid from Vancouver to Hawaii and on to Sydney.

Transportation and the development of the port as Western Canada’s premiere terminus were important issues of the day. The Board played a major role in lobbying for a five-day steamer service from Seattle to Alaska via Vancouver. Also concerned with opening up trade and business opportunities in the province’s northern regions, The Board lobbied the federal government for a railway into the Kootenays in the early 1900s.

Both Victoria and New Westminster con-

tinued to wage a losing battle for provincial pre-eminence, but geography and the unflagging persistence of Board members tipped the balance in favor of Vancouver.

With the onset of World War I, membership rose to nearly 1,000. The Board persuaded the federal government to dredge First Narrows for shipping, lobbied for a new city hall and post office, helped create Daylight Saving Time and established a Faculty of Commerce at the **University of British Columbia** in 1926.

As the organization grew in prestige, it became a privilege to belong to The Board. Various Board bureaus fought for fairer freight rates and expanded markets for B.C. products. The transportation bureau pushed for more and better highways, throwing its weight behind the development of the Trans-Canada Highway and the establishment of a large airport for the city.

By 1952, The Board’s activities extended far beyond the initial expectations of its 31 founding members. Ten bureaus and 10 committees worked on campaigns, exhibitions, luncheons, educational products, and representations to all levels of government on behalf of the busi-

ness community. The Board often saw what was needed for Vancouver years ahead of government. In the early 1960s, Board members foresaw conventions and tourism becoming major industries in North America.

Another of The Board’s continuing platforms through the 1960s was the need for a more efficient regional transportation system, urging the province to establish a metro transit authority and to examine the whole transportation issue.

In 1983, The Board became a member of the **World Trade Centres Association**. Through this affiliation, The Vancouver Board of Trade is able to provide communications links to more than 300 trade centres dotted around the globe.

Symbolic of its growing focus on the Pacific, The Board moved into the ocean-front World Trade Centre office complex in 1986, hosting the General Assembly of the World Trade Centres Association the same year.

The Board’s speaker programs continue to be successful. Speakers have included distinguished visitors such as South Korean President **Kim Young Sam**, Thailand’s prime minister **Chuan Leekpai**, former prime minister of Singapore **Lee Kuan Yew**, Mexican president **Ernesto Zedillo**, **Prince Philip**, and former U.S. president **Bill Clinton**.

Encouraging member participation, interaction and satisfaction at all levels is an underlying objective of the organization. Ultimately, members should be enriched — professionally and personally — through their association with The Vancouver Board of Trade.

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A LOOK INTO THE PAST

1887

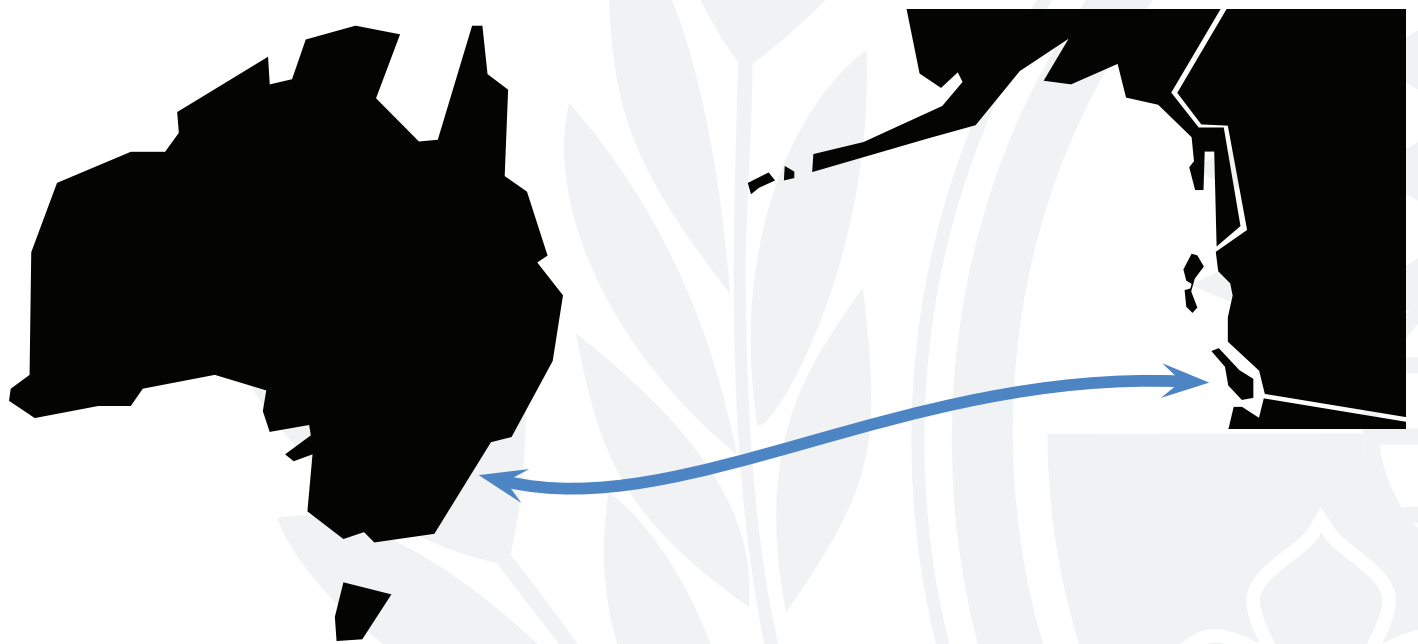
September 22, 1887: Thirty-one businessmen agreed to form a Board of Trade to rebuild Vancouver after the Great Fire. It was incorporated federally under the Board of Trade Act. The Board received its official charter on November 24, 1887, and its first headquarters was a tiny office in the Gilmour and Clark building.



This undated photo depicts one of the first gatherings of Vancouver Board of Trade members.

1902

An undersea cable was laid from Vancouver to Sydney after The Board of Trade lobbied for a communications link between Western Canada and Australia. Campaigns continued for a steamer service from Seattle to Alaska via Vancouver and a railway into the Kootenays.



1952

The Board's 10 bureaus and 10 standing committees worked on campaigns, exhibitions, luncheons, educational products, endorsements and representations to all levels of government. The transportation bureau campaigned for fairer freight rates, for the Trans-Canada Highway, and for a large city airport.



1960s

The Board predicted conventions and tourism would be a major industry in North America. It campaigned for a metro transit authority and an examination of regional transportation issues.

125 YEARS OF BOARD HIGHLIGHTS



1990

The Vancouver Board of Trade unveiled its federal debt clock, which drew attention to Canada's rapidly growing debt. The clock travelled the country, raising awareness and changing public opinion. Eight years later, federal finance minister Paul Martin appeared before 800 Board of Trade members and banged a gong to stop the clock, just before it hit \$600 billion.



1992

In the mid-1980s, The Board of Trade hosted the signing of the Asia Pacific Initiative, which paved the way for the creation of the Vancouver International Airport Authority (YVRAA) in 1992.



2004

The Board of Trade formed a coalition that successfully demanded a re-vote of the Translink mayors' council to save the Richmond-Airport-Vancouver (RAV) rapid transit line — known today as the SkyTrain's Canada Line.



GUESTS

Over the years The Board of Trade has drawn many world-renowned speakers, including South Korean president Kim Young Sam, Thailand's prime minister Chuan Leekpai, former prime minister of Singapore Lee Kuan Yew, Mexican presidents Ernesto Zedillo and Vicente Fox, Prince Philip, and former U.S. president Bill Clinton.

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Building a better Vancouver since 1887

A timeline of highlights from The Board of Trade's 125-year history

1887 — Businessmen agreed to form a Board of Trade to rebuild Vancouver after the Great Fire of 1886.

1888 — City mayor **David Oppenheimer** becomes president of **The Vancouver Board of Trade**. The organization sent a list of objectives to the provincial secretary, demanding facilities and services for Vancouver.

1902 — An undersea cable was laid from Vancouver to Sydney after The Board of Trade lobbied for a communications link between Western Canada and Australia. Campaigns continued for a steamer service from Seattle to Alaska via Vancouver and a railway into the Kootenays.

1914 — Membership rose to 1,000. The Board persuaded the federal government to dredge the First Narrows for shipping, lobbied for a new city hall and post office, and helped establish Daylight Saving Time.

1926 — Established a Faculty of Commerce at the **University of British Columbia**.

1926 — Grew to 10 "bureaus" and 10 standing committees to lobby all levels of government. Campaigned on freight rates, for the Trans-Canada Highway and for a large city airport.

1935 — **T.S. Dixon**, then Board of Trade president, worked with the **BC Medical**

Association and chaired the first meeting to found a cancer institute — the **British Columbia Cancer Foundation**.

1960s — Predicted conventions and tourism would be a major industry in North America, campaigned for a metro transit authority and monitored regional transportation.

1983 — Joined the **World Trade Centers Association**, linking to 300 trade centres across the globe.

1986 — Moved into the World Trade Centre and hosted the General Assembly of the World Trade Centers Association. Proposed establishing Canada's first local airport authority.

1990 — **Wendy McDonald**, CM, OBC launched the federal debt clock and became the first woman chair. Led a mission to Ottawa and Washington, DC, to lobby for fast border lanes resulting in B.C.'s **PACE** lanes followed by **CANPASS**.

1992 — The Board and **Volunteer Vancouver** co-founded the **Leadership Vancouver Society**. Thanks to The Board, the federal cabinet approved the **YVR Airport Authority**.

1998 — Then finance minister **Paul Martin** stopped The Board's Debt Clock with a balanced budget.

1999 — Introduced the **Leaders of Tomorrow** Mentorship Program.

2001 — Launched **Spirit of Vancouver®** to revitalize community spirit and save the fireworks.

2002 — An Olympic Countdown Clock was lowered by helicopter in Canada Place to support the bid for the 2010 Winter Games.

2003 — Released a *Report on Property Crime in Vancouver* and hosted workshops and forums promoting the **2010 Winter Games** bid, which was won.

2004 — Hosted the inaugural meeting of the **Greater Vancouver Chambers Roundtable**, for all surrounding chambers of commerce to introduce plan for the Olympic Games. The Board formed a coalition and successfully demanded a re-vote by the 2005 **TransLink** board to save the Richmond-Airport-Vancouver (RAV) rapid transit line, originally voted down.

2005 — Construction started on the saved Richmond Airport-Vancouver (RAV) line. The Board hosted the inaugural **B.C. Economic Forum** and the 2,100-delegate Hong Kong-Guangdong Business Forum in Canada.

2006 — As a founding member of the **Fair Tax Coalition**, The Board played a lead role in achieving a one-per-cent reduction in business property taxes, bringing the total tax reduction to 10.2 per cent. The Board released its landmark report, *Reforming the Canadian Health Care System* and launched the **Company of Young Professionals** (CYP) program.

2007 — Won the best new membership recruitment category in the World Chambers Competition 2007 at the 5th World Chambers Congress in Istanbul, Turkey. Work with the Vancouver Fair Tax Coalition froze business property taxes at 2006 levels.

2008 — **City of Vancouver** councillors approved a one-per-cent shift per year in property taxes for the next five years;

initiated the **Con Air** program to return of out-of-province criminals; the provincial government eliminated capital tax on financial institutions and the **Women's Leadership Circle®** program was launched.

2009 — An anti-crime mission met leading politicians in Ottawa and **Statistics Canada** recognized police-reported crime alone should not define "the national crime rate." The Metro Roundtable for municipalities was founded. The Board welcomed the first **Canada Line** train to Waterfront station and was officially thanked for saving it. The **Rix Center for Corporate Citizenship & Engaged Leadership** was founded by chairman Dr. **Don Rix**, CM, OBC and presented its inaugural engaged citizenship awards. The Board struck the **Health, Wellness and Well-Being Task Force** and hosted a Health Care Forum for 150 leaders.

2010 — Another one-per-cent shift per year in Vancouver property tax reductions for businesses equated to an estimated \$43 million savings per year for business. The Board released a follow-up *Kids 'N Crime Economic Report* and launched its redesigned website at www.boardoftrade.com.

2011 — The Board released reform recommendations in its report, *The Joint Pursuit of Value* and participated in an economic impact study on the Hornby St. separated bike lane to improve future consultation processes. The Board also joined the Smart Tax Alliance in support of retaining the Harmonized Sales Tax (HST), and launched its first Aboriginal Opportunities Forum.

Celebrating 125 years of community service



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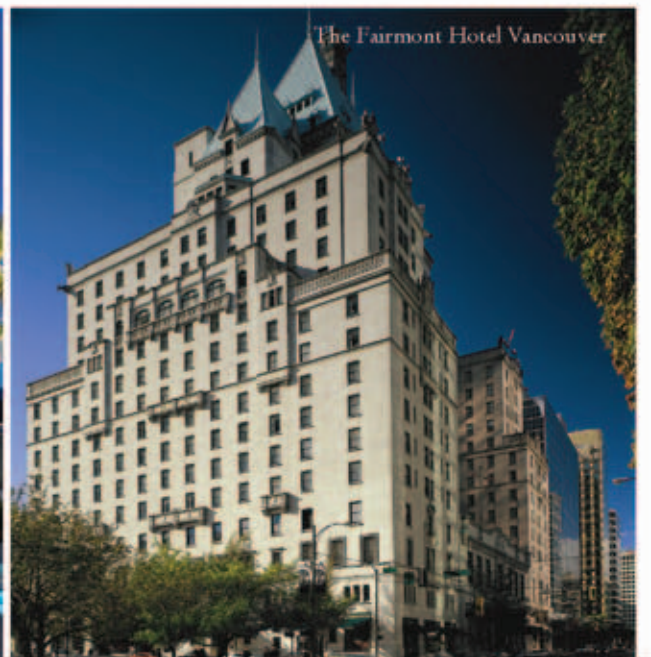
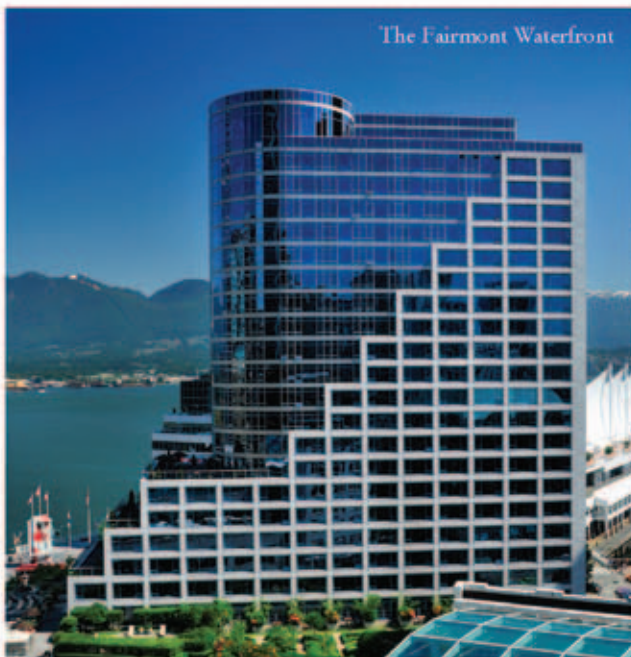
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Five tips to improve your odds of winning an RFP response

BY TARA LANDES

Developing a great proposal is expensive.

The labour alone, not to mention the opportunity cost of selecting one request for proposal (RFP) to bid on over another, make any loss significant. Yet all too often, companies are working to the deadline and throwing their response together at the last minute.

The RFP process is the primary method of large companies and government soliciting bids and selecting consultants. They use RFPs for standardization, accountability, transparency, and cost-effectiveness.

Simply put, being competitive in an RFP process has become essential for companies of every size. Most firms have recognized this, however, a look at the activities of the people within those firms clearly illustrates most are either weakly applying the best practices for writing proposals (often unknowingly), and/or erroneously waiting for RFPs to drop before

they begin the sales process.

How can your company distinguish itself in this increasingly competitive market?

Following these steps is a good start:

Work smart: Always complete a comprehensive “submit/don’t submit” check with everyone involved before proceeding.

Follow a strong process: Ensure the RFP response is managed efficiently and effectively. Appoint an executive sponsor and a project lead for the response to create accountability and ensure deliverables are met. Rushed or last-minute responses are never as strong.

Be concise and clear: Format your response to mirror the RFP exactly. Answer all the sections completely but never “pad.” Have the final version edited, and be sure its appearance is professional.

Be compelling: Identify all the competitive advantages that will make your response stand out and be the winner. Make a clear case. Be persuasive.

Keep score and always learn:

Maintain a scorecard of your company’s proposal successes rates. Take debriefs (even on the phone) whether you win or lose and share the learning with your team so your next response will be even stronger.

The way to create a great proposal is to include a formal third-party review. Whether done pre- or post-submission, a tight timeline is no excuse to avoid an audit.

Typically, the results can be delivered in an hour-long meeting and, if done pre-submission, they provide immediate and practical feedback for the writing of the final draft.

Tara Landes is the president of MRSI Benchmarking Inc. a Vancouver-based management consulting firm. They work with companies to identify their potential and provide customized implementation and training to make that potential a reality. Learn more at www.mrsibenchmarking.com or call 604-345-0424.

Absence rates burden businesses and workers

BY CHRIS KEENAN

An estimated 100 million work days were lost in 2010 because of absenteeism, according to a recent report by **Statistics Canada**.

This puts a heavy burden of a lost \$37 billion every year to the Canadian economy, a figure that reflects both direct costs and indirect expenses, such as hiring temp workers or asking colleagues to work increased overtime.

The report also stated that employee absence rates across Canada are significantly higher today than they were a decade ago.

If left unchecked, frequent absenteeism can cause personal and financial problems for employers, managers and other co-workers.

The report identified the industries with the highest levels of absenteeism as health care and social assistance, public administration, transportation, and warehousing.

Overall, absence for personal reasons accounted for more than a quarter of all time lost by full-time paid workers each week in 2010.

Dr. **Liz Scott**, founder and CEO

of **Organizational Solutions Inc.**, a leading disability and workers’ compensation claims management firm, says “startling but not surprising” is a good way to describe the published statistics.

“It is an issue clients often ask us to handle, so we know from first-hand experience the strain these avoidable absences cause both employers and colleagues,” says Scott.

“Our clients include all the industries mentioned by Statistics Canada as having the highest rates of absenteeism, so we know intimately the impact absenteeism has on these and other businesses.”

If you have concerns about your company’s absenteeism, the cost of absences, or employee lost time, Scott says an effective program that helps employees from their first day of absence until they return safely and quickly back into full or modified work is the best option.

For more information call 1-866-674-7656 or visit www.orgsoln.com.

Chris Keenan is a communications, marketing and web design specialist for Organizational Solutions Inc.



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The Vancouver Board of Trade
125th Annual General Meeting
Wednesday, June 20, 2012

In accordance with Bylaw 9.5 – Nominating Committee – A Nominating Committee, chaired by Immediate Past Chair, Jason McLean, has been established to receive nominations for officers and directors for the 2012/2013 year of The Vancouver Board of Trade.

In accordance with Bylaw 9.6 – Nominations – Nominations for officers and directors may be made in writing by any member of The Vancouver Board of Trade, provided that the name of the nominee and the written consent of the nominee are received no later than May 1, 2012 by the Secretary-Treasurer at the offices of The Vancouver Board of Trade, Suite 400 – 999 Canada Place, Vancouver, B.C. V6C 3E1.

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

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



Board names winners of Rix Center Awards

Peter M. Brown and Teck Resources to be honoured at 2012 Governors’ Banquet

The Vancouver Board of Trade has announced the honourees of its coveted **Rix Center Awards**, to be presented at the organization’s annual Governors’ Banquet and Rix Center Awards on April 30 at the **Vancouver Convention Centre**.

The Board is pleased to announce **Peter M. Brown**, OBC, LLD, chairman and founder of **Canaccord Financial Inc.**, as this year’s recipient of The Rix Award for Engaged Community Citizenship.

Brown will receive the honour in recognition of his leadership in the financial and investment sectors, his time and dedication as a volunteer, and his service and commitment to the community.

Meanwhile, The Rix Award for Engaged Corporate Citizenship will be presented to Vancouver-based mining company, **Teck Resources Ltd.**

Teck will receive the award for demonstrating — both in policy and practice — the highest standards of stewardship toward the long-term well-being of customers, employees, owners, business partners, the environment and the broader community.

The Board of Trade’s annual Governors’ Banquet and Rix Center Awards brings together leaders from business, government and the community to induct the immediate past chair into the Council of Governors.

This year, the Council of Governors — a prestigious group comprised of past Vancouver Board of Trade chairs — welcomes **Jason McLean**, president and CEO of **The McLean Group of Companies**.

For more on the awards or the banquet, please visit www.boardoftrade.com.

Are you protecting your customers’ privacy?

Under federal and provincial legislation, business owners can face civil and criminal liability if customer data is breached

BY RYAN WILSON

Does your business store your clients’ credit card numbers or other sensitive information?

Do you accept order forms by fax, email or other insecure means?

Have you thought about the risks to your business’s reputation if your clients’ information was compromised by hackers?

Information security is becoming an increasingly important part of operating a modern business, yet all too often it only hits the radar of business leaders after a compromise occurs.

It is important to note that under both federal and provincial privacy legislation, business owners face both civil and criminal liability if they do not adequately protect their customers’ private information.

Here are a few steps you can take to help protect you and your business:

- Establish guidelines for the

use of technology, including the use of personal email at work. Set guidelines on what software may be installed, who is permitted to modify your computer systems and networks and what activities are acceptable for employees to engage in at work. Ensure the policy is written and that every employee reads, understands and signs the policy.

- Keep your systems up to date, taking the time to deploy all updates and anti-virus software.

- Take an inventory of all the data your business touches or stores that you wouldn’t want compromised and evaluate who has access, where it is stored and how well protected it is. Once you’ve made your inventory consider engaging a security professional who can help you protect this information adequately.

- Don’t store data you don’t need to — especially credit card numbers! Work with your payment processor to offload the responsibility of storage onto the payment processor

instead of your business.

- If you conduct an inventory of data and find that you’re storing confidential information on your customers, consider whether you have the skills and experience in-house to protect this information.

A security audit is often very expensive and can save you considerable time and expense by avoiding a breach in the first place.

According to the 2010 Data Breach Investigations Report, 96 per cent of breaches were avoidable through simple or intermediate controls.

Ryan Wilson is a certified information systems auditor who works with companies to ensure security in their payment processing systems. His role is chief technology officer at Kubera Payments Corporation. For more information visit www.kubera.cc.



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& Employee Benefits
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STOP Guessing • START Knowing • ORDER Today

member news

Seniors are changing the travel industry

BY MARYALICE GOLINSKY-MORRIS

Maybe their grandparents sat in rocking
chairs with plaid blankets on their laps
watching the world go by, but not the active
seniors of today.

Cruise ship and upscale destination
brochures with shiny pages now showcase
beautiful smiles, well-defined features and
white-haired heads.

Photos feature couples enjoying life in
the autumn of their lives in
locations all over the world,
graciously sipping wines
or champagnes, worry-
free and benefitting from
double room rates.

But, what about the
not-married, or the not-
married-anymore travel-
ler? What about the spouse
who still has places to see
and things to do, while
their other half has other plans?

A growing travel market is for single trav-
ellers who are trying to avoid paying single
supplements (often nearly double the cost)
by finding a "travel buddy." Women and
men alike are being resourceful in order to
complete their "bucket list."

Having a travel professional who is
networking in this market is a great way
to build these connections that could turn
finding a travel companion from feeling like

a blind date to forging a friendship with a
kindred spirit.

People who belong to a club (from lawn
bowling to bridge) or social group can start
by choosing these three things: a mode of
transport (river or ocean cruise, guided
tour or train), a desired destination, and a
preferred time frame.

Then find a travel professional with
resources to do the research to help make
it happen.

From safaris to cruises,
groups as small as two and
four, and up to 20 or more, are
seeing the world.

They're breaking the
moulds of what "old people do"
by taking expedition cruises
to the poles, exploring exotic
and remote destinations, and
experiencing Europe without
a backpack.

The myths of age being
limiting are being challenged. Adults from
60 to 80 are "on the road again" and they're
not alone.

They're changing markets, and they've
been doing so since the time that they
were born.

Maryalice Golinsky-Morris is a vacation
consultant for HB Travel Corporation and
HB Vacations. For more information visit
www.hbtravel.com.

"The myths of age
being limiting are
being challenged.
Adults from 60 to
80 are 'on the
road again.'"

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Opera season closes with dazzling *Aida*

Vancouver Opera closes its 52nd season with a masterpiece not seen in Vancouver in a decade: the grandest of grand operas, *Aida*.

Giuseppe Verdi's tour de force of heart-stirring arias and thundering choruses is on stage at the **Queen Elizabeth Theatre** for six performances only, from April 21 to May 3.

Set in ancient Egypt, *Aida* is a passionate drama of love across enemy lines. When an enslaved Ethiopian princess and her captor fall in love, their loyalties are tested by fierce patriotism and a powerful priesthood.

Visually stunning and musically magnificent, Vancouver Opera's massive and opulent production features dazzling sets, sumptuous costumes, an orchestra of 65, a chorus of 40, a dozen dancers, eight principal singers and more than 30 non-singing performers playing soldiers and prisoners.

Internationally revered dancer **Chan Hon Goh**, director of the **Goh Ballet Academy and Youth Company** and former principal dancer with the **National Ballet of Canada**, makes her choreographic debut, overseeing twelve hand-picked dancers.

Soprano **Mlada Khudoley**, last seen on the Vancouver Opera stage in the title role of 2009's *Salome*, sings Aida. "Khudoley's voice is big and compelling, her performance style all-or-nothing intensity," raved the *Vancouver Sun* for that performance.

The performance will also feature Louisianna mezzo-soprano **Daveda Karanas** as



Amneris, tenor **Arnold Rawls** as Radames, baritone **Quinn Kelsey** as Amonasro, bass **Ilya Bannick** as the king of Egypt, soprano **Sheila Christie** as the high priestess, and tenor **John Arsenault** as the messenger.

Vancouver Opera's music director, **Jonathan Darlington**, will conduct the orchestra and the chorus, along with **Leslie Dala**, associate conductor and chorus director. The production will be directed by **David Gately**, who directed Vancouver Opera's box-office-record-breaking production of *Carmen* in 2009.

Opening night is Saturday, April 21, with subsequent performances April 24, April 26, April 28, May 1 and May 3. All performances take place at the Queen Elizabeth Theatre (corner of Georgia and Hamilton Streets) and begin at 7:30 p.m.

For more information visit www.vancouveropera.ca or call 604-683-0222.



ABORIGINAL OPPORTUNITIES FORUM 2012

Presented in cooperation with
The Vancouver Board of Trade's
Aboriginal Opportunities Committee

SUCCESS THROUGH CONSULTATION AND ACCOMMODATION



Friday, April 13, 2012 · 7:15 a.m. – 2 p.m. · The Westin Bayshore Vancouver

BREAKFAST AND KEYNOTE: 7:45 – 9:15 a.m.

Chief Councillor Ellis Ross, Haisla Nation Council Chair, Aboriginal Business and Investment Council

PANEL SESSIONS: 9:30 a.m. – 12 p.m.

CONSULTATION AND ACCOMMODATION: *Who, what, where, when, and why*

MODERATOR

Sophie Pierre, OBC, BC Treaty Commission

PANELLISTS

Merle Alexander, Bull, Housser & Tupper LLP

Dr. Mark Selman, Beedie School of Business, Simon Fraser University

Ian Anderson, Kinder Morgan Canada

ACCOMMODATING SUCCESS: *What works?*

MODERATOR

Keith Henry, Aboriginal Tourism Association of British Columbia

PANELLISTS

John Walker, FortisBC

Dave Porter, First Nations Energy and Mining Council

Annita McPhee, Tahltan Central Council

LUNCH AND KEYNOTE: 12:15 – 2 p.m.

WHAT DO CONSULTATION AND ACCOMMODATION MEAN TO THE HAIDA?

Giindajin Haawasti Guujaaw, President, Haida Nation

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Explore new possibilities

Continuing studies programs allow working professionals to expand their horizons and keep up with constant changes in the business world

BY ANDY GREGORY

Like a lot of B.C. businesspeople in their 30s, **Lisa Eckert** has a family, works full-time, and has a job that requires frequent travel across Canada for a Port Coquitlam-based company that makes and markets wine-making products.

So, one can't blame her for putting the proverbial cork in her full-bodied schedule.

But, like a lot of B.C. businesspeople in their 30s, Eckert is also highly ambitious and eager to move up the corporate ladder. So, on the advice of her company's human resources department, she enrolled in **Vancouver Community College's** Continuing Studies management skills for supervisor's certificate program. And it paid off.

"After completing my certificate, I got a promotion and a pay increase," says Eckert, who has worked for **Global Vinters Inc.** for 15 years and is now a senior buyer.

The best part of Continuing Studies is the knowledgeable instructors who have first-hand, relatable business experience, Eckert says.

"Education is key to keeping up with



Looking to expand her professional skill set and climb the corporate ladder, Lisa Eckert enrolled in a management skills for supervisors certificate program through Vancouver Community College's continuing studies department. Doing so paved the way for a promotion to senior buyer at Global Vinters Inc.

constant changes in the business world."

Eckert admits, during nine months of part-time studies it wasn't easy juggling work, family and school commitments. With busy schedules in mind, many VCC programs are offered during the day, evenings or weekends for maximum flexibility.

School of Hospitality alumni and seasoned hotelier **Mark Andrew** had a similar experience as an adult learner at VCC. Although, when he decided to pursue a hospitality degree, he already had 30-plus years of experience in tourism and hospitality.

"The world of tourism is about the guest experience, so we all need to keep learn-

ing and growing. I hope to inspire others to pursue higher education," says Andrew.

His decision eventually led to a high-profile position in the United States. He is currently regional vice-president and general manager of a **Fairmont** hotel operation in Washington, D.C.

Every year, more than 23,000 students — close to half of them part-time — choose VCC, selecting from 140 programs and more than 360 courses.

Visit www.vcc.ca for more information and to browse Continuing Studies options for spring 2012.

Fairmont Pacific Rim makes prestigious Condé Nast Gold List

Fairmont Hotels & Resorts is starting off 2012 with an added bit of sparkle thanks to readers of *Condé Nast Traveler*, which have voted 12 Fairmont hotels — including Vancouver's **Fairmont Pacific Rim** — among the world's best places to stay.

The Gold List is an annual reader's choice poll of the travel industry's finest hotels, resorts and cruise line. The only hotel in Vancouver to make the list, Fairmont Pacific Rim earned an impressive overall score of 90.3 in its first appearance in the annual Condé Nast Traveler 2012 Gold List.

The luxury 377-room hotel fronts one of Vancouver's most celebrated streetscapes with unobstructed views of the North Shore mountains, Stanley Park and Coal Harbour. The hotel features a resort-style spa, state-of-the-art meeting facilities, and unique food and beverage offerings that take guests on a culinary journey around the world.

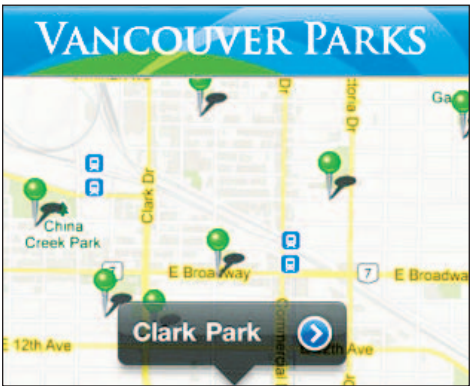
New this year is the magazine's Platinum Circle honor, a mark of distinction for hotels, resorts or cruise lines that have made the list the past five years consecutively. As a testament to its collection of luxurious hotels, Fairmont is proud to have three properties within this group including the **Fairmont Chateau Lake Louise** in Alberta, the **Fairmont Kea Lani** in Hawaii, and the **Fairmont Olympic Hotel** in Seattle.

For more on the list visit www.cntraveler.com/gold-list/2012.

Welcome to some of our newest members!

AXIS Technical Services Corp	BC Recreation and Parks Association	Best Built-In Centre Ltd.	BETA5 Chocolates Limited	Blue Heron Promotions Inc.
Bluewater Rockies Sportfish Guiding Co.	Can-Am Protection Group	Dye & Durham Company Inc.	Entrepreneurial Success Network	EXL Films
FACETS Business Solutions	Falcon Security Inc.	FDC Capital Partners	Five Star Painting Vancouver (Zape Solutions Inc.)	Francesco & Company Law Offices
Global Network Personnel	Imperial Global Chauffeur Services Inc.	Jobnication Recruitment Agency	Kisik Aerial Survey Inc.	LB Seminars
MacLap Holdings Inc.	Manmar Consultants Limited	Mary Kay Cosmetics - Independent Beauty	Mitel	One Man Army Inc

Leadership loves company



New map app

Vancouver parks go mobile

People with iPhones, iPods and iPads can now more easily navigate their way around Vancouver's parks following release of the **Vancouver Park Board's** new smartphone application.

The free Vancouver Parks app provides a way for residents and tourists to find basic information about the **City of Vancouver's** park system. Developed as a companion to the city-wide parks map printed last year, the new app features the more than 200 city parks on a geographically displayed map and provides users with the option of using current location to find parks in the area, and create a list of "favourite" parks.

Each park has its own page which provides a list of its amenities and facilities, photos, and a way for park users to provide feedback and access park board **Facebook** and **Twitter** accounts while on the go.

The Vancouver Parks app can be downloaded directly from the **iTunes** app store by searching for "Vancouver parks."

For more information on the parks board visit www.vancouver.ca/parks.

Time to take Alzheimer's disease personally

BY RUBY NG

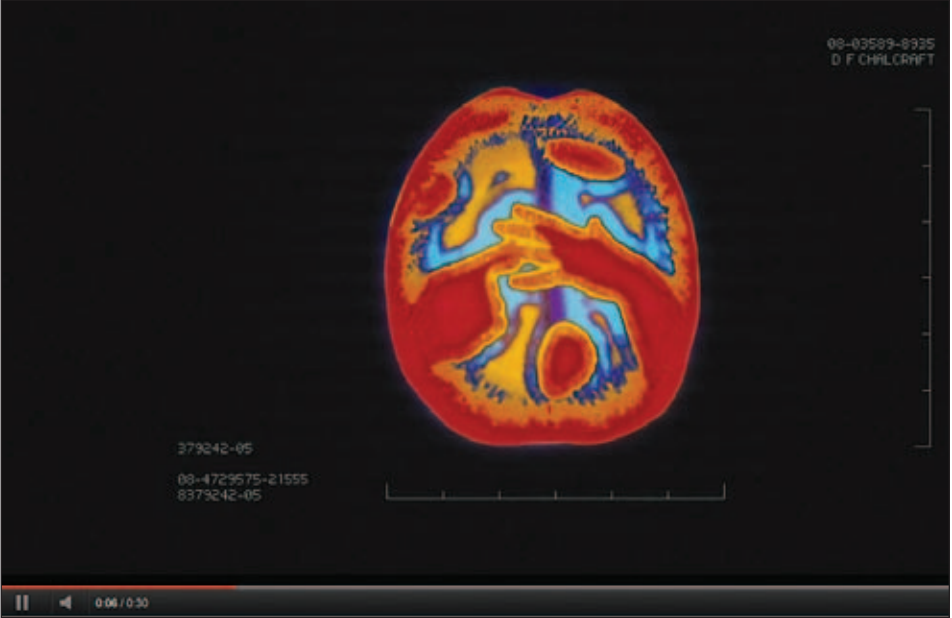
Protecting memories is something every British Columbian should take personally. That's the message in the new **Alzheimer Society of B.C.** public service announcement, which launched in March as part of Brain Awareness Week.

Even the production story behind the spot hits close to home, with numerous employees involved in this pro-bono production having a personal connection to the disease.

"This video illustrates what dementia is, a degenerative brain disease, and what it does to our cherished memories," explains **Jean Blake**, CEO of the Alzheimer Society of B.C. "The disease becomes a very personal experience not just for the person living with dementia but for their families and friends as well, the people who were an important part of those memories."

In the video, a brain scan of a person living with dementia is featured. The scan is that of **D. F. Chalcraft**, father of **Glen Chalcraft**, an employee of the communications firm that helped create the PSA.

Rethink Communications is passionate about making a difference for this cause and donated staff time and expertise to the project. It's easy to see why, as Glen Chalcraft is one of many at the company who have a personal



The Alzheimer Society of B.C. recently launched a new public service announcement video as part of Brain Awareness Week. The video features a brain scan of a real patient, in an effort to drive home a personal message about the disease. Currently, more than 70,000 British Columbians are living with Alzheimer's disease or other dementias, yet awareness about the disease and its symptoms is still low. Watch the video at www.protectmemories.ca.

connection to the disease.

"This cause has an important place in the heart of our company because it has hit home for so many of us," says **Ian Grais**, partner at Rethink Communications. "We see it with others we work with, which is why we were able to get so many production companies involved in donating their services as well. A lot of people are affected and a lot of people see a need to do more."

One in four Canadians has someone in their family with Alzheimer's disease. Every five minutes, a Canadian is diagnosed with dementia.

Prevalence of the disease is rapidly increasing and yet the cause is still unknown and there is currently no cure. The Alzheimer Society of B.C. believes that to turn the rising tide of de-

mentia in B.C. more needs to be done to raise awareness and fund research.

The Alzheimer Society of B.C. provides a province-wide network of support, education, and information resources for families impacted by dementia. The society is a non-profit organization that also advocates for better dementia health care and raises money to fund research. Learn more at www.alzheimerbc.org. View the PSA at www.protectmemories.ca, or scan the QR code below with your smartphone.

Ruby Ng is director of marketing and communications for the Alzheimer Society of B.C.



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Learning the lessons of Steve Jobs



{bookreview}
The Board's Literary Critic
Dr. Owen A. Anderson

What lessons can we take from the remarkable life of **Steve Jobs**, founder of **Apple**, and the man who revolutionized computers, movies, music, phones, tablets, and digital publishing?

As we study such a character, let us take some lessons and work with them. Inventiveness and the life of the imagination are real issues in the workplace.

The author of this biography is **Walter Isaacson**, who also wrote *Benjamin Franklin* (recently reviewed in this column).

Isaacson offers us insights and an understanding of the complex Steve Jobs. Isaacson, currently CEO of the **Aspen Institute**, a prominent think-tank, had a series of 20 interviews with Jobs.

Jobs studied calligraphy in college and always demonstrated exquisite showmanship in his presentations. He cared about how things look. Apple's 1984 television commercials still stand as a lesson in the importance of a good presentation. They do matter.

Jobs was hard, perhaps too hard. But he believed life was short and one had to bring intensity to both work and life.

He also believed in mentors, coaches and models. **The Beatles** and **Bob Dylan** were both role models that he wanted to meet. But his true role model was his adoptive father, who taught him the importance of doing things right — even in the minor details that no one would notice.

Who are your role models, coaches, mentors? We all need them.

Jobs had a fanatical dedication to design. He believed everything could be designed better. He saw the world in black and white, good and bad. These characteristics helped him to be clear and blunt in his conversations.

There was no ambiguity as to where he stood. He wanted

clarity and had a great desire to see through to the heart of the matter.

Apple, **Pixar** and **Disney** all bear the Jobs design genius. When he came back to Apple, Jobs took no salary and no stock options. Whatever his motivation, it was not greed. This genius was a leader and visionary. His work was transformational. Apple University believed in continuous learning.

Jobs was also devoted to health, including a vegan diet, fasts, cleanses, juicing, and non-medical treatments. He believed that we all need to think about our lifestyle and the importance of good health.

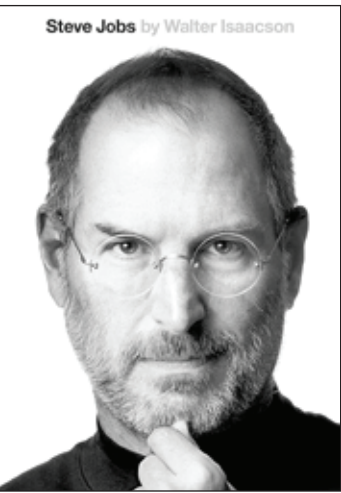
So, be a little harder and shape up your showmanship. Everybody likes a show, so entertain, and have mentors and coaches to advise you. Get better and notice the difference in your presentations and speaking ability.

Bring energy and vision to your workplace. It is vital to be dedicated to good mental and physical health. Jobs was constantly in pursuit of clarity, better people and brilliant branding.

We should thank Steve Jobs for being a role model in helping us all think more clearly and push for honesty and truth in all we do. We should all take lessons from his life and apply them to our own.

I would like to acknowledge **Raymond Aaron**, a Toronto business coach, for this perspective in looking at the life of Jobs, and asking "What can we learn and adopt in our own work?" Raymond calls these the secret weapons of Steve Jobs.

Jobs's message to us all: "Keep moving, express yourself, and add something to the flow of life."



Board chair to deliver keynote at women's leadership luncheon

Vancouver Board of Trade chair **Wendy Lisogar-Cocchia** will be the keynote speaker at the **Women in Leadership Foundation's** 7th annual Women in Business Luncheon on May 2.

The event is part of Canada's largest national speaker's series, showcasing female role models in business and fostering the expansion of professional networks.

This year's theme will be "Mentorship – Best advice I ever got." Lisogar-Cocchia will deliver the keynote address, followed by a panel discussion featuring four inspirational women from various industries sharing their journeys of leadership, stories of how they overcome obstacles, and the best tips for success they have received.

Since 2001, the foundation has invested more than \$3 million in showcasing female role models and recognizing the accomplishments of Canadian business women, aboriginal women and youth.

Proceeds from the Women in Business Luncheon will support the WIL mentorship program, which aims to increase women's participation in management or leadership positions through mentorship and leadership development.

For more information on the event or the foundation's work visit www.womeninleadership.ca.



Wendy Lisogar-Cocchia, chair, The Vancouver Board of Trade



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Around The Board



ANNOUNCEMENTS

Tee off and make a wish come true

The B.C. and Yukon Chapter of **The Children's Wish Foundation** announces that the seventh annual Round of Wishes Golf Tournament will take place at **Morgan Creek Golf Course** on June 12.

The organization invites **Vancouver Board of Trade** members to share in this magical day, as supporters and staff work together to make dreams come true for children living with life-threatening illnesses.

Register as an individual,

twosome or foursome before April 9 and enjoy our special early bird golf rates.

Each golf package includes green fees, a shared power cart, lunch, a banquet dinner, tee gift, and access to great prize and exciting auction items. There will be lots of fun, both on and off the course.

Treat yourself to a golf experience you won't soon forget at one of the Lower Mainland's premier golf courses, Morgan Creek, which has been voted the

CPGA of BC Facility of the Year as well as one of *Golf Digest's* "Places to Play."

Over the past six years, participants at the Round of Wishes Golf Tournament have enabled the Children's Wish Foundation to raise \$380,000.

Proceeds from the tournament have granted nearly 40 wishes for children across B.C.

For more information visit www.roundofwishes.ca or search "Round of Wishes" on Facebook.



Boutique renovations company **maison d'etre design-build inc.** recently took home three honours at the **Canadian Home Builders' Association of British Columbia's** 20th annual Georgie Awards.

The company was honoured to win the 2011 prize for best kitchen renovation under \$100,000, the customer choice award for residential renovator, and the resident renovator of the year award.

The Georgie Awards are recognized as an industry stamp of quality, and showcase the high standards of CHBABC members.

Pictured above is **Rob Capar**, president of maison d'etre.

Vancouver business brokers awarded CBI designations

Pino L. Bacinello, CEO of **Pacific Business Brokers Inc.** and **Pacific Mergers and Acquisitions Inc.**, is pleased to announce that **Arthur Klein**, **Byron McDonald**, **Amanda Reale** and **Paul Savage** have earned the prestigious Certified Business Intermediary (CBI) designation from the **International Business Brokers Association**.

The CBI designation is

awarded following rigorous education and demonstrated superior working knowledge of business brokerage skills. This difficult to obtain designation has been awarded to only a handful of professionals nationwide, with less than 750 worldwide.

"We're proud of our brokers for achieving this distinguished designation," said Bacinello. "It reflects their commitment to pro-

fessionalism and the great work they do every day for our clients."

Pacific Business Brokers Inc. and Pacific Mergers and Acquisitions Inc. are Vancouver-based companies that specialize in helping private business owners sell their companies.

For more information visit www.pacificbusinessbrokers.com or call Bacinello at 604-696-6111.

APPOINTMENTS



Vinetta Peek, president and CEO, Certified Management Accountants Society of British Columbia



Carolyn Williams, direct of capital campaign, Vancouver Aquarium



Sharon Butler, director of partnerships, Vancouver Aquarium



Matthew Baird, program director, MusicFest Vancouver

The **Certified Management Accountants Society of British Columbia** (CMA BC) announces the appointment of **Vinetta Peek**, CMA to the position of President and Chief Executive Officer. Peek was previously Vice President of Programs and Marketing with CMA BC. Prior to joining the Society, Vinetta held executive roles with a number of North American organizations. In 2011, Vinetta was awarded her CMA designation as a graduate of the B.C. CMA Executive Program. Active within the business community, Vinetta is a current member of **The Vancouver Board of Trade**, the **Canadian Society of Association Executives**, and the **American Management Association**.

The **Vancouver Aquarium** is pleased to announce the following additions to its team.

Carolyn Williams joins the Vancouver Aquarium as director of capital campaign. Carolyn's role will be to lead the fundraising efforts as the Aquarium begins its most significant expansion and revitalization in its history. Carolyn most recently lived in Columbus, Ohio, where she worked in philanthropy for **The Nature Conservancy** and **Otterbein University**. Prior to working in development, Carolyn managed large scale public events such as the Millennium celebration for Charlotte, NC, and the award winning Columbus Arts Festival.

Sharon Butler joins the Vancouver Aquarium, as director of partnerships. Sharon's mandate will be to create, develop and execute a robust and multi-faceted sponsorship program for the Aquarium's partners.

Sharon brings experience in the sports and entertainment industry to the Vancouver Aquarium, most recently serving as director of sponsorship for the **2011 Grey Cup Festival**. Sharon also spent 12 years with **Canucks Sports & Entertainment** (formerly **Orca Bay Sports and Entertainment**), working with both the NHL **Vancouver Canucks** and NBA **Vancouver Grizzlies**. Her experience spans 15 years in the sports and marketing industries.

MusicFest Vancouver is extremely pleased to announce the appointment of **Matthew Baird** as the festival's Program Director.

Baird brings to the position a wealth of experience in music programming, production and recording gleaned from his extensive thirty-year career with the **Canadian Broadcasting Corporation**. A trained musician, Baird's musical interests range from classical and jazz to world music and crossover projects, qualities that make him the ideal person to carry on and expand the work of **George Laverock**, the Festival's founding Program Director.

MILESTONES

Congratulations to the following companies and organizations that have reached milestone anniversaries with The Board of Trade:

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Email your company's appointments and announcements to editor@boardoftrade.com to be considered for publication in Around the Board. Submissions should be no more than 100 words and include a high-resolution, colour photo when available. Guaranteed listings are \$30+HST. The Board reserves the right to edit listings for length and grammar.



COVERING STANLEY CUP HOPEFULS SINCE 1912.

On March 26, 1915, The Vancouver Millionaires became the first team from the Pacific Coast Hockey Association to win the Stanley Cup. All of the games in the final were played at Vancouver's Denman Arena. The Millionaires swept the five-game series over the Ottawa Senators, winning the third and final game 12-3. Former Senator, Cyclone Taylor led the Millionaires with six goals.

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