



Friday, November 27, 2015 | The Fairmont Waterfront Hotel, 900 Canada Place Way

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

“Diversity is the cornerstone to economic and social success and the statistics prove that those who embrace it outperform the rest.” Chair Tim Manning, pg. 4

OCTOBER 2015 • VOLUME 55 • NUMBER 9

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Paving the road for ride-sharing

Uber's top advisor David Plouffe makes the case for new services in Greater Vancouver region

BY GREG HOEKSTRA

Uber's Chief Advisor **David Plouffe** made a compelling case for allowing ride-sharing services to operate in the Greater Vancouver region during a keynote address to **The Vancouver Board of Trade** on Sept. 25.

In his remarks, Plouffe said the San Francisco-based tech startup hopes to meet with municipal and provincial officials to make the case for the mobile service, which currently isn't permitted to operate in the region.

"We're eager to come to Vancouver to help build our business. It's the largest metro area in North America without ride-sharing," said Plouffe, who is perhaps best known as the architect behind **Barack Obama's** successful presidential campaigns.

Plouffe said he felt it was "a



David Plouffe, Chief Advisor for tech startup Uber and former campaign manager for Barack Obama, speaks to local business leaders at The Vancouver Board of Trade on Sept. 25, 2015. Photo by Matt Borck

shame" that ride-sharing services aren't already operating in Vancouver, noting "this is obviously a city that is a huge tourist destination that embraces technology."

He added that in the last year, 100,000 out-of-town visitors to Vancouver have opened the mobile app and tried to book a car — only to discover the service is unavailable.

"You are a major global tourist destination. You had 12,000 people at the cruise ship terminals last week and epic problems getting

around. We can help with that."

Plouffe argued that ride-sharing apps such as Uber provide economic benefits, giving residents an opportunity to make extra income. In addition, they can also help alleviate congestion on roadways.

Plouffe acknowledged that the new service will likely spark concerns from the local taxi industry, but he stressed that ride-sharing services already coexist with traditional taxis in hundreds of cities across the globe — including Toronto, Montreal and Ottawa.

"There is no question that when new technologies emerge, that can cause some conflict," added Plouffe during an audience Q&A. "There's plenty of ways to make it work. We just have to have the debate and the dialogue, and that is what we are hungry to do here in Vancouver, in the province and throughout Canada."

The Vancouver Board of Trade has been a strong advocate for increased and new innovative passenger transportation options for Greater Vancouver.



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Drawing a blueprint for our airport's future

YVR CEO shares his vision during third annual Vancouver Board of Trade address on Oct. 29

Join **The Vancouver Board of Trade** on Thursday, Oct. 29 as **Craig Richmond**, President and CEO of the **Vancouver Airport Authority** gives his annual update to Greater Vancouver's business community.

As Canada's second busiest airport, Vancouver International Airport welcomed more than 19 million people in 2014, facilitated more than 310,000 aircraft take-offs and landings and handled more than 256,000 tonnes of

cargo. What's more, since 1992 when the Airport Authority first assumed responsibility for the airport, passenger traffic has increased more than 96 per cent and cargo has increased over 78 per cent.

In his speech, entitled "YVR's Blueprint for the Future," Richmond will discuss how the airport is positioning itself for even more growth in the years to come, including how they plan to leverage our city's geographic

location as a competitive advantage and the ideal gateway connecting the Asia-Pacific Region, North America, Europe and Latin America.

This event will be Richmond's third annual address to The Vancouver Board of Trade since he assumed the role as YVR's top executive on July 1, 2013. In addition, Richmond also serves as Director of the **Canadian Airports Council**, the **Airports Council International-North America**,

and Chair of the **Greater Vancouver Gateway Council**.

Previously, Richmond held positions with Vantage Airport Group as CEO of six different airports in three different countries. From 1995 to 2006, he worked in a variety of operational roles for the Airport Authority including Vice President, Operations.

To learn more about this event, or to purchase tickets, visit boardoftrade.com/events.



Craig Richmond

EVENTS CALENDAR UPDATE

See our full events calendar at boardoftrade.com/events

WEDNESDAY, OCTOBER 14, 2015

Small Business Council Success Series: Uncover the power of mobile technology

7 – 9 a.m.

Coast Coal Harbour Hotel
1180 W Hastings Street

Gary Semplonius, Vice President, Business Wireless Radio & Paging, Bell Mobility

Event Sponsor: Bell

THURSDAY, OCTOBER 15, 2015

Members' Reception with Steve Nash Fitness Club

4 – 7 p.m.

Steve Nash Fitness Club
610 Granville Street

TUESDAY, OCTOBER 20, 2015

Company of Young Professionals Success Series: Project Management & Execution

5:30 – 7:45 p.m.

Vancouver Aquarium
845 Avison Way

Matt Bilbey, SVP and Group GM, EA Studios

Platinum Program Partner:
BCIT School of Business

Gold Program Partners:
BCLC, Chartered Professional Accountants British Columbia

FRIDAY, OCTOBER 23, 2015

B.C. Economic Forum: Women as a catalyst for growth.

Presented by Deloitte

7:45 a.m. – 2:15 p.m.

The Fairmont Waterfront Hotel
900 Canada Place Way

WELCOME REMARKS BY
The Honourable Coralee Oakes, Minister of Small Business, Red-Tape Reduction and Minister Responsible for the Liquor Distribution Branch, Government of British Columbia

MORNING PANEL:
Taking action: Tackling the diversity challenge

REMARKS BY
The Honourable Shirley Bond, Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour, Government of British Columbia

AFTERNOON PANEL:
Walking the talk: Applying lessons from the day

Title Sponsor: Deloitte

Elite Sponsor: RBC Royal Bank

Supporting Sponsor: BDC

Organizing Partners: The WEB Alliance, Women's Enterprise Centre, The Vancouver Board of Trade's Women's Leadership Circle

WEDNESDAY, OCTOBER 28, 2015

The Vancouver Board of Trade Show

3:30 – 7 p.m.

Westin Bayshore
1601 Bayshore Drive

Presenting Sponsors:
Chambers of Commerce Group
Insurance Plan,
Solinas & Associates

THURSDAY, OCTOBER 29, 2015

YVR's Blueprint for the Future

11:30 a.m. – 2 p.m.

Fairmont Pacific Rim
1038 Canada Place

Craig Richmond, President & CEO, Vancouver Airport Authority

Presenting Sponsors: Stantec, CIBC
Supporting Sponsors: Ledcor, PCL
Construction Leaders, WestJet, Air Canada, Graham Group Ltd.
Community Sponsors: Kasian, Hatch Mott MacDonald

FRIDAY, NOVEMBER 27, 2015

Shared Vision, Shared Responsibilities

11:30 a.m. – 2 p.m.

The Fairmont Waterfront Hotel
900 Canada Place Way

Robin Silvester, President & Chief Executive Officer, Port Metro Vancouver

Presenting Sponsor: CN
Supporting Sponsor: Boyden
Community Sponsor: Hatch Mott MacDonald



Shared vision, shared responsibilities

Port Metro Vancouver's president talks Pacific Gateway strategy at VBOT this fall

There are several options for the long-term future of **Port Metro Vancouver** and the region that surrounds it. Which is the best choice and what do we need to do to get there?

On Nov. 27, Port Metro Vancouver's President and CEO, **Robin Silvester**, will give his annual address to Members of The Vancouver Board of Trade about how Canada's future is relying on our collective approach to the gateway.

Join us as Silvester describes how the port community envisions the future and the issues we all need to address to preserve

not only the sustainability of our country's critical link to Asia, but also the livability of this great port city.

Silvester was appointed President and CEO of Port Metro Vancouver in 2009, bringing to the position extensive international experience in both the port and property sectors. Prior to joining Port Metro Vancouver, he served as chief executive for the property and facilities management business, **United Group Services ANZ** in Australia.

Tickets are on sale now for this event at boardoftrade.com/events.

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

E-mail: dcrawford@boardoftrade.com

Register now at boardoftrade.com/events

Missed last month's **Sounding Board**?

Read past issues online at boardoftrade.com/soundingboard

The future of B.C.'s natural gas on display this month

B.C. is experiencing unprecedented growth as a result of one of the province's most promising resources — natural gas.

Natural gas is the world's cleanest burning fossil fuel. This has made it an attractive commodity in markets where energy demands are increasing. For this reason, the province is building an export industry capable of shipping liquefied natural gas to Asia.

Exporting liquefied natural gas overseas will be a focus of the provincial government's international conference — *Clean Energy. Reliable Partner* — this fall.

From Oct. 14 to 16 at the Vancouver Convention Centre, participants from all over the world will congregate in Vancouver and take part in three days of discussion that will help guide B.C.'s energy future.

The conference provides the perfect forum to discuss the latest technology, standards, safety measures and best practices for transporting natural gas overseas.

Larger conference scope

The conference is part of the provincial government's commitment to ensure B.C.'s natural gas



supports a growing and global economy. More than 4,000 people are expected to attend this year.

Three days, three themes

Each day of the conference will centre around three specific areas: Investment (Day 1), Technology and Innovation (Day 2), and Partnerships (Day 3).

Insightful discussions to move B.C.'s LNG industry forward

A variety of panel sessions are planned, including clean technology and innovation in industries that utilize LNG, like transportation and shipping.

High-profile speakers and global participation

The conference will include participation by global LNG experts, industry proponents from around the world, educators, local

governments, community leaders and First Nations. There will be keynote speeches as well as involvement by many participants during the panel discussions.

Networking opportunities

The Vancouver Convention Centre space will be available for all registrants to use, including separate rooms for meetings that can be booked on-site.

Larger exhibit and trade show floor

Last year a trade show floor was added to the conference and it was a major success. This aspect of the event will be expanded, providing attendees with an opportunity to connect with stakeholders and companies, through programs like LNG-Buy BC.

Registration is now open. For more info, visit lngconference.ca.

Board of Trade applauds BC Chamber CEO appointment

The Vancouver Board of Trade welcomes the recent announcement that **Jon Garson** has been selected as the new President and CEO of the **BC Chamber of Commerce**.

"We were delighted to learn that Jon has been chosen to lead the BC Chamber. I have worked with Jon for 10 years and know firsthand that he has an acute understanding of the needs of B.C.'s small business community and a

passion for building a more prosperous province," said **Iain Black**, President and CEO of The Vancouver Board of Trade.

"In recent years, The Vancouver Board of Trade has worked closely with the BC Chamber on a number of public policy initiatives, and Jon has always proven himself to be insightful, perceptive, and a champion of collaboration with municipal chambers. We look forward to many more years of working together with

Jon and the BC Chamber of Commerce, in the best interests of the greater business community."

The Vancouver Board of Trade was a driving force in the creation of the BC Chamber of Commerce and proudly rejoined the organization in 2013, with the intention of working alongside its provincial counterpart as a unified voice for business owners and job creators.

"Now, more than ever, the chamber community needs to stand together and amplify our voice," said **Tim Manning**, The Vancouver Board of Trade's 2015-16 Chair and the Regional Vice President of Commercial Financial Services for **RBC Royal Bank**.

"A strong BC Chamber is important for The Vancouver Board of Trade and our 5,000 Members across the Lower Mainland. By working together, we can help ensure that our region remains a business-friendly environment where trade can flourish."



Jon Garson

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Stefan Sjöstrand, President IKEA Canada — will explain the power behind their 'People & Planet Positive' strategy. Closing keynote

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SOUNDING BOARD

PUBLISHER: Business in Vancouver Media Group

EDITOR: Greg Hoekstra, 604-640-5450

AD SALES: Katherine Butler, 604-608-5158

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

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

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

ABOUT THE VANCOUVER BOARD OF TRADE

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

OUR MISSION STATEMENT

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

OUR BASIC PRINCIPLES

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

PUBLICATIONS MAIL AGREEMENT No. 40011551

The Vancouver Board of Trade, World Trade Centre
Suite 400, 999 Canada Place
Vancouver, B.C. V6C 3E1
contactus@boardoftrade.com

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The cornerstone to economic success

BY TIM MANNING

Nearly 10 years ago, an article in *The Economist* made shockwaves when it asserted that female employment had been driving global economic growth since the 1970s.

“Women have contributed more to global GDP growth than have either new technology or the new giants, China and India,” read the article, which was printed in April 2006.

At the time, the notion of “Womenomics” was still a fairly new concept, although there was a growing amount of evidence to support it. In the years since, study after study has surfaced to strengthen the argument, including research by the **United Nations**, the **Organization for Economic Co-operation (OECD)**, the **International Monetary Fund**, and the **World Bank**.

The fact is, putting an end to gender inequality isn't just a moral imperative. It's also an economic imperative. Here in Canada, the OECD estimates that closing the gender gap could increase our country's GDP by as much as 10 per cent. In developing parts of the world, the boost to GDP would be even more substantial.

As *The Economist* puts it, “Sexism is not just wrong. It's also expensive.”

Women as a catalyst for growth

Last fall, **The Vancouver Board of Trade** joined forces with the **WEB Alliance** and the **Premier's Women's Economic Council** to present a full-day event, aimed at collecting input from the business community on how to increase the number of women in leadership roles.

The event led to the creation of a report, *Women as a Catalyst for Growth: A B.C. Action Plan*, which outlined steps that government, businesses and individuals can take to enhance opportunities for women across the province.

Now, we want to share the results with you. On Oct. 23, we'd like to invite you to join us for our second annual *B.C. Economic Forum: Women as a catalyst for growth* presented by **Deloitte**. The goal of this year's event is to help guide individuals on how they can take action and tackle the diversity challenge within their organization.

During the event, representatives from companies such as

Hewlett-Packard, RBC, and Port Metro Vancouver will share feedback on how they are working to increase gender diversity in their workplace. In addition, we'll also hear from the Honourable **Coralee Oakes**, B.C.'s Minister of Small Business and Red-Tape Reduction, and the Honourable **Shirley Bond**, B.C.'s Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour.

Diversity is the cornerstone to economic and social success and the statistics prove that those who embrace it outperform the rest. Last year's inaugural forum stimulated some great dialogue and highlighted a number of critically important reasons why diversity is an economic and social imperative to success. Therefore, I would highly recommend to all business owners — professionals or leaders, male or female — to join us on Oct. 23 and begin taking action.

Still not convinced?

If you're still not convinced that diversity is important to the Canadian economy, your industry, or the success of your own organization, consider the following.

As global management consulting firm **McKinsey & Company** puts it, “the gender gap isn't just an image problem... it can have real implications for company performance.”

In a report entitled *A business case for women*, McKinsey researchers found that companies who hire and retain more women employees often gain a competitive edge. Not only were those companies able to draw for a broader pool of talent, but they also demonstrated stronger financial results. The more women a company had in senior leadership roles, the more likely it was to succeed financially.

There is also similar research relating to the number of women on boards of directors. Several years ago, **Catalyst** released a report entitled *The Bottom Line: Corporate Performance and Women's Representation on Boards*, which analyzed the financial performance of Fortune 500 companies.

That study found that Fortune 500 companies with a high number of women board directors significantly outperformed those with few women on their board in three different areas: return on sales, return on invested capital, and return on equity.

In other words, it pays to



Tim Manning, 2015-16 Chair,
The Vancouver Board of Trade

have more women on staff, more women in management positions, and more women sitting at your board table. The companies that are thriving today are the ones who are already embracing diversity. If you want to position your company to be competitive in the future, you need to start acting today.

How men can help the cause

One of the organizations I admire is the **Male Champions of Change**. First formed in Australia in 2010, the group is a coalition of male business and community leaders who have pledged to advocate for gender equality and elevate it as an issue of international social and economic importance.

As their website states, “This isn't about men speaking for women or ‘saving’ them. Women can look after themselves. The strategy is about men stepping up beside women and saying, ‘The promotion of gender equality is everyone's business.’ It's about men stepping into the role they can and should play in creating change.”

Here at The Vancouver Board of Trade, we're doing our part to stoke the fire and to encourage dialogue through events (such as our forum on Oct. 23) and our **Women's Leadership Circle** program (which includes both women and men).

We're also striving to lead by example. Earlier this summer at our 128th AGM, we became the first and only business organization of our kind in Canada — possibly across North America — to elect more women than men to our board of directors.

I hope that you'll join us on Oct. 23, as we prepare to tackle this important business and economic issue head-on.

It's time for us to change.

Tim Manning is 2015-16 Chair of The Vancouver Board of Trade. He also serves as Regional Vice President of Commercial Financial Services for RBC Royal Bank.

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WestJet's world from YVR just got a whole lot bigger

On Sept. 15, **WestJet** teamed up with the **Fairmont Hotel Vancouver** to host high tea and announce new, non-stop service between **Vancouver International Airport** and London (Gatwick), England, six times per week beginning in May 2016.

Ferio Pugliese, executive vice-president, WestJet, and president, WestJet Encore, was on hand to make the announcement before a gathering of local politicians, business leaders and members of the travel and hospitality industries.

The event was one of six held simultaneously across the country as the Calgary-based carrier also announced non-stop service from Edmonton, Calgary, Winnipeg, Toronto and St. John's.

With B.C. being WestJet's most-served

Province, direct flights to the U.K. have been extremely well received.

WestJet offered one-way introductory fares from Vancouver starting at \$299 inclusive of taxes, fees and surcharges, as well as the opportunity for British Columbians in smaller communities to connect to their London flight via YVR for only an additional \$20. Both were limited-time offers to create awareness and encourage travellers to book immediately following the announcement.

Launching May 6, 2016, the non-stop flight will leave Vancouver at 5:50 p.m. and arrive at London Gatwick airport at 11:24 a.m. local time the following morning, for a flight time of nine hours and 34 minutes. The return flight leaves London at 12:55 p.m. and lands at YVR at 3:40 p.m. PT, for a flight time of 10 hours

45 minutes. The seasonal service runs until Oct. 21, 2016.

All London flights from Vancouver will be operated by one of WestJet's four 767-300ERW extended range aircraft. Featuring a new teal and blue maple leaf-themed logo, which will eventually appear on all WestJet aircraft, each 767 seats 262 guests and has a range of approximately 11 hours. The aircraft includes a Plus cabin with 24 premium seats in a two-by-two configuration, hot meals and all other amenities associated with the carrier's new enhanced Plus offering. The main cabin has 238 seats, with two seats on either side of the aircraft and three in the middle. By next spring all four 767s will be equipped with WestJet Connect, the airline's new in-flight entertainment and wireless connectivity

system.

All of WestJet's non-stop flights from Canada to London operate as overnight flights leaving late afternoon or evening, which is ideal for travellers connecting to all six airports from other regions in Canada. Some 45 airlines operate from Gatwick airport, offering WestJet guests low fares and easy connections to and from approximately 200 destinations in 90 countries, more destinations than from any other airport in the UK. Located just 30 minutes from all of Central London's many attractions, Gatwick is also one of the easiest London airports to navigate, with a monorail connecting its two terminals.

For more information on WestJet's new non-stop service to London, England, visit westjet.com/londongatwick.



The Vancouver Board of Trade

B.C. Economic Forum: Women as a catalyst for growth

Presented by Deloitte

Friday, October 23, 2015 | 7:45 a.m. – 2:15 p.m.
The Fairmont Waterfront Hotel, 900 Canada Place Way, Vancouver

Join the leaders — men and women in your community — in a powerful and engaging working forum.

Welcome Remarks



The Honourable Coralee Oakes,
Minister of Small Business, Red-Tape Reduction and Minister Responsible for the Liquor Distribution Branch,
Government of British Columbia

Remarks



The Honourable Shirley Bond,
Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour,
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The Vancouver Board of Trade

YVR's Blueprint for the Future

Thursday, October 29, 2015 | 11:30 a.m. – 2 p.m.
Fairmont Pacific Rim, 1038 Canada Place, Vancouver



Craig Richmond

President & CEO, Vancouver Airport Authority

Vancouver's geographic location provides a significant competitive advantage as the ideal gateway connecting the Asia-Pacific Region, North America, Europe and Latin America.

Join Craig Richmond, President & CEO of the Vancouver Airport Authority and learn how they are building the airport of the future.

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Small business is big business in British Columbia

BY CORALEE OAKES

On July 30, I enthusiastically took up the challenge of leading the new Ministry of Small Business and Red Tape Reduction and Minister Responsible for the Liquor Distribution Branch. I am proud to be a part of a government team that gets that by reducing red tape we will get out of your way so you can focus on building your businesses and providing great products and services to customers.

For those who know me, you will know that I am blunt and might lack a certain filter sometimes. But that's what happens when you grow up in the Cariboo with the likes of **Alex Fraser**. I think this will come in handy in our work of continuing to make the necessary cultural shift and tackle reducing red tape for real people.

In many ways, my recent appointment is a full-circle moment



Coralee Oakes, B.C.'s Minister for Small Business and Red Tape Reduction

for me having sat on the Small Business Roundtable for many years Chaired by your very own **Iain Black**. I want to thank Iain for his mentorship when I sat on the Board under his leadership. I'm smart enough to know that surrounding yourself with smart people helps contribute to success and I plan to work closely with **The**

Vancouver Board of Trade. I recognize that the small business sector and the organizations and communities that support it cannot be overstated. I look forward to hearing what we can do together to create new jobs, defend existing ones, and support the conditions necessary for small business growth and success.

I understand that small businesses are the heart and soul of B.C.'s communities. I worked very closely with the small business community as the Executive Director of a Chamber of Commerce for fourteen years. The success of many small businesses is rooted in the spirit and determination of entrepreneurs who not only dream big, but also receive support and encouragement along the way. Through forward-thinking actions, such as the Small Business Accord, we are ensuring that the proper tools and supports are

in place for small businesses so they can focus on growth and job creation. The BC Small Business Accord, developed in consultation with small businesses across the province, guides our government's initiatives to support current and future small business owners.

I am committed to ensuring successful business succession and to growing the future of small business – investing in our young entrepreneurs. Entrepreneurial and business skills are being supported by our government's recent \$1 million investment in **Junior Achievement BC (JABC)**. As a former Board member of JABC, I know the significant and critically important work they do throughout our province.

During October, I look forward to celebrating our local entrepreneurs throughout Small Business Month. I encourage all British Columbians to get involved in the

spirit of Small Business Month – whether it's promoting best business practices and success stories through social media, or by simply supporting your local businesses first. And, I encourage you to let us know how we can reduce red tape for business and for citizens at-large. Let's have a conversation, I welcome your ideas.

Small business makes an important contribution to the economic prosperity, and community and social well-being of our province. I truly appreciate the role that each of you play in job creation and in keeping B.C. open for business. I look forward to working with you and The Vancouver Board of Trade on the opportunities ahead.

Coralee Oakes is B.C.'s Minister for Small Business and Red Tape Reduction and Minister Responsible for the Liquor Distribution Branch. For more information, visit gov.bc.ca/smallbusinessaccord.

Corporate culture: leading safely

When asked to describe corporate culture, people often say, "It's just the way we do things here." The concept of culture is fluid and defining it is a little like nailing jello to a wall. There are no hard and fast rules. Except one.

No matter what your corporate culture looks like, safety should be part and parcel of the way you and your employees work. That is how you protect your employees from harm, your company's safety reputation, and your bottom line.

A positive "safety culture" doesn't just happen though. Your attitude as a leader drives culture and sets the tone. If you put safety before profits, encourage employees to report unsafe conditions, and address safety issues quickly without pointing fingers, your team will see that as part of the

workplace culture and follow suit.

So, what can you do? Lead by example, reinforce positive behavior, and avoid placing blame when something does go wrong. Here's how:

Regularly visit your worksites.

Get out to the shop floor, the warehouse, or your employees' offices and get to know first-hand what the potential hazards are.

Provide clear information.

Make sure all safety policies and signage are up-to-date so employees know exactly what's expected of them.

Provide proper training. Regularly confirm that all your employees have up-to-date training on the equipment they operate. Provide additional training if they ask for it, or if new processes or tasks are introduced.

Encourage accountability.

During new employee training emphasize that they're accountable for their own safety. Encourage them to work safely at all times and to report incidents and any unsafe conditions.

Investigate near misses as well as accidents. Because an accident is averted, doesn't mean it won't happen in the future. Investigating a near miss can prevent a serious accident down the road.

Encourage questions and feedback. Urge your employees to ask questions if they don't understand how to do something safely, or if they have any concerns about their own safety or the safety of co-workers. And remember, your employees have the right to refuse unsafe work.

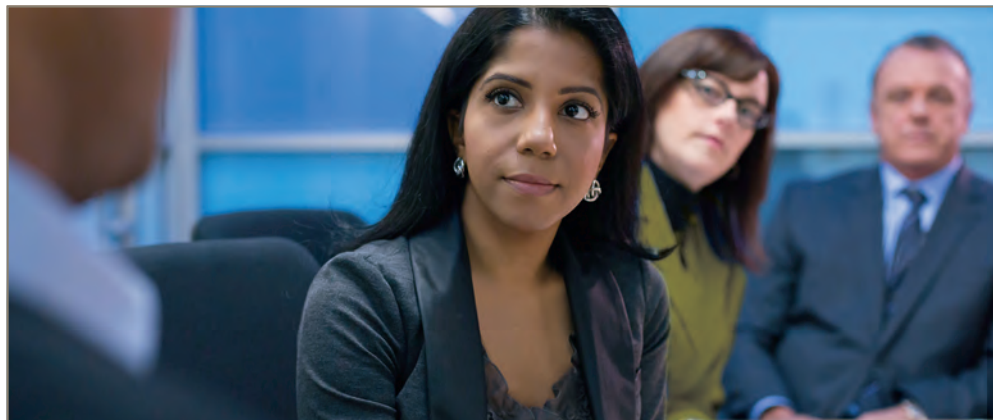


Be open and honest about safety issues. Don't assign blame. If an incident occurs, explain what happened and why, and how you'll prevent similar incidents in the future.

Embrace the goal of zero injuries, illnesses, and fatalities. Let your employees know that even one injury is too many. Culture can influence performance. So, why

not adopt a culture that keeps your employees safe from harm, and maximizes efficiency, and protects your bottom line.

For more information on occupational health and safety and step-by-step guides on how you can develop a sound safety program, go to WorkSafeBC's small business portal at worksafebc.com/smallbusiness.



Help protect your staff and your business by developing a health and safety program

We're working with businesses to ensure current and future workers stay safe. Find helpful resources at worksafebc.com/smallbusiness.

WORK SAFE BC

Growing the small business community in Greater Vancouver

How the Small Business Council is elevating local entrepreneurs to the next level

BY MARK HOAG

Similar to the B.C. economy as a whole, more than 70 per cent of **The Vancouver Board of Trade's** Membership is made up of small and growing businesses.

For many years, the Small Business Council (SBC) has been one of The Vancouver Board of Trade's key committees, representing the interests of small businesses across Greater Vancouver. Last year, in recognition of the critical role small businesses play in our regional economy, The Vancouver Board of Trade elevated the SBC to a Signature Program.

So, what does this mean for small business Members? It means that we now have more resources, more events, and more offerings to support growing businesses.

For example, over the past 12 months the SBC hosted some excellent events as part of the Small Business Council Success Series. These morning and after-work events provided a combina-

tion of great networking and informative panel discussions on issues that impact small business. Best of all, nearly all of the Success Series events were sold-out, demonstrating a clear demand for this content.

The SBC is also a strong advocate on behalf of small businesses and we have caught the attention of all levels of government. In the past year, our Members met with **Maxime Bernier**, Federal Minister of Small Business and Tourism, **Naomi Yamamoto**, formerly B.C.'s Minister of State and Small Business, and representatives from the **City of Vancouver**. In all cases the respective groups wanted to hear from us on the issues facing small businesses and obtain feedback from small business owners on areas where government could be of help.

The SBC's mission for the upcom-



Mark Hoag, Chair,
Small Business Council

ing year is to further understand the trends, forces and issues impacting small business and develop programming and policy to address these issues. To succeed in our mission, we need the continued contributions of Vancouver Board of Trade Members. This contribution could come in many forms, whether it be helping organize an event, or simply passing

on ideas or concerns that affect your business.

In the year ahead you can expect some educational and interactive networking events on important topics identified by you, our Members.

The Small Business Council also plans to collaborate with local post-secondary schools, to connect their talented students with small businesses in need of support. And finally, we will be advocat-

ing on behalf of the small business community so that they can focus on what they do best — *getting down to business*.

In celebration of Small Business Month in B.C., we have profiled some of our outstanding Members below. I'd also like to invite you to join us for our upcoming events this month, including our Oct. 14 workshop on mobile technology with Bell and Apple, or our professional development breakout sessions on Oct. 28 at the annual Vancouver Board of Trade Show.

The Small Business Council would like to thank our Gold Program Partner the **British Columbia Securities Commission** and our Event Sponsors **Purdys Chocolates, Bell, and Yellow Pages**.

Learn more about our upcoming events and how the Small Business Council can help your business at boardoftrade.com/sbc.

Mark Hoag, CPA, CA, is Chair of The Vancouver Board of Trade's Small Business Council and a Partner with MNP in their Private Enterprise Services Group.

Company Profiles Small Business Month

BOARD OF TRADE MEMBER SINCE 2013

Complete Home Design

Describe your business in 10 words or less.

Customized interior design for residential and commercial spaces.

Why did you join The Vancouver Board of Trade?

I joined to meet business and professional people with the aim to promote opportunities and growth for small businesses.

What do you enjoy most about our four Signature Programs?

I attended a few of the Small Business Council's programs and meetings and I always found it refreshing and informative with their varied program agendas as well as through the speakers presented.

How do you define success?

Success is attaining your intended objective. Often times there are multiple obstacles in the path of accomplishing the desired outcome. In overcoming them, success is obtained.



ASHA KOCHUKALIKKAL,
LEAD DESIGNER

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

The people are always so enjoyable to network with and the events are super informative and entertaining.

Who is your role model and why?

Sheryl Sandberg, Facebook's COO and author of "Lean In",

regarding gender equality. She sparks the "you can do anything you set your mind to" philosophy. Her career jumps, varied experience and track record for excelling motivates me to work harder.

What advice would you give to other business people?

Motivation is key for the drive to succeed, which is what business is. Being part of The Vancouver Board of Trade has been great, because it has given me the opportunity to meet many like-minded individuals.

BOARD OF TRADE MEMBER SINCE 2012

Pop-A-Lock Mobile Locksmiths

Why did you join The Vancouver Board of Trade?

The Vancouver Board of Trade truly is the heart of business in the Lower Mainland. Joining VBOT connects us to our community and allows us to expose our services to a great diversity of members.

What do you enjoy most about our four Signature Programs?

As a Vancouver Board of Trade Ambassador, it's refreshing to be able to refer Members to engage in these four programs depending on their unique needs. I'm looking forward to my next event presented by the Small Business Council – Uncovering the Power of Mobile Technology on Oct. 14!

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

Developing relationships with both Vancouver Board of Trade Members and staff at various luncheons and receptions throughout the year has been extremely rewarding. Being asked to become an Am-



TODD COUPAL,
OWNER AND PRESIDENT

bassador, however, was my biggest highlight.

How do you define success?

Success for me is rooted in "wowing" every one of our customers and turning them into advocates for our brand. This is the mantra for all our employees - which in turn provides career growth opportunities them, allow Pop-A-Lock to support more local

charities, and become further established as one of Vancouver better organizations.

What motivates you as a business person?

As a business owner, I'm really motivated by my own personal customer service experiences; both amazing and horrendous. I've had experiences where I've refused to ever shop somewhere again, and others where as a result of exceptional service I'll always give that business my dollars. I'm continually challenging myself and my team to deliver the latter.

BOARD OF TRADE MEMBER SINCE 2014

Wakefield Productions

Describe your business in 10 words or less.

We craft videos that awaken minds and win hearts.

Why did you join The Vancouver Board of Trade?

I wanted to connect with other entrepreneurs and business owners who could understand the challenges of running a business as well as be challenged to see things differently. To surround myself with leaders who are doing great things in our city.

What do you enjoy most about our four Signature Programs?

I love being part of initiatives that are affecting tangible and positive change in our city. Being part of the Small Business Council allows me a glimpse into helping small businesses thrive, in turn bringing positive impact to our local community.

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

I've enjoyed being encouraged, challenged and inspired by business thought leaders and change-makers in our city that are making a difference with their work they do and the businesses they run.



DONNA CHEUNG,
CREATIVE DIRECTOR

What motivates you as a business person?

Knowing that the work we do and how we do it, provides people, businesses and causes a platform to find and share their voice and message in an authentic and inspiring manner.

Where do you get your best ideas?

The best ideas and creative moments come when I'm rested and

when I'm able to step back and look at things from a big picture perspective. Being able to take time to breath, observe and be inspired by anything and everything outside the realm of my current business operations fuels my creative process.

What accomplishment are you most proud of?

I'm most proud of the team we've developed over the last 4.5 years. Passionate, dedicated, heart-based, hard-working, out-of-the-box thinkers that love creating videos, inspiring people and touching lives. Seeing them grow and develop has been one of my greatest joys.

BOARD OF TRADE MEMBER SINCE 2007

Vancouver Canadians

Describe your business in 10 words or less.

Affordable family-friendly entertainment.

Why did you join The Vancouver Board of Trade?

To get connected with other young professionals and share ideas/best practices. To stay in touch with my business community and give back where I can.

What do you enjoy most about our four Signature Programs?

The Company of Young Professionals was the first program I got involved with at the advice of a friend and I found it to be incredibly rewarding. The opportunity to connect with my Peer Leadership Forum and hear stories, triumphs and challenges from other young professionals like myself on a regular basis was invaluable.

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

The people. Some of my closest friends and mentors were met through The Vancouver Board of Trade and I count myself lucky to have a vehicle like this to make those connections.



JC FRASER,
GENERAL MANAGER

What motivates you as a business person?

The fans, they are what it's all about. The moment when you see a young fan's eyes light up after seeing the field for the first time will never get old. Our stadium first opened in the 1950s, so there are plenty of examples of fathers taking sons to the field their father once took them, it's very special.

Where do you get your best ideas?

From other people, it's no secret that MiLB, like all good leagues, works collaboratively to share ideas in the best interest of the sport. The secret is not taking yourself too seriously and knowing your market well enough to identify which ideas will succeed.

What keeps you up at night?

Other than my one-year-old son Calvin? I suppose it is the question, "What can we do next?" Our industry is constantly pushing the envelope in terms of off-the-wall entertainment, fortunately I am surrounded by incredibly creative people and we share ideas often.

Company Profiles Small Business Month

BOARD OF TRADE MEMBER SINCE 2012

ExecutiveSpeak Coaching International

Describe your business in 10 words or less.

World-renowned leadership communication experts and trusted advisors to CEOs.

Why did you join The Vancouver Board of Trade?

I joined The Vancouver Board of Trade to expand my network, get involved in the local business community and take advantage of the other benefits like fleet car pricing.

What do you enjoy most about our four Signature Programs?

I've just completed three years as a Mentor with the Leaders of Tomorrow program and I can't say enough good things about it. Last year I was a finalist for the Mentor of the Year Award. Being someone's mentor is a privilege. Awesome program.

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

Seeing Hillary Clinton speak live through the Women's Leadership Circle. The Vancouver Board of Trade puts on



NARGES NIRUMVALA, CEO

the BEST events in the city, period. Seeing Hillary really was a once-in-a-lifetime experience that I'll never forget

Who is your role model and why?

I've always been inspired by J.K. Rowling, because like her I started my business when I was at rock bottom and know what it feels like to struggle and fail. I love her

tenacity and generosity.

What motivates you as a business person?

I'm driven by a deep sense of purpose to help corporate leaders, public figures and leadership teams find their authentic voice, harness the power of storytelling and speak the language of leadership so they inspire and engage their stakeholders.

What accomplishment are you most proud of?

Being a Mom and role model to my little girl. I want to make the world the better place for her and future generations.

BOARD OF TRADE MEMBER SINCE 2013

Foot Solutions

Describe your business in 10 words or less.

We combine footwear and orthotics for ultimate foot performance.

Why did you join The Vancouver Board of Trade?

I joined The Vancouver Board of Trade to connect with entrepreneurs of mid-size corporations, to allow me to learn about their challenges and tactics to grow their business from small to large.

What do you enjoy most about our four Signature Programs?

As a member of the Small Business Council I enjoy being able to contribute in a meaningful way to the exposure of challenges facing small business today. It's exciting to see changes take effect at a local, provincial or federal government level as a result of policy put forward by the SBC.

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

I very much enjoyed working with Iain Black and his team to amalgamate the Kitsilano Chamber of Commerce with The



CHRISTIAN JOHANNSEN,
CERTIFIED PEDORTHIST

Vancouver Board of Trade. It allowed me to better understand the challenges and procedures involved in the merger of two organizations.

How do you define success?

Success is peace of mind. Knowing that your services and products are taking care of your customers, that your team and family are happy and healthy and that you can

step away from your business for a while and know it will still be there upon your return.

What motivates you as a business person?

Change. I enjoy being able to effect positive change, be it through my personal or business dealings.

Where do you get your best ideas?

Books, newspaper and magazine articles, and industry publications.

What accomplishment are you most proud of?

Immigrating to Canada.

Helping youth kick-start their careers

Board of Trade's student mentorship program celebrates its Sweet 16

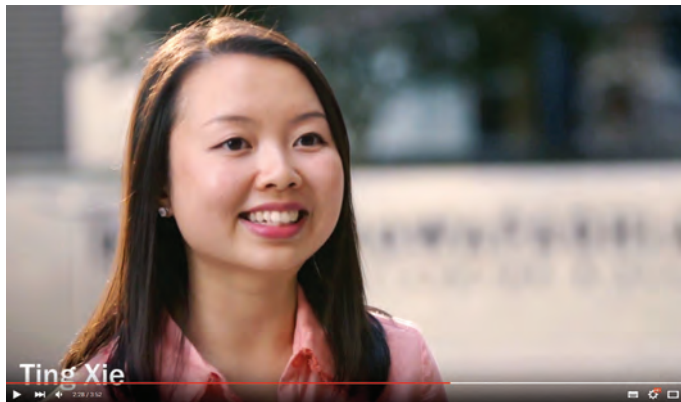
BY GRACE CHUN

The Vancouver Board of Trade hosted its 16th annual Leaders of Tomorrow Graduation Night on Sept. 10, celebrating another year of outstanding achievements and success.

Based on the four pillars of mentorship, leadership, networking, and volunteerism, the program provides students with a year of accelerated professional and personal growth. From more than 200 applicants, 120 students were selected as participants in 2014-15.

The MCs for the evening, Corbin Lowe and Amy Tsai, kicked off the ceremony followed by opening remarks from Tim Manning, Regional Vice President of Commercial Financial Services for RBC Royal Bank and 2015-16 Chair of The Vancouver Board of Trade.

Next, the MCs were joined by Josh Campanaro (Regional Chef, JOEY Restaurant Group), Kemp Edmonds (Sales Engineer, Hootsuite), Alexa Loo (Olympian, Coach and City of Richmond Councillor)



A screen capture from the Leaders of Tomorrow 2014-15 year-in-review video. Watch the video at youtube.com/theboardoftrade.

and Elisha McCallum (Vice President, FleishmanHillard Vancouver) for a panel on leadership and reflections on their own careers and experiences.

Here are four key takeaways from the discussion:

Control is important, both in life and in your career. It's natural to want to make big, positive changes for yourself and those around you. However, it's important that you first understand the difference between what you can control, and what you cannot.

Be vulnerable. In the corpo-

rate world, we sometimes put on a mask or a shell and feel like we can't be ourselves. However, the most interesting interactions throughout your career will likely come from people who are ready to be themselves.

Don't plan for everything. Instead, try to anticipate what good or bad outcomes could result from your actions, and be open to dealing with those situations if they arise.

Have integrity. Do what you say you are going to do. It will make you an inspirational person to work with and be around.

Following the panel discussion, the highly anticipated Leaders of Tomorrow year-in-review video was unveiled, capturing the highlights and success stories from the past twelve months.

Finally, the coveted awards of Mentee of the Year, Rookie Mentor of the Year, and Mentor of the Year were presented to Jai Goyal (Business Administration student, Langara School of Management), Josh Campanaro, (Regional Chef, JOEY Restaurant Group) and Brian Mathae (Director of Group Client Development, Pacific Blue Cross) respectively.

The Vancouver Board of Trade would like to thank all mentors, students, and alumni for being part of the 16th anniversary celebration and continuing to make a positive impact in Greater Vancouver's business community.

Grace Chun is a staff accountant at Wolrige Mahon LLP and recent graduate of the Leaders of Tomorrow program. Learn more at boardoftrade.com/LOT.

Don't suffer from poor execution

Learn project management skills from an EA executive

A recent NYU study revealed that 40 to 60 per cent of projects fail to meet their schedules, budgets or both. These failures are largely due to poor execution.

As one of the youngest executives at EA Sports, who quickly rose through the ranks, Matt Bilbey, SVP and Group GM will discuss his approach to managing and executing large-scale projects in an Oct. 20 presentation to The Vancouver Board of Trade's under-35 program, the Company of Young Professionals.

Bilbey's presentation will cover proven ways to assign and monitor team member progress, steps to monitor and maintain quality assurance, and tips for effectively leading and contributing to a major project in your workplace.

Following his highly engaging and interactive presentation, attendees will be invited to discuss key takeaways with their peers and identify how they can apply lessons from the presentation into their workplace.

This event is limited to current Members of the Company of Young Professionals program. Visit boardoftrade.com/CYP for more information on how you can get involved.



Celebrating 16 years of mentorship in Greater Vancouver

Congratulations to the 2014-15 graduates of The Vancouver Board of Trade's Leaders of Tomorrow mentorship program and welcome to all new students for the upcoming year.



Thank you to all partners, mentors, alumni and students for 16 years of excellence in mentorship, leadership, networking and volunteerism.

Platinum Program Partner:



Gold Program Partners:



Silver Program Partners:



Event Partners:



SFU engages with the business community

Beedie School of Business values partnership with the Leaders of Tomorrow program

For many students at **Simon Fraser University's** Beedie School of Business, the chance to learn from experienced industry professionals is an invaluable opportunity. Such mentorship can often make a significant difference to a fledgling career.

One program that has made a positive impact on the careers of many SFU graduates is **The Vancouver Board of Trade's** Leaders of Tomorrow (LOT) program, a mentorship program that connects top post-secondary students with leading industry professionals.

Since the LOT program's inception some 16 years ago, SFU has forged a strong relationship with it. As a Gold Partner of the program, each year SFU's Beedie School of Business sends a steady stream of students to benefit from the mentorship, networking, and volunteering opportunities the program offers.

"As the Engaged University, SFU's partnership with the Leaders of Tomorrow program is a perfect example of our engagement with the business

community," says **Casey Dorin**, Executive Director of Undergraduate Programs at SFU's Beedie School of Business.

Since the LOT program's inception in 1999, some 2,000 students and nearly 1,000 mentors have participated, contributing several thousand volunteer hours to the community annually. The program has been an unmitigated success, growing by some 50 per cent in the last five years alone.

"The partnership with the Beedie School of Business is critical – about a quarter of the students come from SFU, the majority of which are Beedie students, and they are often very creative and entrepreneurial," says **Austin Nairn**, Director of Member Programs at The Vancouver Board of Trade. "The LOT program not only offers them great brand exposure, but also gives them the opportunity to connect with students from schools across Greater Vancouver."

Beedie School of Business graduate **Kyle Krystalowich** is one of the hundreds of SFU stu-



Beedie School of Business graduate Kyle Krystalowich credits The Vancouver Board of Trade's LOT program with helping him launch his career.

dents to have benefited directly from the LOT program since its launch. Now working in Advisory Practice at EY, Krystalowich credits the LOT program with helping him launch his career.

"The professional development aspect that the LOT program provides is extremely helpful," says Krystalowich. "When I was contacted by Ernst & Young for an interview I called my mentor, and he met me on short notice to help me prepare.

The advice he gave me on potential interview questions was a big factor in my securing the job."

SFU School of Communications graduate **Hope Wang** also credits the LOT program with boosting her career. Her experience in the program was so beneficial that she opted to continue her involvement after the program ended. She returned as a member of the LOT advisory committee, which ensures that participating students stay on

track in the program.

Now working at The Vancouver Board of Trade, Wang is responsible for coordinating the LOT program itself. Her role puts her in the unique position of being able to comment on the program's strengths as both a student participant and from the admin side.

"The Leaders of Tomorrow program brought me out of my shell, gave me the tools to connect with different individuals, and empowered me to take my career to the next level," says Wang. "I'm still in touch with the mentor I was paired with in the program four years ago – that is a real testament to the quality of the programs' mentors."

"If you want to take control of your career, the Leaders of Tomorrow program will help you own it," concludes Wang.

This year not only marks the 16th anniversary of SFU's partnership with the LOT program, but also sees the university celebrate its 50th anniversary.

For more information on the SFU 50th anniversary, visit sfu.ca/50.




The Vancouver Board of Trade Show

Meet your next customer.
Only a handful of booths remain.

Wednesday, October 28, 2015 | 3:30 – 7 p.m.
The Westin Bayshore, 1601 Bayshore Drive, Vancouver

Presenting Sponsors:




boardoftrade.com/tradeshow









ANNALISA KING KEN MARTIN KUSH PANATCH WAYNE WRIGHT

Chair Mary Jordan, on behalf of the Board of Directors of Vancouver Airport Authority, is pleased to welcome four new directors: Annalisa King, Director at Large; Ken Martin, appointee of The Vancouver Board of Trade; Kush Panatch, appointee of the Federal Government of Canada; and Wayne Wright, appointee of Metro Vancouver.

The Board of Directors sincerely appreciates the valuable contributions made to YVR's success by former directors Brian Bentz, Grayden Hayward, Wilson Parasiuk, and Peter W. Webster.

More information on the Airport Authority Board and its Directors is available at yvr.ca.

Vancouver Airport Authority is a community-based, not-for-profit organization that manages Vancouver International Airport (YVR). Canada's second busiest airport, YVR served more than 19 million passengers in 2014. We are committed to creating an airport that British Columbia can be proud of: a premier global gateway, local economic generator and community contributor.

www.yvr.ca



A staff member from the Boys & Girls Clubs of South Coast BC was on-hand to tell golfers about the charity they were supporting and the services they offer to local youth.

A total of 124 golfers took part in the fifth annual Scotiabank and The Vancouver Board of Trade's Golf Classic on Sept. 17 at University Golf Club. Despite some overcast skies in the morning, the weather eventually cleared, leading to a fun tournament that raised money in support of the Boys & Girls Clubs of South Coast BC.



A foursome tees off following the tournament's shotgun start.



A golfer chips onto the green.



Staff from Dockside Restaurant in the Granville Island Hotel prepare some tasty appetizers for golfers at the 17th tee box.



Welcome to some of our newest members

Companies

- Dennis Chiu
365 Productions
- Sandy Kent
Allnorth Consultants Limited
allnorth.com
- John Barber
Barber Media Inc.
barbermedia.ca
- Steve Kim
Boiling Point Group
- Daniel Corrin
Brain Injury Law
- Anthony Ezeaputa
Canada Africa Network - Cornerstone & Pinnacle Intl. Consulting Inc.
- John Mortimer
Canadian LabourWatch Association

- Azita Shafai
Capilano University School of Business
- Jordan Wanhg
Cole International Inc.
coleintl.com
- Frank Tally
Common Cents Consulting Inc.
commoncents-consulting.com
- Chigo Ugoalah
CU Communications
- John Cheng
Driving Force
- Andrei Lancu
Dynamic Leap Technology Inc.
- Chris Leland
Incrementa
incrementa.ca

- Jasmine Oh
Jasmine Esthetician
- Mark Warwarick
JC Balloon Studio Inc.
balloonstudio.ca
- Ray Chen
Landmark Premiere Properties Ltd.
- Nicola Broulsford
Leon Judah Blackmore Foundation
- Dave Crossley
Planning Institute of British Columbia
pibc.bc.ca
- Jack Lohman
Royal British Columbia Museum
royalbcmuseum.bc.ca
- Angela Sasso
Shifting Pictures

Individuals

- Caroline Tkatschow
- Joshlynn Kishore
- Victoria Wills
- Peyman Gazor
- Shiv Mysuria
- Anmol Bajaj
- Alison Chan
- Marcus Krahn
- Ryan Weymark
- Vanessa Docherty
- Marco Diaz
- Jacqueline Lotzkar
- Derek Epp

Leadership loves company



Golfers, start your engines! A line of carts ready to go for the fifth annual Scotiabank and The Vancouver Board of Trade Golf Classic.



The Vancouver Board of Trade's President and CEO Iain Black spent the day greeting foursomes at the third hole, where he presented them with a thank-you gift and took part in a 'CEO takes your shot' challenge.



Brad Ewart, a professional golfer and television broadcaster, takes trick shots for golfers as part of a fundraising initiative on one of the course's most challenging Par 5 holes, sponsored by RBC Royal Bank.



The JOEY Restaurants team welcomed guests to the 15th tee box, serving up burgers and telling golfers about their company's management training and business education programs. **Photos by Jay Shaw Photography**

View the full photo gallery at facebook.com/VancouverBoardofTrade



The Vancouver Board of Trade's Golf Classic

Thank you Sponsors and Participants

This year's tournament would not have been possible without your generous support and participation.

Title Sponsor:



Team Carts Sponsor:



Refreshment Cart Sponsor:



Media Partners:



Community Engagement Partner:





Around the Board

Clockwise from top left: 1) Pierre Gratton, President and CEO of the Mining Association of Canada, takes questions from Members of The Vancouver Board of Trade following his keynote address 'Canadian Mining: Down, but never out' on Sept. 22. The Q&A was moderated by Anne Giardini, VBOT Director and Chancellor of Simon Fraser University. *Photo by Matt Borck* **2)** David Plouffe, Chief Advisor for Uber and former campaign manager for President Obama, was in Vancouver on Sept. 25 to discuss how technology is changing the face of urban transportation. *Photo by Matt Borck* **3)** Members of The Vancouver Board of Trade's under-35 program, the Company of Young Professionals, enjoyed an evening of networking at the BC Sports Hall of Fame and a Whitecaps FC soccer game on Sept. 16. *Photo by Noravera* **4)** Dominic Barton, Global Managing Director for McKinsey & Company, spoke

to B.C.'s business leaders at a sold-out event on Sept. 9 about the trends and forces that are shaping the global economy. The event coincided with McKinsey opening a new office here in Vancouver. *Photo by Matt Borck* **5)** On Sept. 21, The Vancouver Board of Trade hosted an after-work networking reception with Vancouver Electoral Riding Candidates from Canada's four leading parties. In total, 19 candidates attended from Vancouver's six ridings. **6)** Each of the four leading parties chose one candidate to speak at the Sept. 21 reception. From L-R: 2015-16 VBOT Chair Tim Manning, Elaine Allan (Conservative), Wes Regan (Green Party), Mira Oreck (NDP), Jody Wilson-Raybould (Liberal). *Photo by Matt Borck* **7)** The Nature Conservancy of Canada and The Vancouver Board of Trade held a unique Members' Reception at the Vancouver Hotel rooftop specialty room on Sept. 17. *Photo by Brianne Adams*



Harness the power of customer experience

Five tips to help your company become loved

BY CAREY MCBETH

Customer experience is generating a great deal of buzz in the marketplace. The better customer experience a company provides, the more likely they will convert customers into advocates and repeat buyers. Up until now, companies felt that their brand differentiation was the highest quality product or the best customer service. Now all we hear about is how the entire customer experience is the new competitive advantage.

Customer experience is the product of an interaction between an organization and a customer over the duration of their relationship. This interaction includes a customer's attraction, awareness, discovery, cultivation, advocacy and purchase and use of a service. It is measured by the individual's experience during all points of contact against the individual's expectations.

Amazon, Apple, Disney, Starbucks and Ritz-Carlton are all companies synonymous for delivering a great customer experience. These companies have realized that an unforgettable customer experience is measurable far beyond improving customer loyalty and profit.

Let's take Amazon for example. Each year it tops the list of the most customer-cen-



Carey McBeth

tric companies. According to *Forbes*, CEO **Jeff Bezos** periodically leaves one seat open at the conference table, and informs all attendees that they should consider that seat occupied by their customer, the most important person in the room.

Bezos also believes that "everyone has to be able to work in a call centre" so that they have humility and empathy for the customer. So each year, thousands of Amazon managers attend two days of call centre training and field calls periodically. These practices are clearly working for Amazon, as they continue to rank first in customer experience.

So how can your company harness the power of customer experience?

Here are five tips that will help your company become loved!

Establish an emotional connection

Engagement is the driving force for brand differentiation and loyalty. To create a true connection with customers you will need to understand how using your product or service makes them feel. Words such as "great," "happy," and "peace of mind" are emotional words that customers may feel when using your product or service.

Attach those to your offerings and you will quickly create that emotional connection. For example, 75 per cent of our customers feel peace of mind by having our company monitoring the safety of their home 24 hours a day.

Create a culture of kindness

Companies that have a culture of kindness are overall more successful. Leaders today need to make a concerted effort to create a healthy and happy working environment for their employees. Consider attitude above skill when hiring new employees as skill can be taught, attitude can't. If a person doesn't care about other people, or take pride in their work, how could they possibly create a positive customer experience?

At the end of the day your customers will be the ones to suffer, along with your bottom line.

"To create a true connection with your customers you will need to understand how using your product or service makes them feel."

Empower your employees

Create an environment of empowerment where employees feel confident in stepping up to the plate. Foster open communication and reward self-improvement. Be sure your employees clearly understand the core values and mission of the company so they can make consistent decisions based on those values.

Exceed the customer's expectation

In this "era of the customer" it is no longer enough to just satisfy your customers, you must find ways to "wow" them. Ensure your employees are trained to interact in a positive, courteous and efficient

manner. They should solve customer problems respectfully and timely, and never use the company policy as a shield. Exceeding expectation will not only increase the customer's loyalty to you, it usually generates positive word-of-mouth advertising and turns the customer into a company advocate.

Leave a lasting impression

Ensure the customer's last experience is a positive one as it will stay with them long after the transaction or service is complete. They will think back to how great it was to do business with an employee who smiled, a service tech who went the extra mile, and a company that cares and appreciates their business.

Always remember that the last impression you leave, is the one that lasts.

Carey McBeth is a Customer Experience (CX) professional providing strategy, training and keynote presentations to companies looking to harness the power of customer experience. She is a certified international protocol expert and media resource. Carey has been seen on Global News, CBC, CTV, and has been featured or quoted in The Globe and Mail, National Post, Vancouver Sun, The Province, BC Business, and Business in Vancouver. For more info, visit careymcbeth.com.



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Darrell Bricker

Darrell Bricker is Chief Executive Officer, Ipsos Public Affairs. He is a prolific author of best-selling books and frequently appears in the media as a commentator on political, social and business issues.

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