

signals

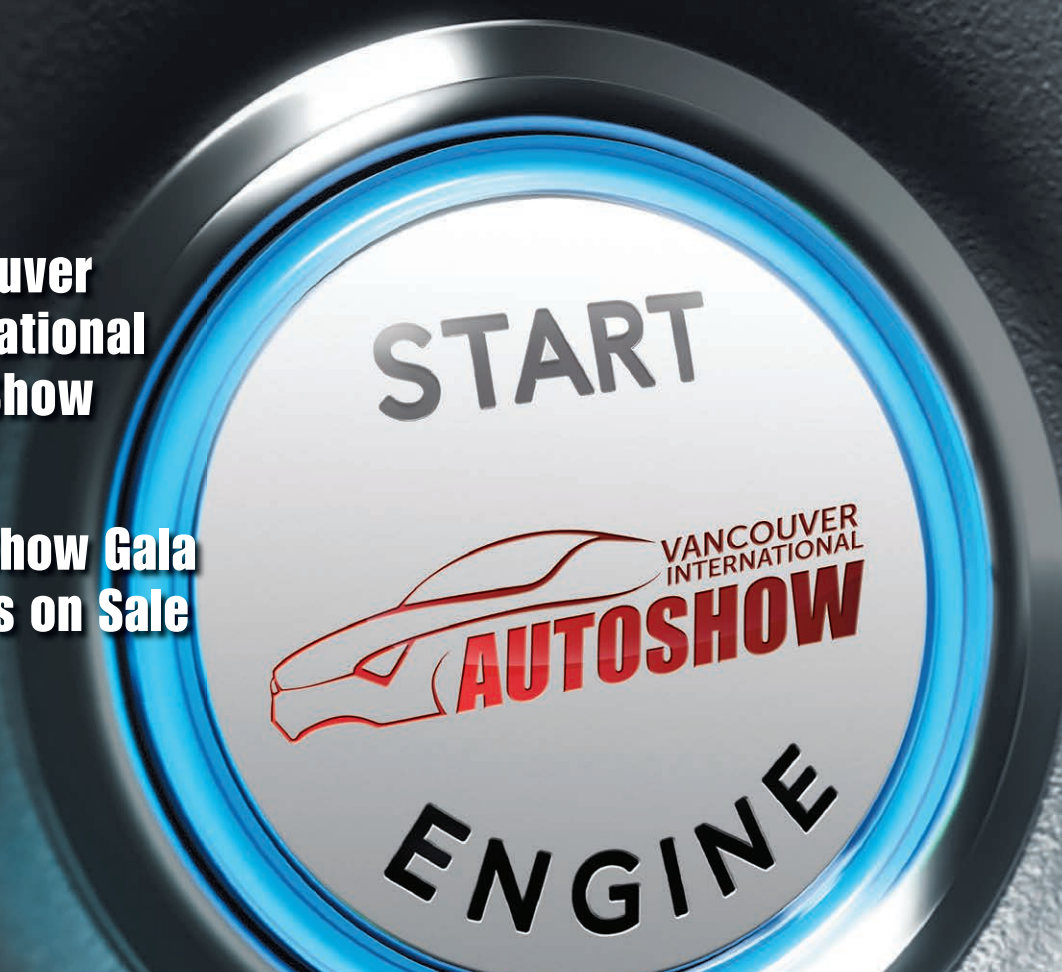


Vancouver International Auto Show

Page 6

Auto Show Gala Tickets on Sale

Page 10





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Contents



9



6



14



10



17

In This Issue

4

PRESIDENT'S MESSAGE

6

VANCOUVER INTERNATIONAL

AUTO SHOW

A Different Look
and Feel This Year!

9

LEGALINE

Before and After
Employment Termination

10

AUTO SHOW GALA

Ticket and Venue Information

12

EMPLOYMENT LAW

Protecting Your Business
and Customer Lists from
Unfair Competition

13

CADA UPDATE

NR Canada Comes to Agreement
for New Fuel Economy Label

14

SPECIAL OLYMPICS

2015 SOBC Winter Games
Coming to Kamloops

17

COMPUTER CENTS

Twelve Tips to Improve
Your Tweets

19

ASSOCIATE MEMBER LISTING

At-a-Glance Listing of Members
and Contact Information

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President's Message



The New Year is a great time to make resolutions and a few improvements in your life such as hitting the gym more often, eating better, taking a course or learning a new skill. Many businesses also take advantage of the New Year to launch new and improved products and services.

In the auto industry, the New Year starts early. Many 2015 cars and trucks have been for sale for weeks now at dealerships across the province, giving buyers the opportunity to purchase the latest makes and models. This year is shaping up to be another great year for drivers looking for a new vehicle and for BC's New Car Dealers.

2015 is also shaping up to be an exciting year for the New Car Dealers Association of BC.

Auto Show 2015

We're in high gear preparing for the 2015 Vancouver International Auto Show, our premier industry event of the year. Our new Auto Show management team, lead by Jason and Phil Heard, are not only expanding the size of the Show, but also taking it to a new level in terms of guest experience and features.

This will be a year of transition – from a good Show to a great Show. The 2015 Show will help set the stage for more changes coming in the next few years, with our ultimate target of filling both the east and west sides of the Convention Centre. We would be the first trade show to ever fill both buildings!

I encourage you to read the feature article on the 2015 Vancouver International Auto Show in this edition of SIGNALS and mark your calendar now to be there from March 24 – 29. You don't want to miss it! For more details and ticket information visit: www.VancouverInternationalAutoshow.com.

CarCareerBC Shifts Gears into Overdrive

2015 will also see the roll out of a new CarCareer campaign by your Association. A new brochure and two videos will be available to our member dealerships in January. Please feel free to order extra brochures to have in your customer waiting areas and post the videos on your website. The Association's efforts are being led by Christie Morning-Smith who has already used these new materials at Career Fairs in December.

Over the coming months, our CarCareer team will be taking the message out to students and their counsellors that the BC New Car Dealers are a great source of well-paying and exciting careers. Whether they are interested repairing cars and trucks or being part of the dealership sales, marketing or administration teams, BC's New Car Dealers are a must-see when you are looking to start or change a career.

Throughout 2015 the Association will continue to work with the Industry Training Authority and the Ministers of Advanced Education, Education and Jobs to improve the output of BC's post-secondary and K-12 systems. The Association is taking a keen interest in the work of the Automotive Sector Advisory Group (SAG) which is being formed with the ITA to engage industry on market demand and other key factors facing the Apprenticeship System in BC.

I look forward to working with the Board of the BC New Car Dealers Foundation to increase awareness of the Foundations Education Grant program as part of our overall CarCareer strategy.

Stay tuned to SIGNALS and our weekly News for New Car Dealer e-newsletters for further details on all of these important initiatives.

Metro Vancouver Transit Tax Referendum

We ended 2014 with news of a plebiscite in Metro Vancouver to determine if a new Metro Vancouver Congestion Improvement Tax would be applied as a 0.5% sales tax on the

majority of goods and services that are subject to the Provincial Sales Tax and are sold or delivered in the region. Revenues from the tax would be dedicated to the Metro Mayors' Transportation and Transit Plan (\$7.5 Billion).

The final question that will be put to the Metro citizenry is: Do you support a new 0.5% Metro Vancouver Congestion Improvement Tax, to be dedicated to the Mayors' Transportation and Transit Plan? YES or NO. Ballots will be sent out beginning March 16th and the voting period will extend until May 29th, 2015. According to BC Transportation Minister Todd Stone, the BC government will consider a regional result of 50% +1 to constitute majority support for the question.

I agree with the Minister that, "Transit expansion is vital to economic development in Metro Vancouver and will be a critical component of ensuring that the region is able to accommodate the million additional people expected over the next 30 years." However, I would add that road and bridge infrastructure must also be a key part of any regional transportation investment plan going forward.

The Association and our members (and likely the residents of Metro Vancouver) will need more details about what the implementation rules will be and what the possible impacts will be on both residents and impacted businesses in the region. Be assured your Association will be following this very closely and providing solicited and unsolicited commentary to government and the media as the YES and NO campaigns unfold. I encourage our affected members to question their local Mayors, Councilors, MLAs, and Chambers of Commerce about the implementation rules and other details around this transit tax. I welcome Member questions and feedback.

As I stated at the outset, 2015 will be an exciting year. The three areas of activity I have mentioned are just some of the many issues, events and projects the New Car Dealers Association of BC Board and staff will be focused on over the next 12 months.

On behalf of our team, I wish you, your family and your businesses all the best for a Happy and Prosperous 2015. See you at the Association AGM at the Auto Show on March 24th.

Blair Qualey - President & CEO

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- Signs
- Swooper Flags
- Vinyl (Numbers & Signs)
- Warranty Cases
- Window Graphics
- Windshield Stickers

95TH ANNUAL
VANCOUVER INTERNATIONAL
AUTOSHOW
EXPERIENCE YOUR ALL NEW AUTO SHOW

Your Auto Show is Just Around the Corner, and You May Not Recognize It.

March 24-29, 2015 will see the 95th annual Vancouver International Auto Show roll into the Vancouver Convention Centre West, and if you are reading this article, there is a strong likelihood that it truly is YOUR show. Owned by the New Car Dealers Association of BC, the VIAS is BC's single largest celebration of the Auto Industry and the one place a year when the manufacturers put their best foot, or vehicle, forward in support of new car sales in our Province, and it is all thanks to your association.

Well, your show will have a very different look and feel this year. We have many all-new ways for both manufacturers and dealers to become involved and celebrate with us and over 85,000 of our friends and fans. The entrance will be the best of any Auto Show around the world. Growing nearly 70,000 square feet - over 25% growth - the show will be just under 300,000 square feet. We achieve this by taking over the beautiful ballroom space, with its stunning views of the North Shore, Stanley Park and water. As you enter you will see a few surprise vehicle visitors and also many, if not all, of our dealer lead Manufacturers, most of the exotic variety; all in staffed booth spaces. It will be a site to behold, so bring your camera.

Throughout the ballrooms we will see a return of commercial vendors and sponsor displays, allowing attendees to find, and buy, products and services related to autos. You will also see a new emphasis on lifestyles as they connect to vehicles through our all

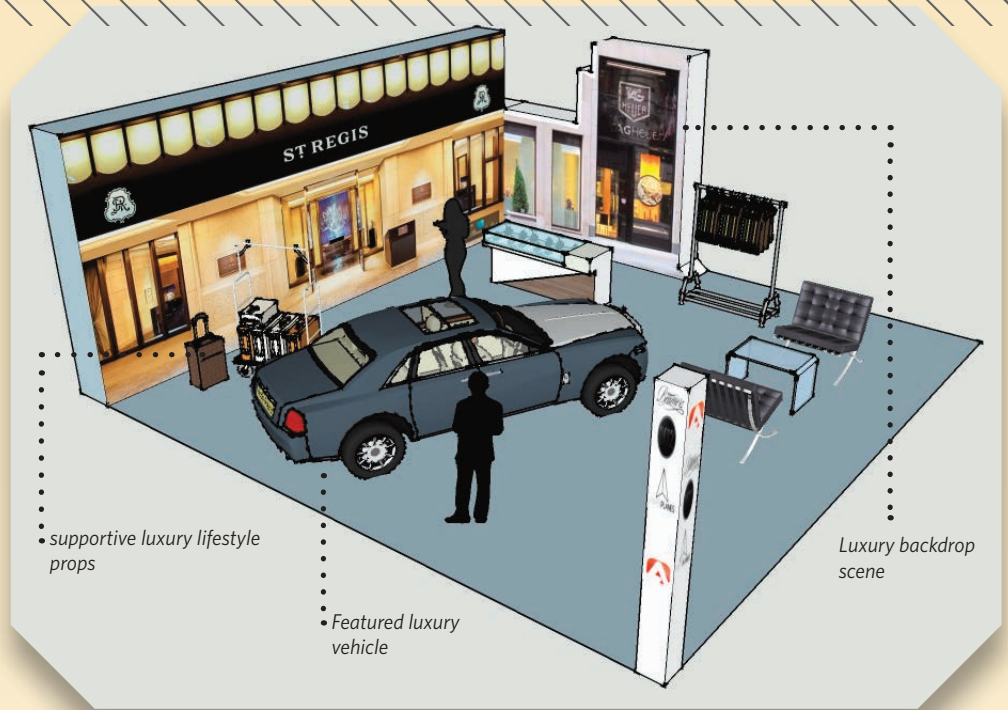


new Car Culture themed feature displays. These will see a vehicle being the start of the display and surrounded by ancillary products and services that speak to the theme of display. We will also have many feature activations and vehicles brought in specifically for the show. From customized new vehicles, to classics (have you ever seen a \$1M build on a classic Lincoln convertible? You will at our show, *the cars world debut*), tuners and lowriders, trucks and the latest in green vehicles and technology.

All this and much more, even before you head down the escalators taking you into the exhibit halls to see the million dollar (and much more in some cases) manufacturer displays with the new and next models to hit market. 2015 will mark something for everyone at the show. We have contests, including a partnership with Chevrolet and the Vancouver Canucks to give away a 2015 Camaro, eye candy, lifestyle displays and fun and excitement everywhere you turn. Our plan is to deliver more than a show, but entertainment value for our valuable attendees.

As we have traveled and visited some fantastic recent shows lately, including SEMA and the LA Auto Show, we have witnessed firsthand the energy and passion of the manufacturers and are seeing them push their brands and communication in all new ways. This will come to Vancouver in March and we want you to be a part.

For our dealers, we have all new opportunities to get involved and activated at the show. We have dealers engaged that are showing modified new vehicles, accessorized new vehicles, classic vehicles, alternative fuel vehicles, products, services and basically anything you can think of that a dealership would offer. The VIAS permits any dealer to



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VANCOUVER INTERNATIONAL AUTOSHOW

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participate as long as they are not simply showing a new vehicle that could be seen in the manufacturer area.

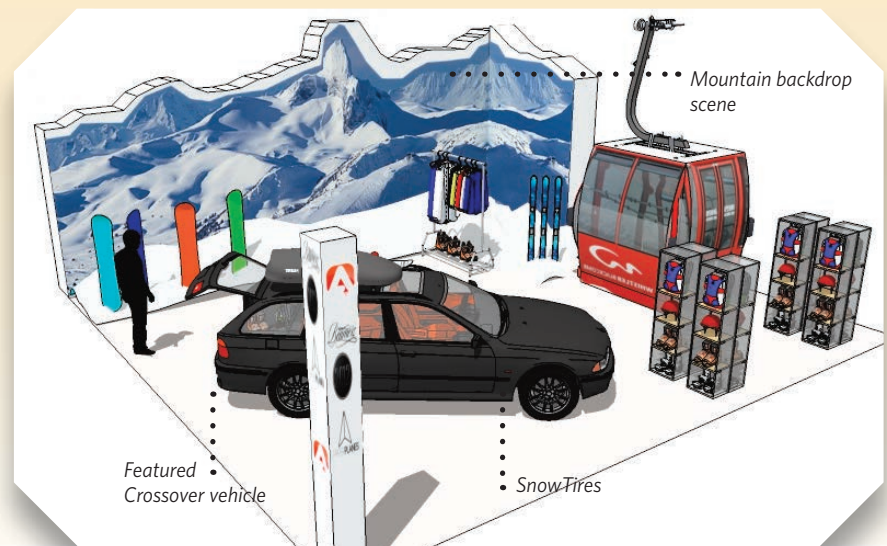
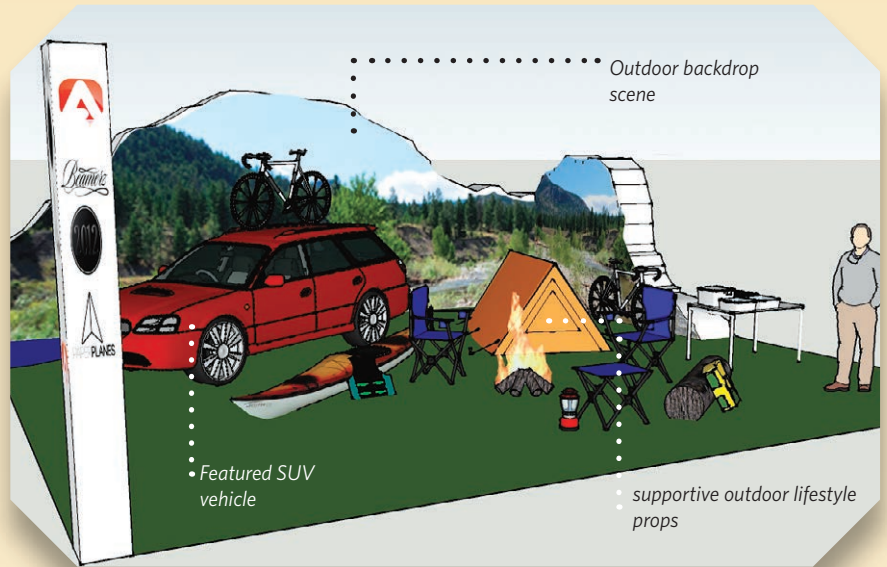
Dealers will participate in features like Car Culture, and be involved in media contests and even advertising in the show guide, or on the all new LED display screen at the entrance to the show (which sees forced flow traffic). Others will take advantage of our new dealer ticketing options, or join us at the Auto Show Gala, treating their employees and clients to a fantastic experience. We are only limited by creativity and time, so reach out to us now and see how you can be involved and receive some much desired brand rub and exposure through our reach at the show and through communications and media.

Our short and long term goals have us producing one of the best Auto Shows not only in Canada, but North America. Our position as a world leader in diversity of people, sustainability, custom cars, and connection to the Pacific Rim will allow us to explore all new activities and activations with the show. We look forward to 2017 when we plan to take both the East and West buildings at the Vancouver Convention Centre and will see a festival of new cars. That year we will add an additional 120,000 square feet, and tons of activation space between the buildings. We look forward to growing Your show with you and hope to see you join us in several capacities in 2015.

To take a walk-through of the new space and see dealer communications in video form, visit:

www.VancouverInternationalAutoShow.com.

New website to be launched towards the end of January!



- **Get your dealership involved now, participation starts at \$750.**
- **New dealer branded tickets will be available and only charged for tickets that are redeemed.**
- **Let the VIAS present contest options through media partners! Allow us to do the leg work on your behalf, just supply a prize.**
- **Do you know of an amazing vehicle in market that everyone would like to see? Let us know and it could come to the Show.**
- **Staff working at the Show must pre-register for credentials online at www.VancouverInternationalAutoShow.com/ExhibitorBadges**

For further details, contact Jason Heard at jheard@newcardealers.ca or 604-220-2725

Before and After Employment Termination

Termination of employment, for “cause” or “without cause,” and its far reaching implications, is at the forefront of Canadian news from time to time. Without commenting on any particular cases, there are some employment pitfalls and steps an employer or employee can take to protect their interests.

Restrictive Covenants

Many employment contracts include restrictive covenants, which generally restrain trade and are contrary to public policy. However, freedom to contract requires an exception for reasonable restrictive covenants. The reasonableness will normally be determined by activity, time and geography. The onus to show reasonableness is on the party seeking to enforce the covenant.

An employer cannot rely on a restrictive covenant that was not executed by its employee. However, other duties such as the duty of confidentiality still exist by virtue of common law, regardless of whether it was included in an employment contract.

Just Cause

In order to demonstrate just cause, an employer must show that the employee’s behaviour, viewed in all of the circumstances, is seriously incompatible with the employee’s duties, which goes to the root of the contract and fundamentally strikes at the employment relationship. However, although an employer may lose confidence in an employee, not every loss of confidence demonstrates cause for dismissal. This can vary substantially between the type of employment and the position of the employee. For example, the actions of a CEO or another senior person of a company will be scrutinized much more closely than a less senior employee.

The onus of proving just cause is always on the employer. In most instances, warnings (both verbal and written) are required to show a pattern of unacceptable behaviour. Warnings may not be necessary in instances of fraud, theft or dishonesty, sexual harassment (where supported through an investigation), gross insubordination, or conflict of interest. Each case will be different and an employer will want to ensure it has taken the necessary steps to establish just cause prior to termination.

After Acquired Cause

In what has been termed “after acquired cause,” an employer is able to use the conduct of the employee as grounds for termination with cause if this conduct is discovered after the termination. However, if the employer knew of this conduct prior to termination and did not include it as initial grounds for termination, a court will likely find that the employer condoned the behaviour. “After acquired cause” can be advanced as the reason for termination, even if, at the time of the termination, no such cause was known by the employer. Finding cause after termination is a dangerous gamble to make and is usually difficult to prove.

Constructive Dismissal

Where an employer unilaterally makes a fundamental or substantial change to an employee’s contract of employment, the em-

ployer may be committing a fundamental breach that results in termination of the contract. The employee can then claim damages for constructive dismissal from the employer in lieu of reasonable notice.

A unilateral reduction of an employee’s compensation may frequently constitute constructive dismissal. Conversely, if the terms of employment do not entitle the employee to a particular income or commission level and an employee knows that his/her remuneration can be adjusted at any time, a change will not result in constructive dismissal. Moreover, if an employment contract entitles the employer to alter the payment structure, no constructive dismissal will be found.

If an employer is contemplating a reduction to an employee’s remuneration or responsibilities, carefully review the employment contract for any restrictions that may lead the court, if it gets to that stage, to find that the employer has constructively terminated that employee and thus must pay severance.

Appropriate Notice Period

While not exhaustive, the following factors provide guidance to the court but are not determinative of the appropriate notice period:

- (a) character of employment: more responsibility = longer required notice period;
- (b) length of service: long-lasting employment = longer required notice period;
- (c) age: older employees = longer required notice period; and
- (d) availability of similar employment, having regard to the experience, training and qualifications of the employee: more specialized = longer required notice period.

Conclusion

To protect its interests, there are steps an employer can take before hiring an employee (such as a carefully drafted employment contract), and once the employer has made a decision to terminate an employee (such as warnings, providing proper notice, etc.). An employee, on the other hand, in most circumstances, is entitled to appropriate notice depending on a number of factors, including your remuneration, age and responsibilities, so long as the employee has not committed some serious breach of the employment contract leading to just cause.

By Roderick H. McCloy, Lawyer of Roderick H. McCloy Law Corporation, Associate Counsel of Shapiro Hankinson & Knutson Law Corporation & Matt Stainsby, Associate, of Shapiro Hankinson & Knutson Law Corporation



Auto Show Gala



Tuesday, March 24, 2015
Vancouver Convention Centre East

The Auto Show Gala serves as the industry launch event for the 95th Annual Vancouver International Auto Show. This highly anticipated gala evening gives dealer and associate members, manufacturers, government and media guests an opportunity to network and mingle over cocktails and canapés all while catching a peek of the vehicles and displays.

The Auto Show Gala continues to offer an enjoyable sit-down dinner format. Utilizing the ballrooms and eye opening manufacturer displays, the Gala continues to be a unique guest experience.

The prestigious BC Salespeople of the Year Awards and Community Driver Awards will be presented. The 2015 Gala welcomes a new format, incorporating the sit-down dinner and networking opportunities with the public launch and Show debut on the Show floor.

Guests who have attended previous years are familiar with the anticipated diamond earring draw. All ticketed guests are entered into the draw and have an opportunity to walk away with a pair of diamond earrings valued at approximately \$6,000!

This is a charity event, with funds going to the New Car Dealers Foundation of BC.

EVENT INFORMATION

Date: Tuesday, March 24, 2015
Venue: Vancouver Convention Centre East (999 Canada Place)
Dress Code: Semi-formal attire

Timing:
5:30pm – 6:15pm – Pre-Dinner Reception
6:15pm – 8:00pm – Dinner Gala and Awards Presentation
8:00pm – 10:00pm – Show Debut and Public Party

TICKET INFORMATION

Single Tickets:
\$199 (Early Bird until February 28)
\$249 (After February 28)
Reserved Table of 10:
\$1,800 (Early Bird until February 28)
\$2,300 (After February 28)

All ticket sales are final.

Tickets may be purchased online at www.newcardealers.ca or by calling 604-214-9964.

SPONSORSHIP

Marketing opportunities are available. Contact Christie at cmorning-smith@newcardealers.ca to discuss how your organization may become involved as an event partner.



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Protecting Your Business and Customer Lists from Unfair Competition

RBC Dominion Securities Inc. ("RBC") and Merrill Lynch Canada Inc. ("ML") each had a branch in Cranbrook, BC, that was the other's main competition. On Monday, Nov. 20, 2000, the DS branch manager ("DD") and 11 employees (almost the entire sales force) left to join ML, leaving behind only two very junior investment advisors, an office administrator, and a receptionist. They took confidential information but returned it shortly thereafter. The en masse defection effectively destroyed the RBC business as they were only able to retain around 11% of the customers.

RBC sued ML and its manager, the investment advisors ("IAs"), and DD who had helped ML persuade the other employees to leave. DD was found NOT to be a fiduciary. The trial judge awarded \$1.5 million damages against DD personally due to the breach of his duty of good faith in failing to retain for RBC the IAs under his supervision, orchestrating the departures, and failing to inform RBC. The judge awarded \$40,000 against the IAs for failure to give RBC reasonable notice of their departure, and \$250,000 against them for unfair competition, as well as \$250,000 each against ML and its manager for unfair competition, and awarded punitive damages, \$250,000 against ML and lesser amounts against individuals.

Eight years after the Cranbrook blitzkrieg the Supreme Court of Canada ("SCC") upheld for the most part the trial judge's damage award. The SCC upheld what many of us thought was an extraordinary expansion of the duties on managers who were not fiduciaries for failing to try to prevent others from leaving RBC and failing to inform RBC of the departures. One need not mourn for DD: ML agreed to indemnify him and the IAs for any awards of damages and legal fees.

Money management and investment advisors operate in a very unique business so they might be more susceptible than some to damage resulting from aggressive competition from departing employees. But dealerships are susceptible to unfair competition especially where they operate in auto malls and when the nature of the business is constantly evolving. Therefore you need to consider how to protect your confidential information and your business from unfair actions by departing employees. What follows is a bird's eye summary of the legal principles at play followed by some practical advice and tips to try to prevent such damage to your business.

At common law and in the absence of enforceable written employment agreements to the contrary, employees are free to compete with their former employer subject to their obligations at common law which now include an obligation by managers to act in the best interests of the employer if employees are intending to leave. Employees must give reasonable notice of their departure and they must not take or misuse confidential information or trade secrets. Senior management employees who are found to be "fiduciaries" owe more enhanced duties post termination such as restrictions on solicitation of customers.

PRACTICAL TAKEAWAYS

To protect your confidential information and your business from unfair competition consider these tips.

- Identify your confidential information and what needs protection.
- Consider what has happened in the past to you or other dealers in terms of unfair competition. After all, "Experience is just the way we describe our mistakes."
- Ensure that all computer access is protected and monitored. This is especially true just before or after the employee leaves. You would be amazed how much computer records, emails, cell phones, etc. reveal that can be used as evidence against a departing employee and her new employer, who might well be liable to you.
- Anticipate a problem and move quickly before the departing employee can cover his tracks. Retrieve cell phones and any personal business records the employee has access to.
- Immediately have your best employee(s) take over the departing employees' existing clients to ensure a smooth transition.
- Be a great employer and keep your key employees loyal to you and your business.
- But the key practical advice I give is always the same: Have in place a properly drafted, enforceable written employment agreement that places reasonable restrictions on employees. This is especially true for those management or sales people who can cause you the most damage.
- Ideally the written agreement should have clear language defining and protecting your confidential information and your proprietary interests in that information including client lists and personal information as well as marketing schemes, training manuals, etc. The agreement might contain, where appropriate, restrictive covenants including non-competition and non-solicitation provisions. While the courts frown on such clauses as they are considered illegal restraints of trade they can and will be enforceable if carefully drafted. They certainly can act as a significant deterrent to employees and prospective employers who usually will ask the employee if there are any impediments to their hire.
- Finally, proof of a breach can be the most difficult aspect of any case especially if it involves bringing your customers into the fray. Seizing the computer records, cell phones and any written material is key. I think one of the neat tricks is to put some dummy customer contact information in your master list that will then feed back to you. In that way you can catch the former employee and his new employer with both their hands in your cookie jar.

You might consider heeding the sage comments of the dissenting judge of the SCC in RBC who warned:



In the best of all possible worlds, employers and employees would treat each other with mutual respect, consideration and empathy. In the real world, however, as the dispute before us demonstrates, this aspiration is not always realized. The question, then, is at what point does the breakdown of an employment relationship cross the legal line from conduct that is disappointing to conduct that is compensable.

To avoid this type of damage to your business and expensive and disruptive litigation (where generally only the lawyers win) we recommend you take practical steps now to protect your confidential information including customer information in order to protect your business for you and all your employees.

Mike Weiler has more than 35 years of experience in the ever evolving world of employment, labour and human rights law. He represents management, executives and other senior employees. Mike provides the experience, judgment, perspective and foresight you need to manage your business in these areas, all with a view to avoiding costly litigation.

Mike has experience representing and advising a number of auto dealers.

Mike (*law corporation) practices as 'Michael Weiler Employment + Labour Law', in affiliation with Hungerford Tomyne Lawrenson and Nichols ("HTLN"), where legal services are provided by separate and independent law corporations.*

For more information about us, visit www.HTLN.com and Mike's blog at www.weilerlaw.ca

Canadian Automobile Dealers Association (CADA) Update

Natural Resources Canada Comes to Agreement for New Fuel Economy Label

After productive negotiations, Natural Resources Canada has come to an agreement with the major automotive manufacturer associations for a new fuel economy label for the 2015 and 2016 model years. The federal government and the manufacturers have agreed on the design and content of the EnerGuide fuel consumption labels for light duty vehicles.

For model year 2015, vehicle manufacturers are using an improved testing procedure to determine the fuel consumption ratings of new cars and light trucks. The Government of Canada approved new test methods are more representative of typical driving conditions and styles. The new test methods (5-cycle testing) supplement the standard (2-cycle) city and highway tests by integrating three additional test cycles that account for air conditioner usage, cold temperature operation and driving at higher speeds with more rapid acceleration and braking. The new test methods result in higher fuel consumption ratings that are more representative of a vehicle's on-road fuel consumption compared to the old ratings.

During this transition year, many dealerships will have 2014 model year vehicles alongside 2015 model year vehicles. For 2015 vehicles, the EnerGuide label looks the same but provides fuel consumption ratings based on the new test methods. It may appear that the 2015 vehicle has worse fuel consumption than the 2014 vehicle because, for the same make and model, the new test methods can produce fuel consumption ratings that are 10 to 20 percent higher than the old ratings. Though as dealers will be aware, the 2015 vehicle does not, in fact, consume more fuel than the 2014 vehicle under the same driving conditions. The difference reflects the switch to a more robust testing procedure for the 2015 model year because the new test methods used to determine the fuel consumption ratings are more reflective of real-world on-road driving conditions and styles

than the older test method.

Beginning with 2016 model year vehicles, a redesigned EnerGuide label will be affixed to new light-duty vehicles, providing dealers and their customers with more comprehensive fuel consumption and environmental information. The fuel consumption ratings shown on the new label will be based on the new test methods introduced for model year 2015 vehicles. To see all versions of the new EnerGuide label, visit vehicles.nrcan.gc.ca.



Michael Hatch, Chief Economist, Canadian Automobile Dealers Association (CADA)

Special Olympics

Snapshot

2015 SOBC Winter Games Coming to Kamloops

B.C.'s New Car Dealers are among the longest-standing supporters of Special Olympics BC. In this issue of Signals we continue the series demonstrating all that your support helps to bring to life through the world of Special Olympics – all the experiences of joy, friendship, empowerment, and acceptance for more than 4,300 athletes with intellectual disabilities around the province.

The 2015 Special Olympics BC Winter Games will bring together more than 600 athletes with intellectual disabilities from all over the province to compete with determination and pride in Kamloops February 19 to 21, 2015.

People with intellectual disabilities used to be shunned and hidden away. At Special Olympics Games, they take centre stage and amaze everyone with their achievements, sportsmanship, determination, and joy. The ongoing support of sponsors such as B.C.'s New Car Dealers plays an important part in helping the programs where these athletes train year-round for the chance to compete, and in staging the Games themselves.

The 2015 SOBC Provincial Games will feature athletes going for gold in the seven SOBC winter sports: alpine skiing, cross-country skiing, curling, figure skating, floor hockey, snowshoeing, and speed skating.

SOBC athletes around the province competed in the 2014 Regional Qualifiers in these sports to earn coveted Provincial Games berths. In Kamloops, athletes will compete for the chance to advance to the 2016 Special Olympics Canada Winter Games in Corner Brook, Newfoundland. At the 2016 National Games the participants will seek to qualify for to the 2017 Special Olympics World Winter Games in Austria.

The 2015 SOBC Winter Games curling, figure skating, and speed skating events will be hosted at McArthur Island Sport and Event Centre, and floor hockey events will be held in School District #73 schools. The alpine skiing, cross-country skiing, and snowshoeing events will be hosted at Sun Peaks Resort. The Games will kick off with the Opening Ceremony on the evening of February 19 at the Tournament Capital Centre, where all the teams will get to march in proudly and be welcomed to Kamloops.

There has been a long history of support for Special Olympics in Kamloops, as it was one of the first communities in B.C. to start offering Special Olympics programs, beginning in 1983. SOBC athletes are training hard and excited about the prospect of competing in Kamloops.

“At Provincial Games, I meet lots of new friends, and I feel proud because I worked so hard for it. It's a different and great experience,” says Games-bound SOBC – Kamloops curler Megan Gourley. “It's so exciting to compete in Provincial Games here in my hometown. I've never done that before. I hope lots of people will come out to volunteer with the events and cheer us on!”

The generous support of sponsors will help ensure SOBC's 2015 Provincial Games will be a huge success as the event returns to Kamloops for the first time in 12 years.

“Special Olympics really focuses on the athlete experience, and we are fortunate that some incredible sponsors have stepped forward to help us provide an outstanding event for the athletes

and their coaches who will compete here in Kamloops,” says Pat Davis, 2015 SOBC Winter Games Chair. “We’re so grateful for their support, and welcome others to join in as well to help make these Provincial Games a memorable and empowering experience for everyone involved.”

There are many ways for New Car Dealers to get directly involved with the 2015 SOBC Games in Kamloops, both as sponsors and as a rewarding volunteer opportunity. The Games needs approximately 1,000 people to help bring the event to life, contributing through everything from sport roles to food services where they get to talk directly with the athletes and hear their pride in their Games achievements. Dealers and staff are invited to volunteer with the Games and feel the impact of their ongoing support in action.

Learn more about the 2015 SOBC Winter Games: <http://sobcgameskamloops.ca>
To get involved, please contact Christina Hadley by phone at 604-737-3073 (direct) 1-888-854-2276 (toll-free) or by e-mail at chadley@specialolympics.bc.ca.



Photo lower right: SOBC Kamloops curler Megan Gourley and 2015 SOBC Games Chair Pat Davis (right) present Kamloops Mayor Peter Milobar with an SOBC flag to fly at the Tournament Capital Centre until the Games.



12 Tips To Improve Your Tweets

For an effective social media strategy, most businesses realize that they need to have a presence on more than one major social platform. While this has led to the creation of Twitter accounts for businesses, many struggle to generate content and posts due to the character limit. To help, here are 10 tips that can increase the effectiveness of your Twitter campaigns.

- 1. Keep posts on the shorter side** - This may seem ridiculous, after all there are only 140 characters allowed per tweet, but keeping tweets short allows users to add their own comments and ideas when they retweet. Try keeping your tweets below 100 characters.
- 2. Twitter is not about promotion** - Studies have proven that tweets that promote a company or product don't usually do as well as messages that are more conversational in nature. If you want to ensure maximum interaction, aim for a mixture of tweets that consists of about 80% conversational and 20% promotional.
- 3. Know what time to tweet** - Each market is different, so take the time to research tweeting habits. If you see that the majority of your target audience is active during after-work hours, then it would make sense to tweet when they are more likely to be online.
- 4. Know what days to tweet** - Much like knowing what time to tweet, it is a good idea to also know which days are best to tweet in order to maximize engagement.
- 5. Use hashtags** - Hashtags in Twitter allow for categorization and make tweets searchable. For example, if you use the hashtag #fresh in a tweet and then search for 'fresh' on Twitter, you should see similar posts using the same hashtag.
- 6. Use hashtags sparingly** - There is a common trend in social media to use hashtags for nearly every word. This makes posts difficult to read and usually leads to people not sharing or retweeting your content. Instead, try to work one to three hashtags, at most, into your tweets naturally.



7. Realize Twitter moves fast - The average trend on Twitter lasts about one hour, to one day. So, if you see a trend developing or beginning, act quickly to join the conversation. Posting after the trend has faded will usually lead to tweets being ignored.

8. Don't act on every trend - Trends come and go so quickly on Twitter that it can be tempting to try to jump on each one, or as many as possible, in order to get your message out to as many people as possible. However, not every style and subject will be relevant to your business. By shoehorning content to fit trends you could come across as insincere and lose interest from followers.

9. Watch who you follow - Following people is one of the quickest ways to grow your own follower base - usually because users will follow those who follow them. But, when it comes to business, you want to be sure to follow users who are relevant. For example, follow your customers, strategic partners, and even competitors. Following Twitter users who aren't relevant to your business is not going to get your messages read by the right people.

10. Keep an eye on Twitter - In order to effectively spot trends and see what your target market is saying, it is worthwhile to use a program like Tweetdeck, Hootsuite or Nimble, which allows you to see all tweets, track hashtags, topics, and more.

11. Know the Twitter lingo - @reply, Direct Message (DM), Follower, Hashtag, Retweet (RT), Trending Topics, and Tweet.

12. Follow the masters - Following a few of the masters of Twitter and Social Networking will give you an understanding of how to tweet better and provide inspiration for tweets of your own.

Here are the top ten Twitters we recommend; @GuyKawasaki, @Scobleizer, @jeffbullas, @briansolis, @kevinrose, @timoreilly, @donttrythis, @zappos, @brainpicker

If you would like to learn more about using Twitter in your business, don't hesitate to give us a call and we will help you through the process to build your mobile presence. Connect with Bob at TheITguy@CascadiaSystemsGroup.com, or give us a call - 604.270.1730. Your comments are appreciated -

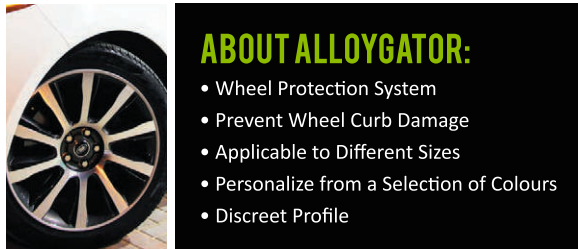
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Bob Milliken is the President of Cascadia Systems Group.



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Save the Date!

MARCH 24: Annual General Meeting at the Vancouver Convention Centre

MARCH 24: Auto Show Gala at the Vancouver Convention Centre East

MARCH 24 - 29: 2015 Vancouver International Auto Show (public days) at the Vancouver Convention Centre West

MARCH 26: eVo – The Next Generation of Digital Auto Marketing at the Vancouver Convention Centre West

WHO'S WHO AT THE NCDA

OUR VISION: For member dealers and the dealer franchise system to be seen by the public as the best choice to fulfill all their automotive needs.

We are a small, but dedicated and hardworking team of four individuals working to serve all Members of the New Car Dealers Association of BC. Should any questions, concerns, issues or ideas arise, the Association staff will be available to listen and help.

Get in touch via phone, email, fax or in person at the Richmond office!



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Associate Member Listing

The New Car Dealers Association of BC is a member driven organization. In addition to dealer Members, a strong and valuable group of Associate Members belong and contribute to the success. Many Associate Members have direct ties with the automotive industry, often-times specializing in areas and issues specific to the industry. Preferred rates are often offered by Associates to Dealer Members.

6279490 Canada Inc. dba e-Dealer	Shane Hambly	(416) 853-5626	shane.hambly@edealer.ca	www.edealer.ca
ADESA Auctions Canada Corp	John Macdonald	(604) 232-4403	john.macdonald@adesa.com	www.adesa.com
AllWest Insurance Services Ltd.	Dana Voynovich	(604) 731-6696	dvoynovich@allwestins.com	www.allwestins.com
Auto123.com - Xprima.com Corporation Inc	Kyell Vyncke	(888) 474-2886	kvyncke@xprima.com	
AutoAlert Inc.	John O'Brien	(949) 398-7000	john.obrien@autoalert.com	www.autoalert.com
BCIT - School of Transportation	Kim Dotto	(604) 432-8543	kim_dotto@bcit.ca	www.bcit.ca/transportation
BMO - Bank of Montreal - Dealership Finance	Bradley Warren	(604) 665-7064	bradley.warren@bmo.com	www.bmo.com
Calla Financial Services Ltd.	Nick Calla	(604) 921-4048	nick@callafinancial.ca	www.callafinancial.ca
Canadian Automobile Dealers Association	Lucille Laframboise	(800) 463-5289	laframl@cada.ca	www.cada.ca
Canadian Black Book	Kathy Ward	(905) 477-0343	kward@canadianblackbook.com	www.canadianblackbook.com
CarProof	Scott Osinchuk	(866) 835-8615	scotto@carproof.com	www.carproof.com
CDK Global	Greg Wallin	(778) 838-0639	greg.wallin@cdk.com	www.cdkglobal.com
Central Door and Access Systems Inc.	Richard Sivertsen, CTR	(604) 854-8788	rsivertsen@heltongroup.ca	www.westgatedoor.com
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Pacific Newspaper Group, A division of Postmedia Network Inc.	Paul Batchelor	(604) 605-2546	pbatchelor@sunprovince.com	www.sunprovince.com
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Roy Speed & Ross Ltd. (Operating as RSR Global)	Karey Davidson	(905) 631-5865	kdavidson@rsr-global.com	www.royspeedross.com
Scotia Dealer Advantage	Gina Guercio	(778) 373-4248	gina.guercio@scotiadealeradvantage.com	www.scotiabank.com/scotiadealeradvantage
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Western Dealers Co-Auto	Mike Reid	(780) 468-9552	mreid@wdcoauto.com	www.wdcoauto.com
Wolrige Mahon Chartered Accountants	Masato Oki, C.A.	(604) 684-6212	moki@wm.ca	www.wm.ca
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