Annual Report 2014
Building a Stronger Future Together
Get plugged in.

As Canada’s largest and most influential business association, we are the primary and vital connection between business and the federal government. With our network of over 450 chambers of commerce and boards of trade, representing 200,000 businesses of all sizes, in all sectors of the economy and in all regions, we help shape public policy and decision-making to the benefit of businesses, communities and families across Canada.

Be heard.
As an effective and influential business association, the Canadian Chamber leads in advocating for supportive policies that allow businesses to build, and operate in, vibrant, sustainable communities. As a leading Canadian business, we strive to have a positive economic impact and to provide responsible leadership wherever we operate. We greatly value the Canadian Chamber’s work in addressing today’s needs and seeding tomorrow’s successes.

Andrea Bolger, Executive Vice President, Business Financial Services
RBC
A message from your President

As Canada continues to struggle to remain competitive, the role of chambers of commerce and boards of trade as advocates for public policies that foster economic growth, increased productivity, job creation and an innovative private sector has never been more important. For this reason, the Canadian Chamber of Commerce continues to focus its policy and advocacy initiatives on restoring Canada’s competitiveness. Every year, with your input, we identify the Top 10 Barriers to Competitiveness—the key policy and regulatory barriers that are preventing Canadian business from achieving their full potential—and urge governments to address these impediments to business success and increase our country’s ability to compete globally.

As you will see in this report, 2014, due to your support, was another very successful year for the Canadian Chamber. We advanced several key issues of importance to our members, addressing the barriers to Canada’s competitiveness. We pressed aggressively for solutions to Canada’s skills gap—the issue that remains, for the third year in a row, a main priority for our members. We undertook a new initiative, the Partnership for Resource Trade, to educate Canadians on the importance of our natural resources to our economic growth and on the need to build the infrastructure that will allow us to responsibly export our resources across the world. We carried out a study of high-growth entrepreneurial companies in Canada, the type of companies that created 45% of the new jobs in Canada in 2012, to find out how we can help them overcome the obstacles they face. And we made progress in getting the federal, provincial and territorial governments to address Canada’s internal barriers to trade, although much remains to be done.

On behalf of the staff and the Board of Directors of the Canadian Chamber, I thank you for your support this past year. I look forward to working with you in 2015 as we continue our efforts to break down the barriers to our competitiveness and create more opportunities and greater prosperity for families and businesses throughout Canada.

Together, we are building a stronger future.

Perrin Beatty
President and CEO
A message from your Chair

I am honoured and privileged to serve as your Chair for the upcoming year. I am proud to be a member of an organization that is committed to the success of Canadian business and that is focused on making a positive difference in our country.

I would like to take this opportunity to express my appreciation to our Immediate Past Chair, Richard Payette, for his exceptional leadership, support and dedication. Richard’s greatest achievement was spearheading our entrepreneurship initiative. Entrepreneurs represent a distinct and important part of our economy and this project allowed us to identify the barriers to their success and understand how the chamber network and the Canadian government could support them more effectively.

During my term as Chair, I will endeavour to reinforce our commitment and relevance to entrepreneurs by advocating, on their behalf, for public policies that will support their success. I will also focus on two other important platforms for the chamber movement in Canada: alignment (end-to-end-to-end connectivity) and engagement. I will encourage us to continue aligning the Top 10 Barriers to Competitiveness across the chamber network in order to advocate as one strong voice for policies that will enable Canadian businesses to grow and prosper. As part of the alignment process, the relevance, focus and value proposition of the chamber network as well as our internal connection within the chamber movement requires clarity.

We are graced with a strong Board of Directors consisting of 52 individuals representing all regions and sectors of Canada. I will encourage our Board to become further engaged with our policy initiatives and with the chamber network.

I am sincerely thankful to all of you for appointing me as your Chair and for your continued support of the Canadian Chamber. I look forward to working with you as we continue to develop solutions to the issues that are hindering the success of Canadian businesses.

Together, we will work towards regaining Canada’s competitiveness.

Michael McMullen
Chair
Tackling the Top 10 Barriers to Competitiveness
Canada’s ability to remain a leader among nations is stagnating. For the second consecutive year, the World Economic Forum ranked Canada 14th in global economic competitiveness—down two places from 2011 and sliding five places since 2009.

In 2012, in consultation with our members, we launched the Top 10 Barriers to Competitiveness. This ongoing initiative aims to direct attention to the key impediments holding back Canada’s progress and to urge all levels of government to take immediate action to re-establish our country’s global competitiveness.

The following 10 critical policy and regulatory barriers were the focus of our advocacy and outreach activities in 2014. We must identify and implement real, tangible solutions for breaking down the barriers to our competitiveness and for creating more opportunities and greater prosperity for Canadian businesses and families.

**Did you know?**
The travel and tourism sector is one of Canada’s largest generators of GDP, contributing close to $80 billion to its economy annually.

**Skills shortages**
Canada’s labour market is affected by a demographic shift resulting in retirements and a growing gap between the skills needed and those available. Business, governments and academia must work together to address the current and future skills needs of the workplace. Canada also needs improved data on the skills gap and the mobility of individuals.

**Uncompetitive travel and tourism strategies**
Canada is too often a high-cost, high-hassle destination with aging attractions infrastructure and inadequate marketing. Canada’s travel and tourism sector is critical to the economy, and the government must invest in national marketing initiatives and address Canada’s inefficient visa system, the high cost of air travel in Canada and its layers of regulations, fees and taxes.
Inadequate plans for addressing deficiencies in public infrastructure

Public investment in infrastructure has not kept up with Canada’s economic needs. Bringing infrastructure back to the level needed to support prosperity will require an ongoing commitment by all levels of government, an active engagement with private sector stakeholders and a greater appreciation of the opportunities that exist for Canada to be more competitive through more modern public infrastructure.

Internal barriers to trade

The lack of a single domestic market in Canada is a serious and self-imposed weakness. The national economy is fractured by a host of barriers, particularly in procurement, energy, agriculture, transportation and in the mobility of labour. The federal government must promote more meaningful sanctions against jurisdictions that practice protectionism while supporting those that embrace free internal trade.

Barriers to success in global markets

With a small domestic market, Canada’s ability to compete depends on reliable access to foreign customers and production capabilities. But due to policy and regulatory barriers and operating challenges in foreign markets, Canadian businesses are not globalizing as quickly as their OECD peers. Canada must successfully negotiate trade agreements with key markets, renew its commitments to trade promotion and commercial diplomacy and update its tariff and customs policies.

Did you know?

The Canada-EU trade agreement is expected to boost the Canadian economy by $12 billion a year, increase bilateral trade by 20% and create 80,000 jobs for Canadians.
A complex and costly tax system

Canada over-relies on income and profit taxes rather than on taxes on consumption. Canada’s tax code is also overly complex and imposes significant compliance costs on businesses and consumers. Canada must undertake a comprehensive review of its tax system with the aim of reducing its complexity and improving the way it raises tax revenue.

Lack of clear sustainability policies

Public concerns over Canada’s ability to responsibly develop its natural resources has led to project delays, constrained investment and limited access to some markets. Canada must establish a credible climate policy, clarify businesses’ duty to consult with Aboriginal peoples and aggressively contest unfounded allegations about its environmental stewardship.

The severe shortage of economic development tools for businesses in Canada’s territories

The federal government must decide if it will provide Canada’s territories with the tools to become more financially independent in order to leverage their economic potential. Businesses see themselves as the means for the territories to achieve more financial independence provided they are given additional tools to enable them to do so.

Did you know?

Canada incurs up to $31 billion in costs each year to comply with, administer and enforce personal and business taxes.

Inconsistent regulatory policies between Canada and the U.S.

Inconsistencies between regulatory standards in Canada and the U.S. cost unnecessary time and money. Greater alignment and better mutual reliance in the countries’ regulatory approaches would lower costs for businesses and consumers, create more efficient supply chains, facilitate cross-border trade, reduce regulatory administrative costs for government and make Canada a more attractive location for foreign investment.

Insufficient support for innovation in Canadian manufacturing

Manufacturing, the largest sector of the Canadian economy, has not yet fully recovered from the 2008 recession. Companies can no longer rely on traditional manufacturing processes to solve this problem. They must innovate to capitalize on new technology and processes that improve their productivity. Businesses also need a policy framework that reflects the importance of the innovation ecosystem imperative.
We, along with our network of over 450 chambers of commerce and boards of trade, are focused on breaking down the Top 10 Barriers to Competitiveness to ensure Canadian businesses, like yours, can prosper, compete and succeed. Our efforts are paying off.

**Tackling skills shortages**

**Wins for Business**

- $14 million over two years and $4.7 million per year ongoing towards the successful implementation of an Expression of Interest economic immigration system to support Canada’s labour market needs.
- $11.8 million over two years and $3.3 million per year ongoing to launch an enhanced Job Matching Service to help connect Canadians with available jobs.
- The creation of the Canada Job Grant to align training with labour market needs. Small business can claim wages as part of their employer-required contributions to access the grants.
- The introduction of the Canada Apprentice Loan, which will be available in January 2015, to provide apprentices in Red Seal trades with access to interest-free loans of up to $4,000 per period of technical training.
- $75 million over three years to assist unemployed older workers by renewing and expanding the Targeted Initiative for Older Workers program.

The Hon. Ed Fast, Minister of International Trade, addressed delegates at our International Trade Day. Minister Fast spoke about the importance of international trade to Canada’s competitiveness and economic growth. Ottawa, May 14.
Tackling uncompetitive travel and tourism strategies

**Wins for Business**

- A statutory review of the Canadian Transportation Act will be conducted throughout the course of 2015. In addition to reassessing a host of public policy issues that impact the transportation sector, the review will focus on issues that affect the competitiveness of Canada’s aviation industry. This aspect of the review will provide critical information for formulating the next generation of Canada’s air policy, which is vital to the health of our tourism sector.

Tackling inadequate plans for addressing deficiencies in public infrastructure

**Wins for Business**

- $470 million over two years on a cash basis for a new Windsor-Detroit International Crossing.
- The creation of the Windsor-Detroit Bridge Authority, which will oversee the procurement process and management of the new bridge.
- $378 million over two years on a cash basis to advance the repair and maintenance of federal bridges in the Greater Montreal Area.
- $165 million over two years on a cash basis to advance the construction of a new bridge for the St. Lawrence.
- $40 million over two years on a cash basis to accelerate repairs and maintenance work at small craft harbours across Canada.
- $33 million over two years to support the divestiture of regional ports to local interests and the continued operation and maintenance of federally owned ports.

Did you know?

The Windsor-Detroit region is a major international gateway and a core component of our bilateral trade relationship, handling up to 30% of our trade with the U.S.

In Hangzhou, China, Perrin Beatty moderated a panel discussion on ecommerce with Prime Minister Stephen Harper and Jack Ma, CEO of Alibaba, the world’s largest ecommerce company. Hangzhou, China, Nov. 7.
Tackling barriers to success in global markets

**Wins for Business**

- Canada and Korea signed the Canada-Korea Free Trade Agreement. This agreement is projected to create thousands of jobs for Canadians by boosting Canada’s economy by $1.7 billion and increasing Canadian exports to South Korea by 32%.

- Canada and the European Union concluded negotiations on a Comprehensive Economic and Trade Agreement. By lowering barriers to trade and investment, this agreement is expected to boost the Canadian economy by $12 billion a year, increase bilateral trade by 20% and create 80,000 jobs for Canadians.

- Launch of the Canada-Japan Chambers Council to support ongoing negotiations toward a bilateral Economic Partnership Agreement.

- Canada continues to engage in negotiations on the Trade in Services Agreement, which aims to open new markets and create a more predictable and stable environment for Canadian providers of services.

- Canada and China renewed formal talks on how to deepen economic ties, including the possibility of a free trade agreement.

- Canada has been designated a renminbi trading hub, which, over the next 10 years, is estimated to boost Canada’s exports to China by as much as $32 billion and cut Canadian importers’ costs by as much as $2.75 billion.

- Four new trade promotion offices in China, bringing the total up to 15.

- More legal certainty for Canadian businesses in China through the ratification of the Canada-China Foreign Investment Protection Agreement.

- Improved access to export services in Canada following increases in outreach and coordination by federal trade promotion agencies.

We were honoured to host the Canada-Korea Business Symposium on the occasion of the first official visit to Canada by Her Excellency Park Geun-hye, President of South Korea. Ottawa, Sept. 22.
Having the ability to open the door and speak candidly to those who create legislation in our country and continue to garner respect while doing this is the role we see the Canadian Chamber of Commerce embracing. This genuine positioning compels our chamber to maintain our membership with the Canadian Chamber of Commerce. Our members are confident they can continue to work at what they know and do best with the understanding that the advocacy work that supports their environment for healthy competition, positive growth and a fair and equitable tax regime is at work for them through the chamber network.

Brenda Johnson, Executive Director
The Spruce Grove & District Chamber of Commerce
Tackling the lack of clear sustainability policies

**Wins for Business**
- $28 million over two years to the National Energy Board for comprehensive and timely reviews of project applications and to support the Participant Funding Program.
- The Canadian Chamber of Commerce partnered with other leading organizations and individuals to form the Partnership for Resource Trade. The Partnership for Resource Trade seeks to create greater awareness among all Canadians about the importance of our natural resources to the growth of the Canadian economy and the continued prosperity of Canada.

Tackling the severe shortage of economic development tools for businesses in Canada’s territories

**Wins for Business**
- Under the Provincial-Territorial Infrastructure Component (PTIC) of the New Building Canada Fund, each province and territory will receive a base amount of $250 million plus a per capita allocation (based on the 2011 Census) over the 10 years of the program. $1 billion of the $10 billion in the PTIC is directed to communities of fewer than 100,000 residents through the Small Communities Fund (PTIC-SCF).

Did you know?

$1 billion of the $10 billion in the PTIC is directed to small communities.

Pierre Gattaz, President of the Mouvement des entreprises de France (Medef), was a guest speaker at our June Board meeting. He spoke about France’s initiative to create one million jobs within five years. Montreal, June 10.
Tackling inconsistent regulatory policies between Canada and the U.S.

**Wins for Business**

- Continued action to deepen bilateral cooperation between Canadian and U.S. regulators to reduce duplication, streamline operations and eliminate the burden of unnecessary requirements on stakeholders. This includes changes to Canada’s regulatory processes to help synchronize the adoption of technical regulations in areas where Canada and the U.S. have similar policy objectives.

- The introduction of amendments to the Hazardous Products Act and other consequential amendments to align and synchronize implementation of common classification and labelling requirements for workplace hazardous chemicals.

- The release of the Canada-U.S. Regulatory Cooperation Joint Forward Plan.

Tackling insufficient support for innovation in Canadian manufacturing

**Wins for Business**

- An additional $500 million over two years to the Automotive Innovation Fund to support significant new strategic research and development projects and long-term investments in the Canadian automotive sector.

- A commitment to modernize Canada’s intellectual property framework to better align it with international practices and reduce the administrative burden for innovative Canadian businesses.
Representing 200,000 businesses, we are the largest and most influential business association in Canada. Our views are sought after and respected by government, thought leaders and the media thanks to our well-researched reports, analyses, position papers and policy resolutions that reflect a broad business perspective.

But, we don’t just report on the challenges facing Canadian businesses. We advocate, on your behalf, for solutions that foster a strong, competitive economic environment that benefits the businesses and families in your community and across Canada.

**Key Projects for 2014**

**Territorial Economic Development Project**

We are seeking the views of territorial business people on their role in making the territories more financially independent as well as Canada more competitive and prosperous. The focus of these discussions is on federal policies that help and/or hinder the private sector in territorial communities and measures the federal government should take to allow businesses to be more competitive. The perspectives from this work will be used in developing a policy platform on territorial economic development that we will present to the federal government in 2015.

**Manufacturing Innovation: Driving Canada’s Biggest Sector through Disruptive Technologies**

Released in December, this report looks at ways to help manufacturers embrace the disruptive technologies that are key to competitiveness in this challenging sector.
The Measures That Matter: How Canada’s Natural Resource Sector Is Working to Protect the Environment

Released in December, this report looks at the environmental challenges Canadian natural resource producers face and the ways both industry and governments are working to continually improve the sector’s performance.

The Power behind Canada’s Tourism Brand

Canada’s drop as a tourist destination must be addressed, and we have identified several issues on which the federal government could act to reverse our decline. In November, we met with the Parliamentary Tourism Caucus to discuss the importance of investing in marketing. Every riding in Canada depends on the strength of our tourism brand, and we view Members of Parliament as a critical voice for advocating for marketing strategies that position Canada as a premier international destination. We also continue to implement our grassroots mobilization strategy in addition to supporting our social media campaign, #InvestInTourism.

Trade Mission to Japan and China

From Nov. 4 to 11, Perrin Beatty led a delegation of member companies to Japan and China to support Canada’s trade agenda in Asia. While in Tokyo, Perrin co-hosted an event with the Japan Chamber of Commerce and Industry to launch the Japan-Canada Chambers Council.

In Hangzhou, Perrin moderated a panel discussion on ecommerce with Prime Minister Stephen Harper and Jack Ma, CEO of Alibaba, the world’s largest ecommerce company — ecommerce is the best way for Canadian businesses to penetrate the Chinese consumer market. Lastly, in Beijing, Perrin was joined by CEOs of several major Canadian companies at the APEC CEO Summit. Held alongside the APEC Leaders’ Summit, the event brings together top regional business leaders and heads of state to discuss Asia-Pacific economic issues and promote regional trade, investment and cooperation.

We’re shaping national policy.
If Canada is to successfully tackle its skills gap and ensure its economic growth, we have to give special attention to the largest cohort of labour force entrants each year: young people.

5 Minutes for Business
Initiated in October, these biweekly updates cover a wide range of economic, fiscal and tax policy issues facing Canadian businesses.

Doing More Business with China: Why Canada Needs a Renminbi Hub
Released in October, this report argues that establishing a renminbi hub in Canada is crucial to strengthening our commercial and diplomatic relations with China and examines the benefits a renminbi trading hub would have on the Canadian economy.

A Battle We Can’t Afford to Lose: Getting Young Canadians from Education to Employment
Released in October, this report argues that closing the skills gap cannot be done without better aligning our education and training systems to our labour market needs. The report also investigates the state of three key factors affecting young Canadians’ successful transition from education to employment.

A Path Forward for Entrepreneurship in Canada
Released in September, this report summarizes what we heard during the seven roundtables we conducted in 2013 and 2014 with leaders of high-growth entrepreneurial firms to identify the challenges they face and the opportunities they anticipate in order to understand how the federal government and the Canadian Chamber of Commerce could support them most effectively.
Moving Oil by Water

Released in July, this infographic outlines five key facts that should be part of the debate about transporting oil by water, a key part of securing Canada’s energy trade with the world.

Building a Canadian-EU Partnership on Energy

From June 18 to 19, Perrin Beatty led a delegation, including New Brunswick Energy and Mines Minister Craig Leonard, to the EU Commission in Brussels. As recent tensions between Russia and the Ukraine have given new urgency to Europe’s discussions around energy security, we have been exploring the ways in which Canada can help the EU diversify its energy resources. Engagement with the EU continued this fall through our participation in the European Forum for New Ideas in Poland.

We Can’t Ignore The Benefits

In 2012, the direct and indirect impacts of oil extraction, mostly happening in Alberta and Saskatchewan, on the GDP of other provinces was:

- **$939 million** in Quebec, about one-fifth the size of Quebec’s dairy industry ($5.1 billion direct contribution to GDP).
- **$3.4 billion** in Ontario, not far behind the direct contribution of agriculture ($4 billion).
- **$1.5 billion** in B.C., similar to the forestry and logging industry’s direct contribution to GDP ($1.6 billion).

**FIVE FACTS**

1. We Can’t Ignore The Benefits
- Oil is the probability of an event times the size of its impact.

2. Moving Oil by Water
- Canadians recognize the opportunity new markets for oil represent for the economy.

3. 5 FACTS Every British Columbian Needs to know
- Every British Columbian has a stake in securing Canada’s energy trade with the world.

4. Building a Canadian-EU Partnership on Energy
- Canadians need to recognize the opportunity new markets for oil represent for the economy.

5. We Can’t Ignore The Benefits
- Oil is the probability of an event times the size of its impact.
Canada-U.S. Regulatory Disconnect Project

We are working closely with both governments to improve the efficiency of the Canada-U.S. border and better align the regulatory policies of the two countries. In May, our International Trade Day conference focused on the future of North American competitiveness and included discussions on improving the competitiveness of North American supply chains by improving border efficiency, investing in supporting infrastructure and focusing on regulatory cooperation.

Turning It Around: How to Restore Canada’s Trade Success

Released in May, this report argues that free trade agreements are not enough to reverse Canada’s dismal trade performance over the past decade. Canada must also bolster trade promotion services and diplomatic support for companies abroad.

The Voice of Canadian Business Podcast

From March to October, we initiated a podcast pilot project, The Voice of Canadian Business. In 15 minutes or less, the episodes briefed listeners on the events, people and policies affecting Canadian business. Subject areas covered included skills, immigration, natural resources, tourism, entrepreneurship, trade, Canada-U.S. relations, anti-spam laws, arbitration and the economy.

Canada’s Labour Market Sputtered in 2013

Released in February, this report examines the Canadian labour market in 2013 and highlights the considerable variation in labour market performance by demographic group, sector and region.

Through its involvement in the Canadian Chamber of Commerce, ACEC advocates for the consulting engineering sector, particularly in the areas of accessing new markets for energy and natural resources, promoting long-term infrastructure planning, improving internal trade and addressing skills shortages. Participation in the Canadian Chamber strengthens ACEC’s policy development and advocacy and broadens its influence.

John D. Gamble, CET, P.Eng., President & CEO
Association of Consulting Engineering Companies - Canada

Angel Gurría, Secretary-General of the OECD, was a guest speaker at our June Board meeting. He spoke to the Board about the results of the OECD’s Economic Survey of Canada, which was released the same day. Montreal, June 10.
From policy and professional development sessions to member consultations, from business leader roundtables to policy committees, we offer you plenty of opportunities to get involved in activities that will allow you to grow professionally as well as influence policy and decision-making to the benefit of Canada and all Canadians.

2014 Events

Crystal Ball Symposium
Dec. 1 | Ottawa, ON
An exclusive event for our Board of Directors and event sponsors, the Crystal Ball Symposium is an opportunity for our Directors and sponsors to meet with Canada’s leading public servants to discuss the key policy issues facing Canadian business. This year’s event featured three leading figures from business and academia who shared how the global economy, key technology trends and geo-political developments will shape our world next year.

Private Business Growth Award Gala
Nov. 19 | Toronto, ON
In partnership with Grant Thornton LLP, we created the Private Business Growth Award. The award seeks to recognize and celebrate dynamic, privately-held businesses whose growth strategy encompasses a broad range of activities across their business. We recognized our winner, Polycorp Ltd., at a gala hosted by Dianne Buckner of CBC Television’s Dragons’ Den.

ICC Canada Arbitration Conference
Nov. 7 | Montreal, QC
As the national committee to the ICC International Court of Arbitration, each year we hold a conference to allow the members of our Arbitration Committee to network and gain a better understanding of the issues surrounding Canadian and international arbitration legislation and best practices.

Peter Snucins, President and CEO of Polycorp Ltd., centre, is awarded the 2014 Private Business Growth Award by Phil Noble, Executive Partner and CEO, Grant Thornton LLP, and Perrin Beatty. Toronto, Nov. 19.
Annual General Meeting  
Sept. 27 to 29 | Charlottetown, PEI

Our annual general meeting (AGM) enables members of the chamber network to plug into the latest developments, trends and issues that are important to the Canadian business community as well as develop solutions to break down the barriers that are holding Canadian businesses back, setting our policy agenda for the upcoming year.

AGM 2014 was hosted by the Greater Charlottetown Area Chamber of Commerce and focused not only on restoring Canada’s competitiveness but also on the competitiveness of chambers of commerce. At the AGM, delegates had the opportunity to learn about and discuss the challenges facing chambers of commerce and the solutions for ensuring chambers can demonstrate their relevancy to their members. The AGM featured keynote presentations by the Hon. Jason Kenney, Minister of Employment and Social Development and Minister for Multiculturalism, and Harrison Coerver, association expert and author of Race for Relevance: 5 Radical Changes for Associations.

Canada-Korea Business Symposium  
Sept. 22 | Ottawa, ON

On Sept. 22, on the occasion of the President of South Korea’s first official visit to Canada, we, along with the Federation of Korean Industries, hosted a highly successful trade symposium on the Canada-Korea Free Trade Agreement. A number of expert speakers, panellists and participants took stock of the bilateral economic relationship and discussed next steps to boost Canada’s trade and investment ties with Korea. The event featured keynote presentations by Her Excellency Park Geun-hye, President of South Korea, and the Hon. Ed Fast, Minister of International Trade.

International Trade Day
May 14 | Ottawa, ON

At International Trade Day, government, business and opinion leaders gather to discuss how Canada can boost its competitiveness and presence in global markets.

International Trade Day 2014 focused on ways to take our North American partnership to the next level. The event’s program featured thought leaders from both the business community and government who shared their perspectives on the measures needed to make the North American economy more competitive. The event featured many notable speakers including: Hon. Ed Fast, Minister of International Trade; Tom Donohue, President and CEO, U.S. Chamber of Commerce; H.E. Francisco Suárez Dávila, Ambassador of Mexico to Canada; Hon. Rob Merrifield, Member of Parliament for Yellowhead and Chair of the House of Commons Standing Committee on International Trade; Hon. Jason Kenney, Minister of Employment and Social Development and Minister for Multiculturalism.

Business Leaders Roundtable Series

Hosted throughout the year by members of our Board of Directors in major Canadian centres, this unique series offers business leaders the opportunity to be briefed on our priority initiatives and voice their opinions on the key issues affecting their respective organizations and sectors. The feedback received during these roundtables helps guide our ongoing policy advocacy.
2014 Policy Committees and Business Coalitions

Arbitration Committee
Chair: Fabien Gélinas, McGill University

Our Arbitration Committee is the Canadian national committee to the International Chamber of Commerce (ICC) Court of Arbitration and receives requests from the ICC Court for the appointment of arbitrators in arbitration cases. The committee also tracks developments in international commercial arbitration policy and rules.

Canadian Intellectual Property Council

The Canadian Intellectual Property Council (CIPC) is a Canadian business coalition, supported by the Canadian Chamber of Commerce, designed to provide a central voice to advocate for stronger intellectual property protection both in Canada and worldwide.

We thank the members of our committees for sharing their expertise and guidance throughout the year.

Canadian Services Coalition
Chair: Christopher Donnelly, Manulife Financial

The Canadian Services Coalition (CSC), supported by the Canadian Chamber of Commerce, was established to provide a cohesive voice to advocate the importance of the services sector both domestically and internationally, including the liberalization of service markets.

Competition Law and Policy Committee
Chair: Subrata Bhattacharjee, Heenan Blaikie LLP

Our Competition Law and Policy Committee monitors and responds to issues and proposals in the field of competition law and policy.

Economic Policy Committee
Chair: Peter H. Harris, Peter H. Harris, Q.C.

Our Economic Policy Committee provides advice and direction on issues related to national economic policy with particular reference to monetary and fiscal policy, productivity and competitiveness.
Human Resources Policy Committee
Chair: Per Scott, RBC

Our Human Resources Policy Committee provides strategic and technical advice on the execution of our skills action plan, with a focus on skills, training and immigration issues.

Innovations Committee
Chair: Morgan Elliott, BlackBerry Limited

Our Innovations Committee monitors and responds to international and domestic policy issues related to electronic commerce and telecommunications.

Intellectual Property Committee
Chair: Lee Webster, Osler, Hoskin & Harcourt LLP

Our Intellectual Property Committee monitors domestic and international developments that could affect the intellectual property rights of our membership.

International Affairs Committee
Co-Chairs: Milos Barutciski, Bennett Jones LLP, and Cliff Sosnow, Fasken Martineau DuMoulin LLP

Our International Affairs Committee monitors and responds to international policy issues and reviews trade and investment developments.

Natural Resources and Environment Committee
Chair: Corinne Boone, Hatch

Our Natural Resources and Environment Committee considers and reports on matters relating to national policies and legislation affecting the environment.

Ottawa Liaison Committee
Chair: Ross Anderson, Scotiabank

Our Ottawa Liaison Committee holds monthly informal discussions with senior federal government representatives on policy issues of relevance to Canadian business.

Keith Hoey, President, and Jean MacKinnon, Chair, of the Burlington Board of Trade, accept the gold prize from Duncan Wilson, Chair of the Chamber Network Committee (left), and Richard Payette, Outgoing Chair (right), during the Canadian Chamber Competition. This year’s competition sought out the best examples of how chambers have made a difference for the businesses in their communities by acting as the voice of business. Charlottetown, Sept. 28.
In October, the Canada Revenue Agency launched consultations to reduce paperwork and red tape that were hosted by chambers of commerce across Canada. At the launch, the Minister of National Revenue, the Hon. Kerry-Lynne D. Findlay (centre), was joined by our Senior Director, Hendrik Brakel, and Corinne Pohlman, Senior Vice President of National Affairs at the Canadian Federation of Independent Business.

SME Committee
Chair: James Davidson, Competitactics
Our SME Committee identifies and monitors issues of importance to small- and medium-sized businesses to foster an improved environment in Canada for SMEs.

Taxation Committee
Chair: Peter H. Harris, Peter H. Harris, Q.C.
Our Taxation Committee monitors and responds to matters of federal concern in the field of taxation.

Territorial Policy Committee
Chair: Mike Bradshaw, Northwest Territories Chamber of Commerce
Our Territorial Policy Committee identifies, monitors and provides input on issues of common interest across the territories.

Transportation and Infrastructure Committee
Chair: Marc Gagnon, Fednav Limited
Our Transportation and Infrastructure Committee considers and reports on matters of federal concern in the fields of transportation and infrastructure.

In 2014, we were pleased to become a partner of the Canadian Chamber of Commerce and chambers across Canada. First Data Canada has customers and service locations across the country. We sought a partner that was also national in scope and mandate but local in delivery. Upon launch of this partnership, the professionalism of the chambers and the power of the Chamber of Commerce brand have become immediately apparent.

Our partnership opens doors to this strong, well-respected and locally-connected network of local chambers and their members. It allows us to focus on helping local chamber members save money and grow their businesses—which, we feel, reinforces local chambers’ value propositions. Together, we look forward to helping drive business success for the network.

Brian Green, General Manager
First Data Canada
Natural resources help build, fuel and feed the world
Canada is the world’s largest exporter of forest products, the third largest exporter of natural gas and the fourth largest exporter of agriculture and agri-food.

Natural resources create good jobs for Canadians
Thousands of young Canadian are preparing for well-paying and highly fulfilling jobs in natural resources and supporting industries such as finance, technology and engineering, in all regions of Canada.

Natural resources are what our country was founded on and they are our future
Emerging economies will drive energy demand growth by 56% by 2040 and food production growth by 70% by 2050. Demand for metals will rise five times over the next 40 years.

Canada’s forest products, minerals, energy and food can help write the next chapter of our economic success story if governments, businesses, associations and consumers work cooperatively together.

Natural resources drive economic growth
Industries involved in the production, processing and shipping of Canadian natural resources contribute $336 billion a year to Canada’s GDP and that number is expected to rise.
Join us in supporting the power of Canada by supporting the Partnership for Resource Trade

Without support for continued resource development and access to export markets, Canada risks falling behind the rest of the world.

The Canadian Chamber of Commerce has partnered with other leading organizations and individuals to form the Partnership for Resource Trade. The Partnership for Resource Trade seeks to create greater awareness among all Canadians of the importance of our natural resources to the growth and prosperity of Canada.

We believe the responsible use of Canada’s abundant natural resources has always been and will continue to be an important source of pride, opportunity and social and economic benefit to Canada.

Show your support for Canada’s resource trade. Add your name to the list of supporters on the Partnership for Resource Trade’s website, PowerofCanada.ca.

Partnership for Resource Trade Video Scholarship

This year, we offered university and college students across Canada the chance to win a $2,000 scholarship by producing a video that promotes the importance of Canada’s resource sector to the Canadian economy and encourages people to support the Partnership for Resource Trade.

Syed Ali, a kinesiology and health sciences student at York University, was chosen as this year’s winner. Tomiwa Ademidun of Western University, Jenny Hoang of the University of Waterloo and Ian Brownell of The Harris Institute were named finalists and each received a $500 scholarship. The videos can be viewed on our YouTube channel.
Our reach extends beyond the Canadian borders. We have a permanent presence in Washington, D.C.; we are the exclusive Canadian affiliate to both the International Chamber of Commerce (ICC) and the Business and Industry Advisory Committee (BIAC) to the Organisation for Economic Cooperation and Development (OECD); and, we are the Canadian representative on the B20 Coalition. These connections enhance the strength and relevance of our positions and give you a voice on the world stage.

Dispatches from Washington
In 2010, we entered into an important partnership to bolster our already extensive work on Canada-U.S. issues. Paul Frazer, President of PD Frazer Associates, based in Washington, D.C., is our special advisor on Canada-U.S. issues. Paul monitors Capitol Hill on our behalf and reports on issues and events that have implications for Canadian businesses.

International Chamber of Commerce
The ICC is the global business organization representing private sector interests from every industry around the world. Through our exclusive affiliation with the ICC, we provide you with direct input into the many global organizations where the ICC has an official seat at the table: World Chambers Federation (WCF), World Trade Organization (WTO), World Customs Organization, CODEX, United Nations Environmental Program (UNEP), United Nations Commission on International Trade Law (UNCITRAL), United Nations Conference on Trade and Development (UNCTAD) and the United Nations Development Program (UNDP).

Business and Industry Advisory Committee and the Organisation for Economic Cooperation and Development
BIAC is the doorway to providing private sector input to the OECD policy deliberations. Each of the 30 industrialized countries of the OECD has a business association that is a member of BIAC. BIAC formulates public policy recommendations in multiple areas, including trade liberalization, sustainable development, ecommerce, intellectual property, taxation and finance. Through BIAC, we ensure that you have a voice in OECD policy.

B20 Coalition
The Canadian Chamber of Commerce and 16 other national business associations from G20 countries have formed the B20 Coalition to advocate policies at national, regional and international levels that contribute to global growth and job creation. The B20 Coalition uses its vast membership base—representing more than 6.5 million businesses—as a global sounding board and an initiator of new ideas and proposals for G20 economic policy coordination. Perrin Beatty is currently the Chair of the B20 Coalition.
Thank You

We thank our partners who contributed to the success of our events and policy initiatives.

A Battle We Can’t Afford to Lose: Getting Young Canadians from Education to Employment

Association of Universities and Colleges of Canada
Cummins Eastern Canada LP
Dow Chemical Canada ULC
IBM Canada Ltd.
Knightsbridge Human Capital Solutions
Polytechnics Canada
RBC
Syncrude Canada Ltd.

Annual General Meeting

791 Technologies
Aimia Inc.
Air Canada
Amalgamated Dairies Limited
Andrew Peller Limited
Aon Reed Stenhouse Inc.
Atlantic Canada Opportunities Agency
Barrick Gold Corporation
BDO Canada LLP
Beer Canada
Bell Canada
BioVectra Inc.
BMO Bank of Montreal
Bombardier Inc.
Canada Post Corporation
Canadian Association of Petroleum Producers
Canadian Cove Atlantic Aqua Farms
Canadian Pacific Railway
Cat-Tec Inc.
Charlottetown Airport Authority
Charlottetown Tourism Accommodation Levy
City of Charlottetown
CN
Confederation Centre of the Arts
Confederation Cove
Cows Creamery
Deloitte
Delta Hotels & Resorts
Downtown Charlottetown Inc.
EDC
Encana Corporation
First Data
Freeman Audio Visual
GE Canada
Google Inc.
Government of Prince Edward Island
Grant Thornton LLP
Greater Charlottetown Area Chamber of Commerce
G. Visser & Sons
Holland College The Culinary Institute of Canada
Home Hardware Stores Limited
IBM Canada Ltd.
Imperial
Industry Canada
Johnson Inc.
Kinder Morgan Canada - Trans Mountain Expansion Project
LoyaltyOne
Manulife Financial
Maritime Electric
Midland Transport Ltd.
Newcap Radio
PMA Canada Fine Wines and Spirits
Power Corporation of Canada
Prince Edward Aqua Farms
Prince Edward Island Brewing Company
Prince Edward Island Culinary Adventures
Prince Edward Island Fall Flavours Festival
Prince Edward Island International Shellfish Festival
Prince Edward Tours
PropertyGuys.com Inc.
RBC
Rio Tinto
Scotiabank
ScotaMcLeod
SNC-Lavalin Inc.
Stewart McKelvey
TD Bank Financial Group
TELUS

The Alba Group
The Gray Group
ThirdQuarter
Thompson Rivers University
Trisura Guarantee Insurance Company
UPS Canada
W Holidays Inc.

A Path Forward for Entrepreneurship in Canada
BDO Canada LLP
BFL CANADA
Deloitte
IBM Canada Ltd.
Mouvement des caisses Desjardins
RBC

Canada-Korea Dinner
 Cameco Corporation
Lithium Americas Corp
LNG Canada
Samsung Electronics Canada Inc.
Canada-U.S. Regulatory Disconnect Project
Deeley Harley-Davidson Canada

Crystal Ball Symposium
Association of Canadian Port Authorities
BlackBerry Limited
Bombardier Inc.
Capital Power Corporation
Cenovus Energy Inc.
ConocoPhillips Canada
Deloitte
Enbridge Pipelines Inc.
Finning International Inc.
GE Canada
Google Inc.
Imperial
MNP LLP
Petroleum Services Association of Canada
Port Metro Vancouver
RBC
Suncor Energy Inc.
Winnipeg Airports Authority Inc.

Doing More Business with China: Why Canada Needs a Renminbi Hub
Toronto Financial Services Alliance

ICC Canada Arbitration Conference
Fairmont The Queen Elizabeth
ICC International Court of Arbitration
McGill Arbitration Society
McGill University
MNP LLP
Royal Canadian Mint
Toronto Commercial Arbitration Society
Western Canada Commercial Arbitration Society
YCAP

Chuck Davidson, President, Chamber Accreditation Council of Canada, and Michael McMullen awarded certificates of accreditation at our AGM. Achieving accreditation with distinction were the Abbotsford Chamber of Commerce, the Cambridge Chamber of Commerce, the Chatham-Kent Chamber of Commerce, the Greater Langley Chamber of Commerce, the Milton Chamber of Commerce and the St. Thomas and District Chamber of Commerce. Achieving accreditation were the Burin Peninsula Chamber of Commerce, the Halton Hills Chamber of Commerce, the Quinte West Chamber of Commerce and the Tillsonburg District Chamber of Commerce. Also achieving accreditation this year, but not in attendance were the Alliston and District Chamber of Commerce, the Drummond Chamber of Commerce and the Prince Edward County Chamber of Commerce. Charlottetown, Sept. 29.
International Trade Day
Bombardier Inc.
EDC
GE Canada
HSBC Bank Canada
i2 Ideas & Issues Advertising Inc.
IBM Canada Ltd.
J & J Family Companies / Lifescan
Janssen Inc.
Livingston International Inc.
RBC
SNC-Lavalin Inc.

Manufacturing Innovation:
Driving Canada’s Biggest Sector through Disruptive Technologies
Bombardier Inc.
Deeley Harley-Davidson Canada
Deloitte
GE Canada
IBM Canada Ltd.
RBC
University of Ontario Institute of Technology

Private Business Growth Award Gala
Alaris Royalty Corp.
Cummins Eastern Canada LP
GreenField Specialty Alcohols Inc.

Territorial Economic Development Project
Canadian North Inc.
GE Canada
RBC
Tower Arctic Ltd.

The Measures That Matter:
How Canada’s Natural Resource Sector Is Working to Protect the Environment
Association of Consulting Engineering Companies
Cameco Corporation
ConocoPhillips Canada
EDI Environmental Dynamics Inc.
Halliburton Energy Services
PotashCorp
Progress Energy Canada Ltd.
Resolute Forest Products
Syncrude Canada Ltd.
TimberWest Forest Corporation
TransCanada Pipelines
Valero Energy Inc.
Yamana Gold Inc.

The Power behind Canada’s Tourism Brand
Canadian Airports Council
Deloitte
InterContinental Hotels Group
Vancouver Airport Authority

Turning It Around: How to Restore Canada’s Trade Success
Agriteam Canada Consulting Ltd.
Barrick Gold Corporation
Canadian Association of International Development Professionals
Chartered Professional Accountants of Canada
Deloitte
EDC
Goldcorp Inc.
HSBC Bank Canada
RBC
Rio Tinto
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The Canadian Chamber of Commerce
Ottawa, ON

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Ontario Chamber of Commerce
Oakville, ON

Paul Adams
President
Newfoundland Transshipment Limited
St. John’s, NL

George Addy
Partner
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Toronto, ON

James Belsheim
Immediate Past Chair
British Columbia Chamber of Commerce
North Vancouver, BC

Brent Bergeron
Senior Vice President, Corporate Affairs
Goldcorp Inc.
Vancouver, BC

We thank our Board for its continuous leadership, support and dedication.
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Fédération des chambres de commerce du Québec  
Montreal, QC

Elizabeth Cannon  
President & Vice-Chancellor  
University of Calgary  
Calgary, AB

Peggy Cunningham  
Dean of the Faculty of Management  
Dalhousie University  
Halifax, NS

Umberto Delucilla, FCPA, CA, CISA, CRISC, CRP  
Managing Partner, Public Company & Major Institutions - Greater Montreal Area  
Deloitte  
Montreal, QC

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Vice President, Government Relations  
Encana Corporation  
Calgary, AB

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Calgary, AB

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Vice President, Business Development  
Assumption Life  
Moncton, NB

Pierre Pyun  
Vice President, Government Affairs  
Bombardier Inc.  
Ottawa, ON

The passing of the gavel from Outgoing Chair Richard Payette to Incoming Chair Michael M cM ullen. Charlottetown, Sept. 27.
On the floor of the Canadian Chamber’s policy debates, our chamber along with the London Chamber and other Canadian chambers, teamed up to pass a resolution that draws attention and asks for an expedient review of the impact (in terms of both GDP losses and job losses), that business attraction efforts of competitors’ jurisdictions are having on Canada’s economy.

As a local chamber, we were able to bring this resolution forward, have our voice heard by the network and have a resolution about this important as part of the national policy agenda that chambers across the country can work on—to better not only the business climate in Windsor-Essex but also in communities across the country. This is collaboration at its best!

Matt Marchand, President & Chief Executive Officer
Windsor-Essex Chamber of Commerce
Our Staff

We thank you for your support and look forward to working with you in 2015.

The Honourable Perrin Beatty
President & CEO

Janet Boden
Executive Assistant & Secretary to the Board of Directors

Danielle Mongeon
Director, Human Resources

Policy Department

Warren Everson
Senior Vice President, Policy

Hendrik Brakel
Senior Director, Economic, Financial & Tax Policy

Sarah Anson-Cartwright
Director, Skills Policy

Mary Anne Carter
Director, Competition Policy & Business Law

Susanna Cluff-Clyburne
Director, Parliamentary Affairs

Leah Littlepage
Director, Canada-U.S. & Transportation Policy

Katrina Marsh
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Director, Intellectual Property & Innovation Policy

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Stacey Roy
Director, Communications

Michelle Croteau
Web & Production Specialist

Kristy Murray
CRM Specialist

Marley Ransom
Communications & Events Specialist

Angela Roy
Coordinator, Chamber Development & Services
Michel Barsalou, our Executive Vice President, presents Anick de Sousa, our Senior Coordinator, Carnet and Document Certification, with a certificate of completion from the International Chamber of Commerce World Chambers Federation certificate of origin online training program. Anick is the program’s first graduate.
In addition to our advocacy work, we can also assist you in improving your bottom line through our various benefit programs. These include preferred rates on:

- Credit and debit card processing
- Gasoline
- Home, auto, travel and pet insurance
- Mystery shopper services
- SME-oriented online training courses
- Human resources support
- Cloud back up and data recovery services
- Courier services
- Office products
- ICC publications

Take advantage of these member benefit programs and save!

For more information on the benefits of Canadian Chamber membership, please contact:

Michael Nixon, Senior Vice President, Corporate Relations
mnixon@chamber.ca  |  416.868.6415 (232)

Jennifer Hagen, Director, Chamber Development & Services
jhagen@chamber.ca  |  613.238.4000 (232)
ATA Carnet
Acting as a passport for goods, the ATA Carnet is an international customs document that assists in the temporary importation of goods worldwide, free of duties and taxes. Our exclusive service offering simplifies customs procedures, reduces business costs and saves time and paperwork. ATA Carnets are accepted in 71 countries and counting.

Document Certification
Many countries require a chamber of commerce to confirm of the origin of goods before the goods are allowed into the country. We help Canadian exporters by certifying Certificates of Origin and other related documents.

TradeCert Canada
To simplify the document certification process, we offer TradeCert, an online service for the certification of Certificates of Origin and related documents. All you need is an Internet connection and a colour printer to take advantage of this offering.

International Chamber of Commerce (ICC) Publications
We exclusively provide unique reference tools to help you conduct business across the border or around the world. Designed and developed by business for business, ICC publications will assist you in dealing with often confusing terms, acronyms, procedures, rules, and regulations that play a role in all international transactions today.

We continue to provide the business community with unique and essential products and services that allow for fair trade and investment across international borders. Visit our website, Chamber.ca, for more information.