

THE CANADIAN CHAMBER OF COMMERCE
LA CHAMBRE DE COMMERCE DU CANADA



The Voice of Canadian Business™
connect! Branché!
Le porte-parole des entreprises canadiennes^{MD}



ANNUAL REPORT 2013

Working Together Towards a Strong,
Competitive Economic Environment



THE POWER TO SHAPE POLICY & OF OUR NETWORK

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.

The Voice of Canadian Business™

connect!

“Given the fast pace of business and the global environment in which we compete, the Canadian Chamber becomes a very important organization to be able to represent the views of Canadian business. The strength of the network and the opportunity to collaborate with business leaders across the country provides a tremendous advantage for Chamber members to learn about and focus on the right priorities—at the same time ensuring governments are connected to these priorities. In my view, the progress the Chamber has been recently making on this collaboration is an essential asset to the country’s future prosperity.”

Pat Horgan, Vice President, Manufacturing, Development & Operations
IBM Canada

CONTENTS

To Our Valued Members	2
Tackling the Top 10 Barriers to Competitiveness	5
Wins for Business	8
The Voice of Canadian Business™	12
Connect	16
Your Voice on the World Stage	21
Thank You	22
Our Board of Directors	27
Our Staff	30
Benefits for Business	32
Trade Services	33

TO OUR VALUED MEMBERS

A message from your President

As Canada's competitiveness challenges persist and productivity continues to lag, the role of the Canadian chamber network is more crucial than ever. Canada's share of global trade is shrinking, and international competition will only increase. That is why the Canadian Chamber of Commerce has focused its policy and advocacy initiatives on addressing Canada's competitiveness issues through its *Top 10 Barriers to Competitiveness*.

Again this year, with your input, we identified the 10 critical policy and regulatory barriers that are preventing Canadian businesses from achieving their full potential. The 2013 *Top 10* issues included the lack of access to international markets for Canadian energy, uncompetitive travel and tourism strategies and inadequate public infrastructure planning. While these are important issues, we continued to focus our advocacy efforts on the barrier you identified as the biggest obstacle to the success of Canadian business: the growing skills gap. The federal government and several provincial and territorial governments have also named this issue as the country's biggest challenge.



Recently, some reports have sought to dispute or downplay the existence of a skills gap. There should be no question that Canada needs to focus on its skills and talent. We must invest in our workforce to increase productivity, to be competitive and to support growth. There are no other areas where large-scale investment will produce greater outcomes for our country than in human capital.

Ken Field, Chairman and Founder of GreenField Specialty Alcohols Inc., centre, is awarded the 2013 Private Business Growth Award by Phil Noble, Executive Partner and CEO, Grant Thornton LLP, and Perrin Beatty, Toronto, Nov. 19.



In addition to a difficult business environment, 2013 was unique in terms of challenges met and conquered. I'm referring, of course, to the disasters that plagued several communities in which we live and work, most notably in Alberta and in Lac-Mégantic, Quebec. It was amazing and truly comforting to witness members from across the country and from all levels of the network unite to provide assistance and comfort to colleagues. I congratulate and thank you for supporting one another and elevating the chamber movement in such a commendable fashion.

Following these tragedies, we and our partners in the affected provinces called on governments to respond swiftly and effectively, particularly on behalf of small- and medium-sized businesses, to support their survival and the prosperity of the communities they serve.

Since 1925, the Canadian Chamber has fought for a strong, competitive economic environment that benefits businesses, communities and families across Canada. As you will see in this report, this year, again, with your support, we achieved a number of successes.

On behalf of the staff and the board of directors of the Canadian Chamber, I thank you for your support this past year. We look forward to working with you in 2014 as we continue our efforts to break down the barriers to our competitiveness and create more opportunities and greater prosperity for families and businesses in every region of Canada.

Together, we are making
a difference!

A handwritten signature in black ink that reads "Perrin Beatty".

Perrin Beatty
President & CEO

A message from your Chair

It is a great honour and a privilege for me to serve as your Chair for the year ahead. I have been involved with the chamber movement for the past nine years, having first served with the Quebec provincial chamber, where I was Chair from 2009 to 2010. This experience has given me a deep appreciation of the chamber network and the way chambers of commerce from across the country come together to speak with one voice on issues that are important to the Canadian business community. I am proud to be part of a movement that is focused on making a positive difference in our country.

I would like to thank our Immediate Past Chair Pat Horgan for his outstanding leadership, support and dedication. Pat was a dedicated and tireless advocate of the chamber network, and he continues to champion the engagement of businesses in chambers of commerce.

During my term as Chair, I will encourage us to continue aligning the *Top 10 Barriers of Competitiveness* across the chamber network in order to advocate as one strong voice for policies that will enable Canadian businesses to grow and prosper. Also, as a member of the leadership team of BDO, a company of entrepreneurs serving entrepreneurs, I will seek ways to engage entrepreneurs throughout our network, to support them and bolster their success.

As the voice of Canadian business, we will examine the barriers to success for entrepreneurs, including the public policy issues constraining their ability to grow. Entrepreneurs, their innovations and their companies are critical to fueling economic growth and prosperity in Canada and to making us more competitive internationally. The Canadian Chamber is uniquely positioned to become an important resource for entrepreneurs. Conversely, entrepreneurial companies have a lot to contribute to our organization and represent a great source of growth for all levels of the network.



I express my sincere gratitude 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 towards our own goal of breaking down the barriers to the success of Canadian businesses of all sizes, in all sectors and all regions of the country.

A handwritten signature in black ink, reading "Richard Payette".

Richard Payette
Chair

TACKLING THE TOP 10 BARRIERS TO COMPETITIVENESS

Canada's competitiveness continues to be severely challenged as traditional and emerging economies aggressively strive to occupy the global economic landscape. In fact, our country's ability to remain a leader among nations continues to decline. A 2012 World Economic Forum report 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 act more swiftly in increasing our country's ability to compete globally.

The following 10 critical policy and regulatory barriers were the focus of our advocacy and outreach activities in 2013. 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.



TOP 10
Barriers to Competitiveness



Pat Horgan, Canadian Chamber Chair, 2012-2013 and Vice President, Manufacturing, Development and Operations, IBM Canada, participated on a panel at our Competitive Edge conference on the need for employers to upgrade the skills of their existing workforce to secure the talent they will need in the future. Markham, May 29.

Skills shortages

Governments and businesses across regions and sectors will need to work cooperatively and aggressively to address this ubiquitous issue, particularly in four key areas: upskilling, immigration policies, education-employment alignment and Aboriginal education and workforce development.

Barriers to world markets for Canadian energy products

The overseas market will be of critical economic importance to Canada in the 21st century. Federal, provincial and territorial governments must act now to support the development of the infrastructure and relationships needed to realize the full potential of Canada's energy endowment, or risk missing out on an historic opportunity.

Inadequate workforce productivity

Improved trends in business investment in productivity-enhancing technologies and equipment are encouraging but still leave Canada underperforming relative to its competitors. To improve its productivity, Canada must leverage advanced technologies and efficient infrastructure, support efforts to raise literacy and numeracy levels among workers and ensure its EI program is not a disincentive to work.

Inadequate public infrastructure planning

Government commitments to infrastructure have been intermittent and the criteria changeable, making private sector investment difficult and expensive. Mobilizing private investment to finance public goals is essential for infrastructure development.

"The Canadian Chamber is a strong voice advocating for policies that support the ability of businesses to create economic prosperity for the benefit of all Canadians. In RBC's capacity as one of Canada's leading financial services providers, we have a keen interest in the economic success of the communities in which we operate across the country. We greatly value the Chamber's leadership in supporting this interest, as their efforts help to develop stronger, more prosperous communities from coast to coast."

Andrea Bolger,
Executive Vice-President,
Business Financial Services
RBC Royal Bank



The Hon. Christy Clark, Premier of British Columbia, was a keynote speaker at our AGM. Premier Clark spoke to the importance of SMEs to the Canadian economy, among other topics. Kelowna, Sept. 30.



"As a northern Canada SME, I look to the Canadian Chamber to meaningfully advocate my territory's important business concerns to the nation's decision-makers. Two recently produced Chamber policy papers, specifically addressing remote and pan-territorial issues, have helped move the yardstick forward. With the Chambers' continued hard work on our behalf, businesses like ours can evolve, prosper and succeed in our remote and environmentally challenging environment."

John E. Jacobsen, President & CEO
Tower Group of Companies

Tax complexity and structure

Canada's tax system over-relies on income and profit taxes, the most economically-damaging forms of taxation. Canada's tax system is also overly complex and, as a result, imposes unnecessary and significant compliance and administration costs on businesses and consumers. Canada must create a simple, fair and growth-oriented tax system.

Poor innovation performance

Canada lacks a definitive innovation strategy that brings coherence to the many government policies and programs affecting private research, academic research and commercialization. A clear approach that leads to action is urgently needed. Poor innovation leaves Canadian business vulnerable to competitors and to changing economic conditions.

Deficient strategies for trade success in new markets

Canada's competitiveness is constrained by a focus on slow-growing, traditional markets. Canada must reduce its dependency upon its usual trading partners and expand its access to new markets in Asia, Africa and South America. Legal access to these markets is but the first step. Canada needs to construct trade strategies that will turn access into success.

Internal barriers to trade

Canada is still far from being a barrier-free internal market. Internal trade barriers cost Canada's economy more than \$14 billion each year. Canadian business still has to petition governments for the "right" to sell goods and services in Canada. Canadian business needs a new agreement that will deliver a single, unimpeded marketplace for internal trade, labour mobility and investment.

Uncompetitive travel and tourism strategies

Through a combination of high transportation costs and steadily reduced marketing efforts, Canada has slipped from seventh place among the world's tourism destinations to 18th place in just a decade. A huge industry, critical in every region, is struggling with its competitiveness and needs public policies that are forward looking and supportive.

Lack of access to capital

A critical element of business competitiveness in any industry is access to capital – be it through venture capital or through foreign direct investment. Canada must support a sustainable private sector-led venture capital market and increase its appeal to foreign investors.



OUR SUCCESS= YOUR GAIN

At our AGM, Canadian Chamber Competition finalists presented their projects for connecting with educators on the skills gap. The finalists were the Mississauga Board of Trade, the Regina and District Chamber of Commerce and the Surrey Board of Trade. Kelowna, Sept. 28.

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

- \$225 million to extend the temporary Hiring Credit for Small Business for one year.
- \$222 million per year to improve the employment prospects for persons with disabilities and better meet the employment needs of Canadian businesses by renegotiating the Labour Market Agreements for Persons with Disabilities.
- \$19 million over two years to inform young people about high-demand fields of study, including the skilled trades, science, technology, engineering and mathematics.
- \$70 million over three years to support an additional 5,000 paid internships for recent post-secondary graduates, ensuring they get the valuable hands-on work experience needed to transition into the workforce.
- \$4 million over three years to work with provinces and territories to increase opportunities for apprentices along with other measures that will support the use of apprentices through federal construction and maintenance contracts, investments in affordable housing, and infrastructure projects receiving federal funding.
- \$42 million over two years to meet growing demand under the Temporary Resident Program.
- \$23 million over two years to implement an International Education Strategy for Canada to strengthen its position as a country of choice to study and conduct world-class research.
- Reforms to Canada's immigration system to make it faster, more flexible and focused on Canada's labour market needs.

At our AGM, Doug Porter, Chief Economist, BMO Financial Group, provided delegates with his economic outlook for North America. Kelowna, Sept. 29.



Tackling barriers to world markets for Canadian energy products

Wins for Business

- Under the theme *Responsible Canadian Energy in Global Markets*, our International Trade Day event provided business, academia and government with an open forum to discuss what it means to be an energy nation in the 21st century. This forum was an important step in the deliberations the government must undertake within the next two years on key political and regulatory decisions about the infrastructure needed to gain access to new markets for Canadian oil and gas.

Tackling inadequate workforce productivity

Wins for Business

- The government froze the Employment Insurance rate at the 2013 level of \$1.88 per \$100 of insurable earnings for 2014, and the rate will be set no higher than \$1.88 for 2015 and 2016.
- \$1.4 billion in tax relief for Canada's manufacturing and processing sector over the 2014-15 to 2017-18 period through a two-year extension of the temporary accelerated capital cost allowance for new investment in machinery and equipment.

Tackling inadequate public infrastructure planning

Wins for Business

- A new Building Canada plan to build roads, bridges, subways, commuter rail and other public infrastructure in cooperation with provinces, territories and municipalities. The plan provides approximately \$53.5 billion over the next 10 years in new and existing funding for provincial, territorial and municipal infrastructure:
 - \$32.2 billion consisting of an indexed Gas Tax Fund and the incremental Goods and Services Tax (GST) Rebate for Municipalities to build roads, public transit, recreational facilities and other community infrastructure across Canada.
 - \$14 billion in support of major economic infrastructure projects that have a national, regional and local significance.
 - \$1.25 billion to continue supporting innovative ways to build infrastructure projects faster and provide better value for Canadian taxpayers through public-private partnerships.
- \$10 billion over five years in federal infrastructure assets such as a new bridge for the St. Lawrence and the Windsor-Detroit International Crossing project.

Tackling tax complexity and structure

Wins for Business

- A commitment to make the tax system more neutral across sectors.
- A commitment to make the tax system simpler and improve taxpayer compliance.

Tackling poor innovation performance

Wins for Business

- \$37 million in new annual support for research partnerships with industry through the granting councils, including \$12 million to enhance the College and Community Innovation Program.
- \$225 million to be used by the Canada Foundation for Innovation to support advanced research infrastructure priorities and sustain the long-term operations of the Foundation.
- \$121 million over two years to invest in the strategic focus of the National Research Council to help the growth of innovative businesses in Canada.
- \$325 million over eight years to Sustainable Development Technology Canada to continue support for the development and demonstration of new, clean technologies.
- \$20 million over two years to the Canada Revenue Agency to improve the predictability and enhance enforcement of the Scientific Research and Experimental Development tax incentive program.

Tackling deficient strategies for trade success in new markets

Wins for Business

- The government completed negotiations on a comprehensive economic and trade agreement with the European Union. This agreement has the potential to create 80,000 new Canadian jobs.
- A commitment to expand trade with emerging markets in Asia and the Americas through Canada's engagement in the Trans-Pacific Partnership and active negotiations with Japan, South Korea and India.
- To further promote the success of Canadian exporters, the government will launch a comprehensive new plan to assist Canadian businesses as they expand abroad.
- A commitment to refresh Canada's Global Commerce Strategy in 2013, which will include an International Education Strategy component that will increase export opportunities for Canada's education providers, help attract global talent and boost Canada's profile in new markets.
- Measures to promote Canada's foreign trade zone (FTZ) advantage, including: eliminating the annual registration fee for the Customs Bonded Warehouse Program; simplifying the application process; accepting applications for new FTZ-single window initiatives to deliver FTZ programs at strategic locations in Canada; and providing funding to market Canada's FTZ advantage.
- A number of economic and security initiatives to enhance perimeter security and facilitate legitimate trade and travel under the Canada-United States Beyond the Border Action Plan. Of note, the government will implement a single window for companies to submit electronically all the data required by government departments for arriving shipments, thereby reducing red tape, delays and business costs.



At our International Trade Day conference, the Hon. Brad Wall, Premier of Saskatchewan (left), and the Hon. David Alward, Premier of New Brunswick, joined Perrin Beatty for a discussion on how provinces can collaborate on the production and transportation of energy. Ottawa, Oct. 29.

Tackling internal barriers to trade

Wins for Business

- A commitment to work with British Columbia and Ontario, and other willing jurisdictions, to set up a cooperative regulatory system for securities and capital markets.
- A commitment to amend the *Importation of Intoxicating Liquors Act* to allow Canadians to take beer and spirits across provincial/territorial boundaries for their own use.

Tackling uncompetitive travel and tourism strategies

Wins for Business

- A commitment to work with industry partners to promote Canada as a top destination for tourism.

Tackling the lack of access to capital

Wins for Business

- \$60 million over five years to help outstanding and high-potential incubator and accelerator organizations in Canada expand their services to entrepreneurs.
- \$100 million through the Business Development Bank of Canada to invest in firms graduating from business accelerators.
- \$18 million over two years to the Canadian Youth Business Foundation to help young entrepreneurs grow their businesses.



THE VOICE OF CANADIAN BUSINESS™

Representing 200,000 businesses, we are the largest business association in Canada, and the country's most influential. Our views are sought after and respected by government, business 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 2013

Economic Policy Series

In 2013, we released six reports on a wide range of public policy issues facing Canada today, including: *Canada's Labour Market Puts in a Strong Performance in 2012*; *Reevaluating Canada's International Trade: The Impact of Global Supply Chains*; *A Competitive Tax Regime: A Building Block of a Vibrant and Productive Economy*; *The U.S. Economy-Poised to Shift Into Higher Gear*; *The March of the Robots* and the *2014 Economic Outlook*.

Electricity in Canada: Smart Investment to Power Future Competitiveness

Released in January, this report explores some of the competitiveness implications of reinvestment in Canada's electricity sector.

The Hon. Ed Fast, Minister of International Trade and Minister for the Asia-Pacific Gateway addressed delegates at our Canada-Japan Trade Symposium in April. Minister Fast also spoke at our International Trade Day conference in October about the importance of the Canada-E.U. trade agreement. Toronto, April 25.

Mining Capital: How Canada Has Transformed Its Resource Endowment into a Global Competitive Advantage

Released in January, this report showcases the global success of the Canadian mining sector and demonstrates how Canada's natural resource endowment can form the basis for sustained economic growth and prosperity.

Closing the Skills Gap: Mapping a Path for Small Business

Released in February, this report stems from a symposium we hosted in November 2012 on skills and small business and includes participants' recommendations for encouraging increased skills development in SMEs, makes policy recommendations for all stakeholders and highlights best practices in alleviating skills pressures.

Toolkit of Training Resources for Small- and Medium-sized Businesses

Released in February, to complement the *Closing the Skills Gap* report, this toolkit highlights various training resources available to small- and medium-sized businesses.

State Visits to Africa, China and Mongolia

Representing the Canadian business community, Perrin Beatty accompanied His Excellency the Right Honourable David Johnston, Governor General of Canada, on his State visits to Ghana and Botswana from May 13 to 19 and to China and Mongolia from Oct. 19 to 26. The visit to Africa was an opportunity to promote Canada's commercial strengths in knowledge-intensive services and investment and to point the way to areas where Canada and African countries can collaborate on projects at the frontier of science. While the visits to China and Mongolia were opportunities to further develop the numerous partnerships that Canada has developed with both countries, particularly in strategies promoting commerce, innovation, prosperity, education and culture.

G8 Business Summit (B8)

On May 21, Perrin Beatty travelled to London, England to take part in a B8 meeting in preparation for G8 Summit that took place in June in Northern Ireland. While in London, Perrin had the opportunity to meet with British Prime Minister David Cameron. During their meeting, Perrin reiterated the importance of finalizing the Canada-EU Comprehensive Economic and Trade Agreement for businesses on both sides of the Atlantic.



Their Excellencies the Right Honourable David Johnston, Governor General of Canada, and Mrs. Sharon Johnston and members of the Canadian delegation visited the Karowe Diamond Mine. Botswana, May 18.

Sgt Ronald Duchesne, Rideau Hall - ©Her Majesty The Queen in Right of Canada represented by the Office of the Secretary to the Governor General (2013)

Reproduced with the permission of the Office of the Secretary to the Governor General, 2013.

"As a new member, I appreciate the Canadian Chamber of Commerce and its unique network that connects business people across our country. I know of no other group that brings together the diverse issues and challenges our businesses face daily to keep the economy moving forward."

Clark Grue, President
Rainmaker Global Business Development



Perrin Beatty along with MEDEF President Laurence Parisot and U.S. Chamber President Tom Donohue attended a meeting with U.K. Prime Minister David Cameron at No. 10 Downing Street, London, England, May 21.

G20 Business Summit (B20)

Perrin Beatty represented Canadian business at the G20 Business Summit, which took place in St. Petersburg, Russia from June 20 to 21. Perrin participated on a task force to develop recommendations on trade and investment for the G20 leaders.

Restoring Canadian Tourism: Discussion Paper

Released in June, this discussion paper examines the importance of the tourism industry to the Canadian economy and the need for Canada to do better.

\$50 Million a Day

Released in September, this report highlights how Canada's lack of infrastructure to get its oil and gas to tidewater and overseas is preventing Canadians from maximizing their potential benefits in energy markets and is costing Canada as much as \$50 million a day in lost jobs, tax revenues and other economic benefits.

Canadian Oil and Gas: The U.S. Needs Less. Asia Needs More.

Released in September to complement the *\$50 Million a Day* report, this infographic illustrates the key facts every Canadian needs to understand about Canadian oil and gas.



While at Sichuan University in Chengdu, China, Perrin Beatty participated in a discussion with Canadian and Chinese panellists on education, innovation and prosperity. Chengdu, China, Oct. 22.

Sgt Ronald Duchesne, Rideau Hall

©Her Majesty The Queen in Right of Canada represented by the Office of the Secretary to the Governor General (2013)

Reproduced with the permission of the Office of the Secretary to the Governor General, 2013.

Upskilling the Workforce: Employer-sponsored Training and Resolving the Skills Gap

Released in October, this report focuses on the role of employers in training existing talent and captures the views of HR executives, employers and educators. Topics include customizing education for employers; apprenticeships; planning for reskilling and redeployment; youth job-readiness training; and the demand for soft skills.

Coalition for Canada Europe Trade

In October, the Canadian Chamber of Commerce and seven other Canadian business organizations formed the Coalition for Canada Europe Trade (CCET). The CCET is an organization of associations and individuals that support trade and investment liberalization between Canada and the European Union.

The Foundations of a Competitive Canada: The Need for Strategic Infrastructure Investment

Released in December, this report examines the poor state of Canada's public infrastructure and makes recommendations for a long-term investment strategy to bring Canada's infrastructure back to the level needed to support prosperity.

Opportunity Found

Released in December, this short paper highlights productive initiatives to improve the workforce participation of Aboriginal peoples and the resulting competitiveness of employers. It also offers recommendations to the federal government and to Canada's businesses on measures both can take to provide Aboriginal peoples and communities with the tools to make these success stories the norm.

Beyond Trade Agreements: Strengthening Canada's Commercial Diplomacy

Businesses often struggle to adapt to the opportunities and challenges presented in countries with different business cultures and unfamiliar legal and regulatory institutions—even in cases where a trade agreement is in place. As the government launches its new Global Commerce Strategy, there is a unique opportunity to propose specific recommendations for the next generation of policy tools and services that will help Canadian business succeed in an increasingly dynamic and competitive international marketplace. Field research and member consultations began during the last quarter of 2013, and the release of a report summarizing the recommendations is planned for the first half of 2014.

CONNECT

From peer-to-peer networking events to professional development sessions, 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.

2013 Events

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.

Canada-Japan Trade Symposium

April 25 | Toronto, ON

On April 25, along with the Canadian Chamber of Commerce in Japan and Keidanren, we hosted a highly successful trade symposium on the Canada-Japan Economic Partnership Agreement. This was the second gathering of senior government and business leaders to discuss the proposed Canada-Japan Economic Partnership Agreement, the first of which was held in Tokyo in November 2012. Coinciding with the second round of negotiations, the event was a timely opportunity to explore the potential gains and challenges of such an agreement.

“Our membership in the Canadian Chamber of Commerce gives us access to key information and expertise at the federal level. We are able to share with our members informed updates on issues such federal budgets, immigration and CETA. We know the Canadian Chamber is bringing our voice on issues that impact our members to federal decision-makers.”

Nancy M. Conrad, Senior Vice President, Policy
Halifax Chamber of Commerce



Norihiro Okuda, Ambassador of Japan to Canada, was a guest speaker at our Canada-Japan Trade Symposium. Toronto, April 25.

Competitive Edge

May 29 | Markham, ON

The Competitive Edge is a conference where government, business and thought leaders connect to tackle a key issue affecting Canadian competitiveness and to exchange ideas, strategies and solutions for putting Canadian businesses in the best position to succeed at home and globally.

Competitive Edge 2013 was presented in partnership with the York Region chambers of commerce and, under the theme *Success Through Innovation*, featured keynote presentations by demographer and economist David Foot and BlackBerry's Senior Vice President of Software Sebastien Marineau-Mes. The event highlighted real-life practices and success stories in skills and economic development through innovative ideas, unconventional strategies and creative partnerships.



At our AGM, His Excellency the Right Honourable David Johnston, Governor General of Canada, spoke to the Canadian business community's need for skilled workers and to the need of adopting an "ecosystem" approach, comprised of science, technology and innovation, to drive prosperity and enhance the well-being of Canadians. Kelowna, Sept. 29.

Annual General Meeting

Sept. 28 to 30 | Kelowna, BC

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 by setting our policy agenda for the upcoming year.

AGM 2013 was hosted by the Kelowna Chamber of Commerce and, under the theme *A Canada that Works and Plays*, focused on tackling two barriers to Canadian competitiveness: Canada's skills shortage and its uncompetitive travel and tourism strategies. At the AGM, delegates had the opportunity to learn best practices for connecting educators and employers in order to address the skills gap in their community. They also had the chance to share their ideas on how we can make Canada's travel and tourism industry – a sector that accounts for more than 600,000 jobs, including many in their communities – more competitive. The AGM featured keynote presentations by His Excellency the Right Honourable David Johnston, Governor General of Canada; the Honourable Christy Clark, Premier of British Columbia; Doug Porter, Chief Economist, BMO Financial Group; David Goldstein, President and CEO, TIAC; and, Mark Brand, Vancouver-based restaurateur and social entrepreneur.



Member chambers of commerce gather at our AGM to debate and vote on resolutions that will form our advocacy agenda for the upcoming year. This year, 68 resolutions were up for debate. Pictured here is Josh Hjartarson, Vice President, Policy and Government Relations, Ontario Chamber of Commerce. Kelowna, Sept. 30.



At our Competitive Edge conference, David Foot, Professor of Economics, University of Toronto, and co-author of *Boom Bust & Echo: Profiting from the Demographic Shift in the 21st Century*, delivered a keynote presentation on demographics and the labour market. Markham, May 29.

ICC Canada Arbitration Conference

Oct. 25 | Toronto, ON

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.

International Trade Day

Oct. 29 | 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 2013 was centred on the theme of *Responsible Canadian Energy in Global Markets*. The program included leaders from academia, industry and government who shared their perspectives on the challenges Canada must overcome in order to get Canada's energy resources to international markets. International Trade Day featured a discussion with the Honourable David Alward, Premier of New Brunswick and the Honourable Brad Wall, Premier of Saskatchewan as well as keynote presentations by the Honourable Ed Fast, Minister of International Trade, and Claude Mongeau, President and CEO of CN.

Private Business Growth Award

Nov. 19 | Toronto, ON

In partnership with Grant Thornton LLP, we launched 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 inaugural winner, GreenField Specialty Alcohols Inc., at a gala hosted by Dianne Buckner of CBC Television's *Dragons' Den*.

Deputy Ministers' Dinner

Dec. 2 | Ottawa, ON

This dinner is a Canadian Chamber tradition that allows for discussions between our board of directors and senior government officials on the key policy issues facing Canadian business.

2013 Policy Committees and Business Coalitions

Arbitration Committee

Chair: Barry Leon, Perley-Robertson, Hill & McDougall LLP

Our International 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

Chair: Graham Henderson, Music Canada

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 press for stronger intellectual property protection both in Canada and worldwide. Founded in 2008, the CIPC's primary objective is to ensure the Canadian government provides the necessary legislative framework and sufficient resources to better protect intellectual property rights.

Canadian Services Coalition

Chair: Christopher Donnelly, Manulife Financial

The Canadian Services Coalition (CSC) was established in 2006 to provide a strong and cohesive voice to the Canadian services industry. The main objective of the CSC is to liberalize services markets throughout the world and to remove trade and investment barriers for the Canadian services sector as a means of increasing the opportunities available to Canadian companies. The Canadian Chamber of Commerce has taken on the role of Secretariat to the CSC.

Competition Law and Policy Committee

Chair: Subrata Bhattacharjee, Heenan Blaikie LLP

Our Competition Law and Policy Committee monitors and responds to federal government issues concerning the Competition Bureau and legislative proposals. The committee provides our policy team with technical and strategic advice and prepares briefs and other advocacy materials.

Natural Resources and Environment Committee

Chair: Tyler Elm, Canadian Tire Corporation

Our Natural Resources and Environment Committee examines Canada's energy, natural resources and environmental policy and recommends improvements that ensure the competitiveness of Canadian businesses across all sectors of the economy. The committee also discusses ways to achieve improved energy efficiency and to encourage continuous environmental improvement among our membership.



At our International Trade Day conference, Claude Mongeau, President and CEO of CN, spoke to the importance of energy transportation, including responsible approaches and safety measures. Ottawa, Oct. 29.

Innovations Committee

Chair: Morgan Elliott, BlackBerry Limited

Our Innovations Committee monitors and responds to federal policy issues on behalf of our members. The committee also focuses on driving the adoption of information and communications technologies, especially among subject-matter experts, to ensure that Canada can remain innovative and competitive globally.

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 leads our efforts on international policy issues. The committee reviews trade and investment developments and makes recommendations on policy positions to the federal government.

Ottawa Liaison Committee

Chair: Michael Murphy, Canadian Pacific Railway

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

SME Committee

Chair: James Davidson, Competitactics

Our SME Committee is composed of representatives of local chambers and small- and medium-sized businesses with specialized knowledge and experience in SME affairs and issues. The committee identifies and monitors issues of importance to SMEs and raises these issues among influential policy makers in the government and the general public.

Territorial Policy Committee

Chair: Mike Bradshaw, Northwest Territories Chamber of Commerce

Our Territorial Policy Committee is composed of representatives of chambers located in the territories as well as businesses with knowledge of economic issues in Canada's North. The committee identifies, monitors and provides input on issues of common interest across the territories.

Taxation and Economic Policy Committees

Chair: Peter H. Harris, Peter H. Harris, Q.C.

Our Taxation and Economic Policy Committees provide advice and direction on economic policy and taxation matters. The committees make policy recommendations, review and provide input to reports, briefs and submissions, and advise on resolutions submitted by our chamber network.

Transportation Committee

Chair: Marc Gagnon, Fednav Limited

Our Transportation Committee initiates the preparation of policy reviews, analyses and reports on federal transportation policy issues as well as recommends action for the adoption of Canadian Chamber policy.

"The Canadian Chamber of Commerce does an excellent job of engaging members, building consensus and representing Canadian businesses with governments in Canada and abroad. Dedicated and results-focused staff is a key strength of the organization."

Christopher Donnelly, Assistant Vice-President & Chief Regulatory Counsel, Manulife Financial & Chair, Canadian Services Coalition



Canadian Chamber Competition winners Anita Huberman, CEO of the Surrey Board of Trade, and John Harrison, Industry Training and Essential Skills Consultant, Douglas College. The Surrey Board of Trade worked with Douglas College to help SMEs integrate immigrants into their labour pool. Kelowna, Sept. 28.



YOUR VOICE ON THE WORLD STAGE

Our reach extends beyond 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 14 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.

\$50 Million a Day

Apache Canada
Canadian Association of Petroleum Producers
Canadian Energy Pipeline Association
Canadian Natural Resources Limited
Canadian Pacific Railway
Canadian Propane Association
Enbridge
GE Canada
Kinder Morgan
MEG Energy
Nexen Inc.
Shell Canada
Suncor Energy
TransCanada

Annual General Meeting

Andrew Peller Limited
Aon Reed Stenhouse Inc.
Barrick Gold
BCLC
BDO Canada LLP
BlackBerry Limited
BMO Bank of Montreal
Bombardier Inc.
Brewers Association of Canada
Canada Post
Canada Safeway
Canadian Association of Petroleum Producers
Canadian Pacific Railway
Cat-Tec Inc.
CN

Constant Contact
Davis + Henderson
EDC
Encana Corporation
ESSO Imperial Oil
GE Canada
Global Answers for Business (GAB) Corp.
Google Canada
Greater Charlottetown Area Chamber of Commerce
Home Hardware
IBM Canada
Industry Canada
iPolitics
Johnson Inc.
Kelowna Chamber of Commerce
Manulife Financial
Office of the Privacy Commissioner of Canada
PMA Canada Fine Wines and Spirits
Port Metro Vancouver
Power Corporation of Canada
Public Works and Government Services Canada
Purolator Inc.
RBC Financial Group
Rio Tinto
Scotiabank
SSG Media Convergence
Suncor Energy
Sun Life Financial
TD Financial Group
Thompson Rivers University
Trans Mountain
Workmentors.com

Canadian Chamber Governor Sean Finn performed the swearing-in of Chair-elect Richard Payette. Kelowna, Sept. 30



Beyond Trade Agreements: Strengthening Canada's Commercial Diplomacy

Agriteam Canada
Barrick Gold
CGA
Deloitte LLP

Canada-Japan Trade Symposium

Bennett Jones LLP
Canon Canada
EDC
Hitachi Canada
JAMA Canada
Manulife Financial
Mitsui & Co. (Canada) Ltd.
RX&D
Takeda Canada
TimberWest

Competitive Edge

Association of Universities and Colleges of Canada
Deloitte LLP
Devon Energy
IBM Canada
RBC Financial Group
Rubicon Minerals
The Great-West Life Assurance Company
University of Ontario Institute of Technology

Deputy Ministers' Dinner

3M Canada
Bombardier Inc.
Canadian Pacific Railway
Capital Power
Cenovus Energy
Chevron Canada
Cisco Canada
Deloitte LLP
GE Canada
Google Canada
IBM Canada
Manulife Financial
Microsoft Canada
Pfizer Canada
Port Metro Vancouver
RBC Financial Group
Teck
TELUS
UPS

Economic Policy Series

The Canadian Business Journal

Electricity in Canada: Smart Investment to Power Future Competitiveness

AltaLink
ENMAX Corporation
GE Canada
IBM Canada



Our Private Business Growth Award gala was hosted by Dianne Buckner of CBC Television's Dragons' Den. Toronto, Nov. 19.

ICC Canada Arbitration Conference

Affleck Green McMurtry LLP
 Arbitralis
 Arbitration Place
 Basman Smith LLP
 Bennett Jones LLP
 Blake, Cassels & Graydon LLP
 Borden Ladner Gervais LLP
 Burnet, Duckworth & Palmer LLP
 Cassels Brock & Blackwell LLP
 Cox & Palmer
 Davis LLP
 Deloitte LLP
 Dentons
 Derer Law
 Esso Imperial Oil
 Farris, Vaughan, Willis & Murphy LLP
 FTI Consulting
 Gallagher & Co. Consultants Limited
 Glaholt LLP
 Gowling Lafleur Henderson LLP
 Heenan Blaikie LLP
 Humber College
 Insurance Bureau of Canada
 International Association of Facilitators
 JAMS
 Jensen Shawa Solomon Duguid Hawkes LLP
 Kaiser Arbitration
 Marsh Canada
 McCartney ADR Inc.
 MNP LLP
 Norton Rose Fulbright
 Osler, Hoskin & Harcourt LLP
 Smartsettle
 Stephen Richard Morrison, LLB
 Thompson Dorfman Sweatman LLP
 William G. Horton
 Wolters Kluwer
 Woods LLP
 York University

International Trade Day

Apache Canada
 Calgary Economic Development
 Cenovus Energy
 Chevron Canada
 CN
 ConocoPhillips
 Dow Chemical Canada
 EDC
 Enbridge
 MEG Energy
 Nexen Inc.
 Norton Rose Fulbright
 RBC Financial Group
 Shell Canada
 Suncor Energy
 Talisman Energy
 TransCanada
 Valero Energy

Mining Capital: How Canada Has Transformed Its Resource Endowment into a Global Competitive Advantage

Agnico-Eagle Mines Limited
 AuRico Gold
 Cassels Brock & Blackwell LLP
 First Quantum Minerals
 GE Canada
 Goldcorp
 Grant Thornton LLP
 IAMGOLD
 Kinross Gold
 RBC Financial Group
 Sherritt International
 Tetra Tech
 The TMX Group
 Vale
 Xstrata
 Yamana Gold Inc.

"Of all of the elements of the Canadian Chamber of which I have been exposed—the events, research reports, advocacy activities, etc., I think the area that consistently impresses me the most is the people. Every single staff person is focused, professional and eager to hear and incorporate the perspectives of business and local and provincial chambers into CCC actions. This is a strength our chamber tries to emulate."

Steve McLellan, CEO
Saskatchewan Chamber of Commerce

Opportunity Found

Association of Universities and Colleges of Canada
AuRico Gold
Battlefords Tribal Council
Canadian Shipowners Association
Deloitte LLP
Devon Energy
Dow Chemical Canada
GE Canada
Knightsbridge
Monsanto Canada
Port Metro Vancouver
RBC Financial Group
Rio Tinto
Rothmans Benson & Hedges
Syncrude Canada
The Economical
The Great-West Life Assurance Company
University of Ontario Institute of Technology

Private Business Growth Award Gala

Business Development Bank of Canada
Equifax Inc.
Grant Thornton LLP

Closing the Skills Gap: Mapping a Path for Small Business

Office of Literacy and Essential Skills

Restoring Canadian Tourism: Discussion Paper

Canadian Airports Council
Convention Centres of Canada
Greater Toronto Airport Authority
Hotel Association of Canada
InterContinental Hotels Group
Loyalty One
National Airlines Council of Canada
Nav Canada
Rocky Mountaineer
Ryerson University
Tourism Industry Association Canada
Transat A.T.
Vancouver Airport Authority



At our AGM, David Goldstein, President and CEO, TIAC, spoke to the need to restore Canadian tourism. Kelowna, Sept. 29.



Steve McLellan, President, Chamber Accreditation Council of Canada, and Richard Payette awarded certificates of accreditation at our AGM. Achieving accreditation with distinction were the Burlington Chamber of Commerce, the Grande Prairie and District Chamber of Commerce, the Greater Kingston Chamber of Commerce and the Oakville Chamber of Commerce. The Whitehorse Chamber of Commerce was presented with its accreditation certificate. Also achieving accreditation this year, but not in attendance were the Port Hope and District Chamber of Commerce and the Parry Sound Chamber of Commerce. Kelowna, Sept. 30.

The Foundations of a Competitive Canada: The Need for Strategic Infrastructure Investment

Associated Equipment Distributors
Association of Consulting Engineering Companies
Canada
Bison Transport
Bombardier Inc.
Canadian Construction Association
Canadian Marine Pilots' Association
Capstone Infrastructure
Engineers Canada
Fraser Surrey Docks
Gorman-Rupp of Canada
Hatch Mott MacDonald
Hydro-Québec
IPEX Inc.
McKinsey and Co.
Ontario Power Authority
Port Alberni Port Authority
Port Metro Vancouver
RBC Financial Group
Thunder Bay Port Authority

Upskilling the Workforce: Employer-sponsored Training and Resolving the Skills Gap

Association of Universities and Colleges of Canada
AuRico Gold
Battlefords Tribal Council
Canadian Shipowners Association
Deloitte LLP
Devon Energy
Dow Chemical Canada
GE Canada
Knightsbridge
Monsanto Canada
Port Metro Vancouver
RBC Financial Group
Rio Tinto
Rothmans Benson & Hedges
Suncrude Canada
The Economical
The Great-West Life Assurance Company
University of Ontario Institute of Technology



OUR BOARD OF DIRECTORS

Chair

Richard Payette
CEO Americas
BDO International Limited

First Vice Chair

Michael McMullen
President
MCM Consulting

Second Vice Chair

David Paterson
Senior Vice President,
Government Relations & Public Policy
BlackBerry Limited

Third Vice Chair

Duncan Wilson
Vice President,
Corporate Social Responsibility
Port Metro Vancouver

Treasurer

Andrea Bolger
Executive Vice President,
Business Financial Services
RBC Royal Bank

Immediate Past Chair

Pat Horgan
Vice President, Manufacturing,
Development & Operations
IBM Canada Ltd.

President & CEO

The Honourable Perrin Beatty
The Canadian Chamber of Commerce

George Addy

Partner

Davies Ward Phillips & Vineberg LLP

Pierre Alvarez

Vice President, Corporate Relations
Nexen Inc.

Bob Armstrong

Past Chair

Ontario Chamber of Commerce

James Belsheim

Chair

British Columbia Chamber of Commerce

Brent Bergeron

Senior Vice President, Corporate Affairs
Goldcorp Inc.

Christiane Bergevin

Executive Vice President,

Strategic Partnership

Mouvement des Caisses Desjardins

Jack Broodo
President
Dow Chemical Canada

Renaud Caron
Chair
Fédération des chambres de commerce
du Québec

Darcy Collings
Vice President, Planning
EnCana Corporation

Peggy Cunningham
Dean of the Faculty of Management
Dalhousie University

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

Pierre-Luc Desgagné
Vice President, Public &
Governmental Affairs
Hydro-Québec

Kelvin Dushnisky
Senior Executive Vice President
Barrick Gold Corporation

Virginia Flood
Vice-President, Canada
Rio Tinto

Duncan Fulton
Senior Vice President, Corporate
Affairs & Chief Marketing Officer
FGL Sports & Mark's

Liz Graham
Executive Vice President &
Chief Operating Officer
Aimia

Craig Hougen
President
Hougen Group of Companies

J. Keith Lambe
Chair
Atlantic Chamber of Commerce

Benjamin Little
Senior Vice President, Corporate Affairs
IAMGOLD

Barry F. Lorenzetti
President, CEO & Founder
BFL CANADA

Neil Macdonald
Vice-President, Corporate Affairs &
General Counsel & Secretary
General Motors of Canada Limited

Keith Martell
Chairman & CEO
First Nations Bank of Canada

Wayne McWhirter, FCA
Director
Manitoba Chambers of Commerce

Michael Murphy
Vice President, Government Affairs
Canadian Pacific Railway

Michael Novak
Executive Vice President
SNC Lavalin

Jim Oosterbaan
President
Natural Gas Exchange Inc.



"The Chamber's mission is clear: to be the voice of Canadian business. The breadth of its advocacy over the past couple of years demonstrates that the Chamber understands the current and future challenges of the Canadian business community—more than 200,000 businesses think so already. Despite the strides we have made as a nation, there is more to achieve. Advocacy is an ongoing role that the Chamber is well equipped and well qualified to play."

Jim Oosterbaan, President
Natural Gas Exchange Inc.

The passing of the gavel from Outgoing Chair Pat Horgan to Incoming Chair Richard Payette. Kelowna, Sept. 28.



Many delegates, including Debra Scott, CEO, Newmarket Chamber of Commerce, and President, Chamber of Commerce Executives of Canada, had the opportunity to meet His Excellency, the Right Honourable David Johnston, Governor General of Canada, following his address at our AGM. Kelowna, Sept. 29.

Jacques Pinet
Vice President, Business Development
Assumption Life

Pierre Pyun
Vice President, Government Affairs
Bombardier Inc.

Luc Reny
Vice-President, Human Resources &
Administration
Power Corporation of Canada

Pierre Rodrigue
Vice-President, Communications,
Marketing & Industry Relations
Bell Media

Michael Sangster
Vice-President, Federal
Government Affairs
TELUS

Debra Scott
President
Chamber of Commerce Executives
of Canada

Brad D. Severin
Chair
Alberta Chambers of Commerce

Darryl S. Stann
Vice President, Procurement
Potash Corporation of Saskatchewan Inc.

Fred Titanich
Immediate Past Chair
Saskatchewan Chamber of Commerce

Ann Marie Tout
Manager
Enbridge Pipelines (NW) Inc.

Scott Walton
President
Enovex

Mike Watson
Principal
Wazuku Advisory Group Inc.

Peter Wilkinson
Senior Vice-President,
Governmental Relations
Manulife Financial

Troy Wright
President & Chief Executive Officer
Scotiabank Mexico

OUR STAFF

The Honourable Perrin Beatty
President & CEO

Janet Boden
Executive Assistant & Secretary to the Board of Directors

Danielle Mongeon
Director, Human Resources



Our Senior Vice President, Policy Warren Everson addresses delegates prior to the policy debates at our AGM. Kelowna, Sept. 29.

Communications Department and Services

Michel Barsalou
Executive Vice President

Jean-Jacques Hermans
Vice President, Quebec

Jennifer Hagen, CAE
Director, Chamber Development & Services

Émilie Potvin
Director, Public Relations & Stakeholder Engagement

Stacey Roy
Director, Communications

Michelle Croteau
Web & Production Specialist

Marley Ransom
Event Planner

Angela Roy
Communications Agent

Carnet & Document Certification Services

Lise Sauvé
Director

Manon Bélisle
Senior Representative

Helen Chang
Senior Representative

Anick de Sousa
Senior Coordinator

Gaëtanne Forget
Senior Coordinator

Nicole Craig
Representative

Ariola Jakupi
Coordinator Canadian Claims

Mitchie Joseph
Representative

Daniella Labonne
Representative

Alexandra Miceli
Representative & Office Assistant

Evangelia Papatsonis
Representative



Peter Harris, Chair of our Economic Policy and Taxation Committees; Katrina Marsh, our Director of Natural Resources and Environmental Policy; Tyler Elm, Chair of our Natural Resources and Environment Committee; Warren Everson, our Senior Vice President, Policy; George Addy, Chair of our Policy Committee of the Board; and Ron Chapman, session facilitator, participate in a policy debate at our AGM. Kelowna, Sept. 29.

Policy Department

Warren Everson

Senior Vice President, Policy

Tina Kremmidas
Chief Economist

Sarah Anson-Cartwright
Director, Skills Policy

Susanna Cluff-Clyburne
Director, Parliamentary Affairs

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

Katrina Marsh
Director, Natural Resources & Environmental Policy

Scott Smith
Director, Intellectual Property & Innovation Policy

Cam Vidler
Director, International Policy

Mary Anne Carter
Coordinator, Intellectual Property & Arbitration

Claire Van Allen
Senior Administrative Assistant & Committee
Coordinator

Corporate Relations Department

Michael Nixon

Senior Vice President

Kimberly Gale
Managing Director, Northern & Western Canada

Stephen Johns
Director, Corporate Member & Association Relations

Melissa McGee
Coordinator

Finance & Administration Department

Adèle Laronde, CPA, CA

Vice President & Chief Financial Officer

Louise Alary
Director, Administration & Systems

Manuela Lacroix
Controller

Marilyn Aitken
Accounts Payable Analyst

Tammy Leroux
Administrative Officer

Chantal McHugh
Accounts Receivable Analyst

Elizabeth Rochon
Receptionist & Document Certification Agent

Pratibha Singal
Accounting Clerk



BENEFITS FOR BUSINESS

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 transactions
- cloud back up and data recovery services
- human resources support
- gasoline
- home, auto and travel insurance
- SME-oriented online training courses
- ATA Carnet
- document certification services
- ICC publications

“One of the key selling features we use in articulating the Chamber’s value proposition to potential new members is the advocacy team they have at their disposal through the CCC. When we tell them that we have full-time lobbyists in Ottawa working on their behalf, they are very interested and impressed. When we tell them that we have the Honourable Perrin Beatty at the helm as our voice and face of those advocacy efforts, they are no longer simply impressed and interested; they are filling out their applications for membership.”

Gerry Macartney, CEO
London Chamber of Commerce

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)



TRADE SERVICES

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.

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, getting goods across borders more quickly.

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.

OTTAWA

420-360 Albert Street
Ottawa, ON
K1R 7X7

📞 613.238.4000
📠 613.238.7643

TORONTO

901-55 University Avenue
Toronto, ON
M5J 2H7

📞 416.868.6415
📠 416.868.0189

MONTREAL

709-1155 University Street
Montreal, QC
H3B 3A7

📞 514.866.4334
📠 514.866.7296

CALGARY

PO Box 38057
Calgary, AB
T3K 5G9

📞 403.271.0595
📠 403.226.6930

THE CANADIAN CHAMBER OF COMMERCE

LA CHAMBRE DE COMMERCE DU CANADA



Chamber.ca