



THE CANADIAN
CHAMBER
OF COMMERCE

LA CHAMBRE
DE COMMERCE
DU CANADA

The Voice of Canadian Business™
La porte-parole des entreprises Canadiennes^{MD}

2017 MEMBERSHIP & CONTRIBUTION PROSPECTUS



The Canadian Chamber of Commerce is the national leader in public policy advocacy on national and international business issues and is focused on fostering a strong, competitive economic environment that benefits Canada and improves the standard of living of all Canadians.

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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 all Canadians.

Corporate Membership

As a member of the Canadian Chamber of Commerce, you belong to Canada's largest and most influential business network—a network of over 450 chambers of commerce and boards trades and more than 100 industry associations—representing over 200,000 businesses of all sizes, in all sectors of the economy and from all regions of Canada. Together, we are capable of influencing public policy and decision-making to the benefit of businesses, communities and families across Canada.



Why Support the Canadian Chamber of Commerce

We, along with our network of chambers of commerce and boards of trade, contribute to building vibrant, sustainable communities. We facilitate introductions, spearhead policy projects, maintain data on the areas we serve, including their economic climates, and keep abreast of pending development projects and legislation. But today, all of that is not enough. We are committed to ensuring our members understand the return on investment of membership and sponsorship as it can be easily overlooked when companies determine their budgets.



Professional Growth and Prosperity

From policy and professional development sessions to member consultations, from Thought Leadership 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 shape public policies that will ensure your business's prosperity.



Policy Development

By participating on our policy committees, corporate members help determine the focus of our advocacy efforts by researching and developing policies on a variety of issues that affect Canadian business. Each year, committees submit policy resolutions to our policy process for approval at our annual general meeting, thereby setting our advocacy agenda for the upcoming year.



Access to a Wealth of Information

Through our various communications vehicles and direct access to our policy experts, your membership investment in the Canadian Chamber opens the door to a wealth of information on federal legislation and business initiatives.



ATA Carnet

An ATA Carnet is a convenient internationally-recognized customs document for the temporary importation of goods into countries worldwide. Accepted in over 75 countries, a carnet allows for the duty-free and tax-free importation of goods during its one-year period of validity. It simplifies customs procedures, reduces business costs and saves time and paperwork. A carnet covers virtually all goods, except consumables or disposable items and goods for repair and/or processing. We are the issuing body and national guaranteeing organization in Canada. For more information, please join us on one of our educational webinars.



Certificates of Origin

We can certify a variety of documents, the most common being Certificates of Origin (CO). A CO is a document attesting that goods exported in a shipment have been wholly obtained, produced, manufactured or processed in a particular country. COs may be requested by customs administrations, importers, freight forwarders or banks for clearance of letters of credit. In many countries, a chamber of commerce's seal on documents lends credibility and authenticity to documents presented for entry procedures.

Sponsorship: Events and Policy Initiatives

Our events and policy initiatives bring government, business and opinion leaders together to address issues that are important to the Canadian business community. Our events also allow our members to shape our advocacy agenda.

Our events and policy projects are excellent opportunities for your company to contribute to improving the competitiveness of the Canadian business community while furthering its reach and targeting its products and services to business executives—people who are looking for strategic ways to maximize their bottom lines.



2017 Annual General Meeting and Convention

September 23-25 | Fredericton Convention Centre | Fredericton, New Brunswick

Our AGM and Convention is our largest and most prestigious event of the year, bringing together over 320 chamber of commerce executives and community business leaders to discuss the latest developments, trends and issues that are important to the Canadian business community and to develop public policy recommendations for improving the competitiveness of Canadian business, setting our policy agenda for the upcoming year.

It is the opportunity for chambers of commerce to bring forward to the Canadian chamber network the key concerns of their member businesses so that policy resolutions that foster a stronger, economic environment for business can be established and presented to the federal government.



Crystal Ball Symposium and Thought Leadership Roundtable Series

Crystal Ball Symposium | December 4 | Ottawa, Ontario
Thought Leadership Series | Meetings throughout 2017 | Across Canada

The Crystal Ball Symposium and the Thought Leadership Roundtable Series are exclusive opportunities for event sponsors to meet with our Board of Directors, leading public servants and subject matter experts in a private setting to discuss key policy issues facing Canadian business and to provide input into the solutions for overcoming these issues. The feedback provided at these events will help guide our policy advocacy, including the development of policy papers.

Private Business Growth Award Gala

November 16, 2017 | Toronto, Ontario

The Private Business Growth Award, presented by the Canadian Chamber of Commerce and Grant Thornton LLP, seeks to recognize companies whose growth strategy encompasses a broad range of activities across their business:

- Innovation (product and service development; improvements in the efficiency and effectiveness of internal processes)
- Market development (go-to-market strategy, expansion into new domestic or international markets)
- People and culture (helping employees learn and develop as a critical part of overall growth)
- Strategic leadership (leadership team, strategic direction, succession planning, stakeholder relations, community involvement)
- Improvements in financial measures (revenue growth and profitability improvement)

Ten finalists that exemplify what it takes to be successful in private business in Canada will be celebrated at a gala dinner.

International Arbitration Conference

November 10, 2017 | Montreal, Quebec

The ICC International Court of Arbitration is one of the oldest and most respected venues for international arbitration. Operating as ICC Canada, we are the national committee to the ICC International Court of Arbitration. Our Arbitration Committee includes many of the world's leading practitioners of international arbitration (including Hon. Ian Binnie and Yves Fortier).

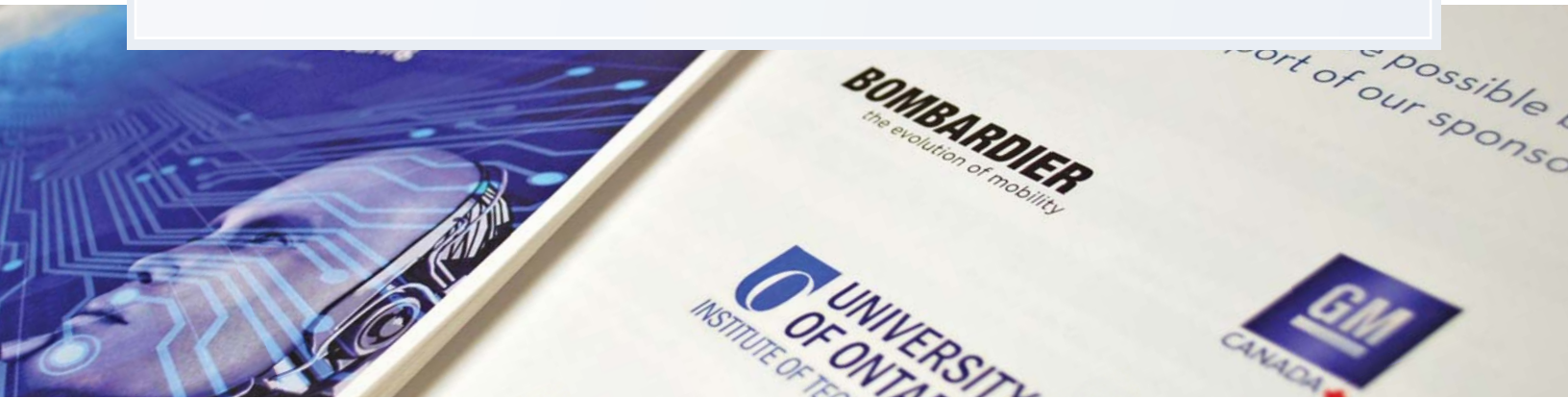
Our annual International Arbitration Conference features a high level of programming that attracts arbitration counsel, arbitrators, business practitioners, students and other arbitration enthusiasts from across the globe and brings together international speakers to provide insight on how to effectively resolve international commercial disputes. The conference also highlights why arbitral parties should choose Canada as the "seat" of arbitration, emphasizing Canada's strong reputation for legal fairness and neutrality.



Kevin Ladner, Executive Partner and CEO of Grant Thornton LLP, with 2016 Private Business Growth Award winner, Richard Wilson, President of AGNORA Inc. and team, alongside Perrin Beatty. Toronto, November 16, 2016.



2017 Sponsored Policy Projects



Data Governance

There are extraordinary volumes of data currently being generated globally—behavioural data, energy consumption, consumer preferences, logistics, diagnostics—that are all largely driven by internet connectivity. This year, we will examine the opportunities to innovate that are created by harnessing this massive data resource. We will also examine what threats those opportunities face from a data security perspective and from both domestic and multijurisdictional regulatory perspectives, recognizing that Canada's ability to compete globally depends on its domestic policy approach to privacy and security. Our examination will incorporate both qualitative and quantitative enquiries of corporate Canada, including the perspectives of both data innovators and privacy experts. The objective of the project is to formulate a series of recommendations to the Government of Canada to foster a favourable climate for data-driven innovation.

Skills for an Automated Future

The OECD estimates that, due to technological advancements, 9% of jobs in Canada are at risk of elimination and 32% of Canadians are at risk of having their employment substantially altered. The aim of this project is to examine the impact changing technologies, automation and artificial intelligence will have on the labour needs of business and highlight the policies that will help strengthen the Canadian economy.

Canada's skill training programs are designed around assumptions of low turnover, long-term careers and a direct progression from primary and secondary education to post-secondary job training to employment. This model is at risk. As the pace of technological change increases, jobs are being altered or eliminated, and more business sectors are disrupted. Programs, like the Canada Job Grant, were designed to encourage employer spending on training, but are they effective?

The project will examine the impacts and necessary policy responses related to immigration, skills training and labour market information that would enable Canadian businesses to access the skilled workers they require to grow and remain competitive.

Regulatory Efficiency

Over time, Canada's regulatory environment has become a collection of complicated, overlapping and inefficient sets of rules. While Canada's overall ranking in the World Economic Forum's *2015-2016 Global Competitiveness Report* is a respectable 13th of 140 countries, in the sub-ranking on the burden of government regulation, Canada ranks 37th. This regulatory burden makes Canada a less desirable destination to start or grow a business.

This year, we will develop a project that will look at areas where Canada's regulatory environment is failing and demonstrate the need for a system that is more open, transparent, predictable and efficient. We will advance the idea that all regulators have economic mandates and that a more dynamic regulatory environment can significantly improve Canadian business competitiveness.

Climate Competitiveness

Climate change poses a serious economic and environmental threat to Canada and the world. Federal and provincial governments are rightly implementing ambitious policies to lower Canada's greenhouse gas emissions. However, as the Prime Minister has repeatedly stated, action on climate change must balance environmental protection with economic growth. The design of climate policies is key to achieving this balance. Policies that push jobs outside of Canada without reducing global emissions or fostering low carbon technologies or industries does little for the climate, but

would do serious harm to Canada's economy. As the United States moves to improve their competitiveness through tax cuts and deregulation, Canada needs a plan now more than ever to achieve our ambitious climate goals in a way that protects our prosperity.

The goal of the Canadian Chamber's Climate Competitiveness Project is to:

- Assess federal and provincial climate plans on their ability to deliver on emissions reductions while preserving Canada's competitiveness
- Recommend policies and programs to governments that would help protect the competitiveness of Canada's economy as climate policies move forward

Resource Champions

Natural resources are the cornerstone of the economy, affecting not only thousands of Canadians directly but also the prosperity of sectors, including manufacturing and finance. Yet, our lack of trade infrastructure severely hampers our global competitiveness in resource and agricultural commodities. Without significant reinvestment in pipeline, rail, port and road infrastructure, Canada's global competitiveness will erode.

In the current political climate, building any form of infrastructure requires the buy-in of local communities. Our Canada's Resource Champions grassroots campaign leverages our extensive network of local chambers in every part of the country. These 114 chamber

executives and their members are speaking directly to their communities about the importance of resource trade infrastructure.

In 2015, our Resource Champions signed up to participate in a variety of activities, including hosting speakers or events, co-releasing reports and infographics, and participating in facility tours. In 2016, we built upon these successes to expand the reach and impact of the Resource Champion network. Along with building on the Resource Champions Award program, we produced infographics, organized a tour of Alberta and other activities, like our Resource Champions Day of Action and outreach to youth and students. In 2017, we propose the following activities for Resource Champions: virtual reality tour of a natural resource site, Quebec Alberta Energy Roundtables, British Columbia Chambers Tour, and youth outreach.

Special Project: Canada-Mexico Caucus

Canada and Mexico are each other's third largest trading partner, and Canada is the fifth largest foreign investor in Mexico. The relationship has grown rapidly since the entry into force of the NAFTA agreement, but the trilateral formula has eclipsed a dedicated Canada-Mexico dialogue. Compared to other nations, Canada's trade with Mexico is remarkably diversified and of high value. Mexico, with its economic reforms (named the top reformer by the OECD), trade-dependent, open economy and a middle class market larger than Canada's entire population, deserves more attention as a vibrant and growing export market that complements many of Canada's strengths.

When Mexico does well, Canadian businesses do well. Yet, this space is underserved. There is no organized forum or entity in Canada to act as a business liaison for Canadian business interests in Mexico. Our special project seeks to fill this gap. Regardless of the current geopolitical forces, Mexico will continue to be a crucial relationship for Canada. The project will make the case of the importance—and untapped potential—of this bilateral relationship and will create a vibrant Canada-Mexico business caucus in Canada.



Participants of the Quebec Leaders Energy Tour visited Suncor's Oil Sands site. Fort McMurray, October 12, 2016.



Shaping the Future of Canada-U.S. Trade

The underlying objective of the whole campaign is communications. We want to be heard by a huge population of ordinary Americans, who will influence their politicians.

We have a great story to tell, and many options for how to tell it. With the active support of the Canadian government and by leveraging our sprawling membership, we can expand our activities and increase our effectiveness as funds become available.

Presently, in addition to our ongoing policy work, we have started regional visits to various U.S. states. These locations are decided in cooperation with the Canadian government, and so far have included South Carolina and Virginia. We are now examining missions to Tennessee, Texas and Arkansas or the Gulf states.

The visits we are planning are intended to earn media coverage. But to increase the reliability of our communications, we will also pursue purchased media, employing online ads, radio, newspaper as well as social media tools to ensure an impact on a designated region during our visit.

The campaign is on top of the Chamber's normal policy and advocacy role, and it's labour intensive. We are planning new, temporary, staff to be assigned to support the campaign in three main streams – content, member outreach and logistics.

Content: We are a source of information, briefing notes, op-eds, speaking notes, customized fact sheets and communication products for our members. Already the campaign has increased the number of clients requiring support. We want to ensure that Canadian businesses are well-informed so that when they engage with their US counterparts, they can be an effective voice.

Outreach: We will be in daily contact with the chamber network and corporate members regarding markets we are targeting, be they economic sectors or geographic regions.

Events and Logistics: Many members have indicated they want to participate directly by traveling or hosting U.S. contacts. Even a simple visit by our CEO takes a lot of work. Travel, finding a venue, planning and scheduling is time consuming and if we add corporate delegations, multiple locations, the work expands. Since we will meet senior officials, media and business groups, the organizational challenges are significant and unforgiving.



The Canadian Chamber was pleased to host Tom Donohue, President of the U.S. Chamber of Commerce. While in Ottawa, Mr. Donohue and the Canadian Chamber's President, Perrin Beatty, met with Prime Minister Trudeau and Minister Freeland to discuss trade and the future of Canada-U.S. relations.

Advertising Opportunities

Advertise with the Canadian Chamber of Commerce

- Benefit from the credibility of being associated with Canada's largest and most influential business organization.
- Enjoy our reach. Through our network of direct corporate members, national associations and over 450 chambers of commerce, we represent 200,000 businesses from all sectors of the economy and from all regions of Canada.
- Our members are your potential customers. Benefit from our ready-made audience of business executives and administrators—people who are looking for strategic ways to maximize their bottom lines.

Opportunities

- Direct mail
- Newsletters and daily Media Review - includes banner ad placement on Twitter and Facebook
- Website banner ads - includes banner ad placement on Twitter and Facebook

Download our Advertising Opportunities and Specifications document at Chamber.ca/media.

Top 3 Reasons

Why You Should Advertise on Chamber.ca



Be heard.

Your ad will go beyond our website. You'll also receive **shout outs** to our **thousands of followers** on social media.

 12 K followers

 2,045 likes

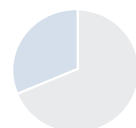


Be read.

Your web banner will reach thousands of people. On average, our website receives **40,000 impressions per month.**

■ 30.5% Returning visitors

■ 69.5% New visitors



Be seen.

People spend quality time on our website. On average, **visitors stay on our website for 2.19 minutes.**

Typically, internet users leave a website after 10 – 20 seconds.



For further information on our sponsored opportunities for 2017 and to get involved, please contact:

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