



connected!

ANNUAL REPORT 2010



The Voice of Canadian Business™

connect!

The power to shape policy + the power 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. We continually demonstrate impact on public policy and decision-making to the benefit of businesses, communities and families across Canada.

We hold two huge advantages over other business organizations: our policy work and our network.

Our policy development process is broad-based and able to address a variety of issues that affect Canadian business. Each segment of our network—from our member chambers of commerce and boards of trade to our corporate and association members—is engaged in the process and shapes our policy agenda. As a result of our extensive business perspective, our views are sought after and respected by government, business leaders and the media.

Our network brings businesses together to lead and build vibrant, sustainable communities. Through us, the network connects individual businesses to the federal government, empowering them to influence policy and decision-making to the benefit of businesses, communities and families across Canada. The power of our network comes from its ability to connect 192,000 businesses of all sizes, sectors and regions and speak to all levels of government with one voice—a voice that is heard and respected amongst policymakers.

Because of our depth and breadth, we truly are the voice of Canadian business and Canada's most influential business association. When we speak, people listen.

Be heard.

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; savings on fuel; preferred rates on human resources support; savings on home, auto and travel insurance; discounted tuition fees for SME-oriented online training courses; preferred rates on ATA Carnet and document certification services; and savings on International Chamber of Commerce publications (such as Incoterms® 2010).

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

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mnixon@chamber.ca | 416.868.6415 (232)

Jennifer Hagen, Director, Chamber Development & Services
jhagen@chamber.ca | 613.238.4000 (232)

The Voice of Canadian Business™

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TO OUR MEMBERS

A message from your President



In 1925, 50 Canadian business leaders met in Winnipeg with the aim of creating a strong, unified and influential voice for Canadian business and to establish a set of values from which policies to encourage economic growth and prosperity would emerge. Eighty-five years

later, the legacy of our founders proudly lives on: we continue to advocate for public policies that foster a strong, competitive economic environment that benefits businesses and families in your community and across Canada. We have grown to be Canada's most influential business organization, representing businesses of all sizes and sectors in all regions of the country. The success of our work is, without a doubt, attributed to the active participation of our network, the dedicated leadership of our board of directors and the tireless efforts of our staff. We are proud of our achievements and of our tradition of excellence and for this, we thank you.

While we advocate on a wide range of issues that are important to our members, our efforts in 2010 focused on our country's economic recovery and the prosperity of Canadian businesses. We led the call for our political leaders to work together on a clear strategy to stimulate the economy, ensure access to affordable credit and lay the foundation for long-term economic growth and competitiveness. And we saw results. Canada's economy weathered the economic crisis better than most industrialized countries and staged an impressive turnaround. In just four quarters, the economy recouped all the real output and net jobs lost during the recession. No other G8 country can make such a claim.

We are also proud of our achievements in the areas of energy, labour, transportation, intellectual property, Canada-U.S. relations and international trade. As you will see when reading this report, the actions we took on your behalf are instrumental in helping your company grow and prosper.

A particular highlight of mine was this year's G8/G20 Business Summit, which we hosted in April in preparation for the G8 and G20 leaders' summits, hosted by Canada in June. This event brought leaders of the world's most prominent business organizations together to exchange views and put forth proposals to improve global cooperation. At the conclusion of the discussions, a declaration outlining the group's recommendations was prepared, signed by each business leader and delivered to each leader's head of state. Prime Minister Harper was on hand to personally accept our declaration. This summit demonstrated how Canada's business community can help shape the global economic agenda.



Shauneen Bruder presents Prime Minister Stephen Harper with the G8 Business Declaration.

Looking ahead to 2011, we will continue to do our part to secure Canada's recovery and ensure its operating environment is one that allows businesses to continue to create jobs, invest, innovate and generate wealth. Ensuring that Canada's recovery doesn't falter and that Canadian businesses can prosper will require the united efforts of the network. And our successes prove the type of impact this network can have: when the network speaks, policymakers listen.

On behalf of all of us at the Canadian Chamber, I want to thank you for your support this past year. We look forward to working with you in 2011 as we advance the policies that will ensure that families throughout Canada continue to enjoy the high quality of life that makes this such a remarkable country.



Perrin Beatty

A message from your Chair



It's a great honour and a privilege for me to serve as your Chair for the year ahead. Having been actively engaged in the chamber network for numerous years, both as a community chamber executive and as a corporate member, I know how important chambers

of commerce and boards of trade are to the economic success of their community, province/territory and country. As your Chair, I am proud to be part of such an engaged group of people focused on making a positive difference in our country.

I take this opportunity to thank our outgoing Chair Shauneen Bruder for her work in elevating the influence of our chamber network and for her dedication to ensuring we remain the voice of Canadian business. Our greatest strength remains our ability to connect 192,000 businesses to speak to government on business issues with a common voice and purpose. I am committed to upholding our legacy as Canada's most influential business organization.


During my term as Chair, we will advocate the advancement of our priority issues. We will reinforce our commitment and relevance to

small and medium enterprises. We will initiate work towards increasing the contribution of Canada's remote communities to assist them in their ongoing efforts to achieve greater economic development, and finally, we will endeavour to increase the awareness of Canada internationally as a model for growth and prosperity.



Richard Dicerni, Deputy Minister of Industry Canada, performs the swearing-in of Elyse Allan as our 2010-2011 Chair.

I look forward to working with you over the course of my mandate, and I thank you for your continued support and important contribution to the ongoing success of our organization.



Elyse Allan

WINS FOR BUSINESS

We, along with our network of over 420 chambers of commerce and boards of trade, worked hard on your behalf to ensure that Canadian businesses, such as yours, could grow and prosper. That work paid off.

Fiscal Policy

We got you:

- over \$640 million in savings in 2011 and \$320 million in 2012 as a result of the government's decision to not increase EI premiums by the maximum amount;
- \$22 billion in federal stimulus funding in 2010-2011;
- \$3.2 billion in tax relief for Canadians for fiscal 2010-2011;
- no planned personal or corporate income tax increases over the next five years;
- a promise to lower the general corporate income tax rate from 18% in 2010 to 15% in 2012, which will save businesses about \$1.5 billion per year for every percentage point cut;
- \$145 million in savings over the next five years for individuals and corporations that trade and invest across international borders as a result of improvements to Canada's international tax system;
- a commitment to return to balanced budgets by 2015-2016 by reigning in government spending—getting the government's finances in order sooner rather than later will provide greater fiscal flexibility to meet the needs of an aging population and improve tax competitiveness;
- a promise to explore whether new rules for the taxation of corporate groups—like the introduction of a formal system of loss transfers or consolidated reporting—could improve the functioning of the tax system;
- a commitment to work with the provinces that levy retail sales taxes to harmonize with the GST—Ontario and British Columbia did so on July 1, thereby reducing tax compliance costs for businesses and providing a greater incentive for businesses to invest in new facilities, technology and machinery.

Energy and Environment

We got you:

- the defeat of Bill C-311: *Climate Change Accountability Act*—if passed, this bill would have imposed unrealistic and unachievable greenhouse gas reduction targets on Canadian businesses;
- funding to improve the regulatory system for project reviews, including \$11 million over two years to accelerate the review process for resource projects in the North and \$2.8 million over two years to the Canadian Environmental Assessment Agency to support consultations with Aboriginal Canadians and the delegation of responsibility for large energy project reviews to departments with appropriate expertise;



Canada has so many competitive advantages, yet more than ever, Canadian business needs a strong voice in Ottawa. The dynamics of today's global economy compels Canadian business, and government, to respond with a cohesive, pro-active and visionary strategy. The Canadian Chamber is the perfect vehicle to champion this cause. To do otherwise, is unthinkable. ”

Terry Draycott, President & CEO,
Prism Sulphur Corporation

- significant support for the development of clean energy, including \$1 billion over five years under the Clean Energy Fund, \$1 billion over five years through the Green Infrastructure Fund and the expansion of the accelerated capital cost allowance for clean energy generation; and
- continued support for Canada’s world-leading nuclear industry, including \$126 million over five years for the TRIUMF nuclear facility in British Columbia and the continued funding for Atomic Energy of Canada Limited.

Labour

We got you:

- the defeat of Bill C-386: *An Act to Amend the Canada Labour Code* (replacement workers)—the passing of this bill would have prohibited federally-regulated critical infrastructure providers from using replacement workers during a labour dispute to keep goods and services flowing to Canadian businesses and citizens.

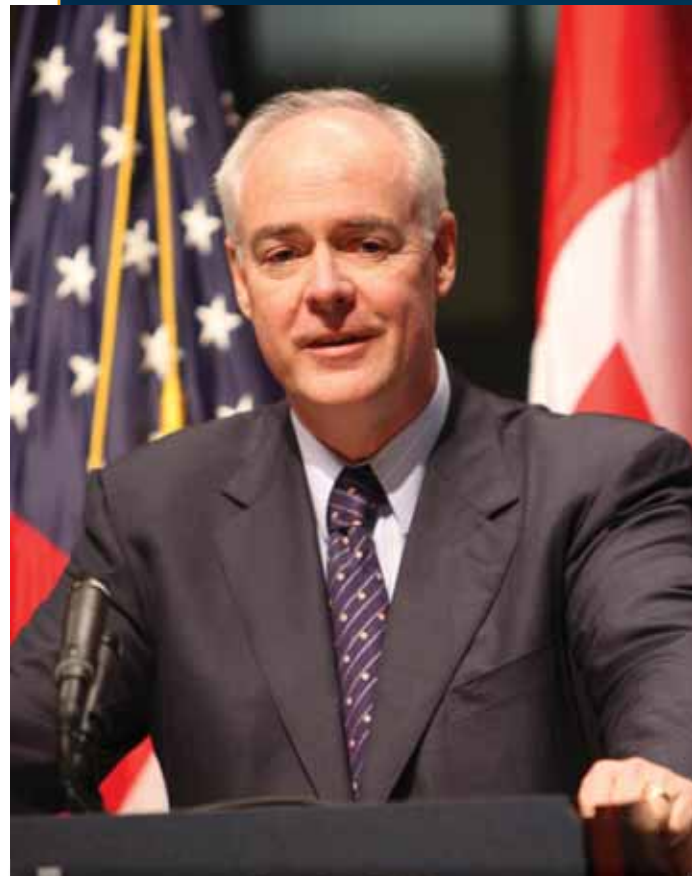
Transportation and Travel

We got you:

- the defeat of Bill C-310: *An Act to Provide Certain Rights to Air Passengers*—the passing of this bill would have introduced fines for flight delays or cancellations that would have placed significant operational and financial burdens on air carriers, who would have passed these additional costs on to consumers;
- recognition of the need to align environmental regulations (for example, the alignment of Canadian greenhouse gas emission standards for new passenger automobiles and light trucks with American standards) in the transportation sector;

“ We value our Chamber membership. The Canadian food processing is now the largest manufacturing industry in Canada, but we have not been well represented in the major Canadian business associations. Through our Chamber membership, we have a strong ally to support advocacy on the issues that matter to us. ”

Rory McAlpine, Vice President,
Government & Industry Relations,
Maple Leaf Foods



Perrin Beatty was a guest speaker at a joint forum on strengthening the Canada-U.S. partnership that we hosted with the U.S. Chamber in Washington, DC on October 26. Photo courtesy of Ian Wagreich, U.S. Chamber of Commerce.

- \$7.7 billion in infrastructure stimulus for fiscal 2010-2011;
- \$87 million over two years to improve the efficiency of Canada-U.S. border operations and services;
- a commitment to improving the efficiency and benefits of trusted trader and traveller programs; and
- new cooperative initiatives between Canada and the U.S. to combat threat and expedite legitimate trade and travel as well as a comprehensive, joint approach to critical border infrastructure.

Intellectual Property and Technology

We got you:

- \$40 million over two years through the Small- and Medium-sized Enterprises Innovation Commercialization Program;
- the introduction of Bill C-32: *Copyright Modernization Act* in Parliament—bringing the *Copyright Act* in line with today’s technology and international standards will provide a framework that will help protect and create jobs, stimulate the economy and attract new investment;
- the passage of Bill C-28: *Fighting Internet and Wireless Spam Act*—this bill makes the online environment safer for businesses and consumers; and
- the passage of Bill S-4: *An Act to Amend the Criminal Code* (identity theft and related misconduct)—this bill will better protect businesses and consumers from the fraudulent use of identity documents.

Corporate Social Responsibility

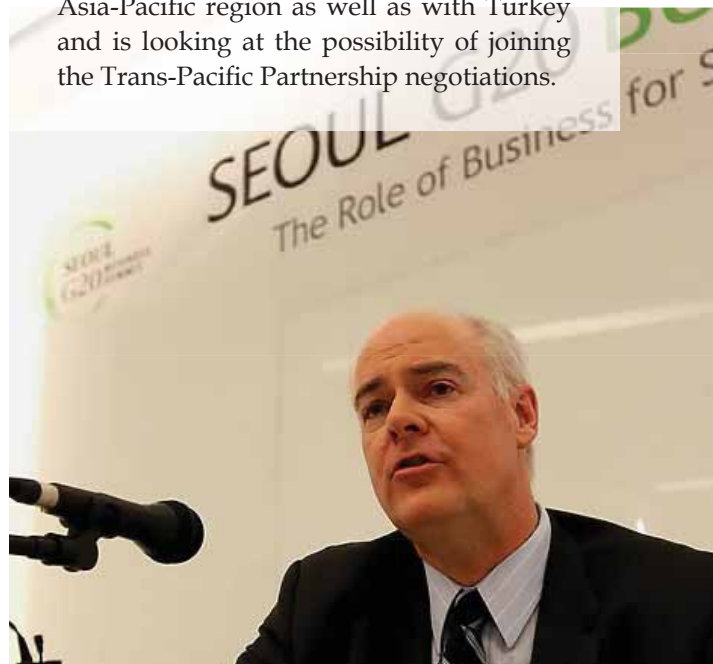
We got you:

- the defeat Bill C-300: *An Act Respecting Corporate Accountability for the Activities of Mining, Oil or Gas in Developing Countries*—the passing of this bill would have severely harmed Canadian extractive companies’ international competitiveness and reputations.

International Trade

We got you:

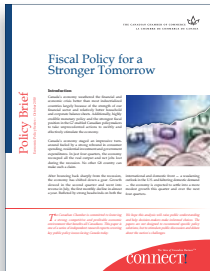
- an exemption for Canadian companies from the “Buy American” clause in the U.S. government’s stimulus package;
- the passage of the Canada-Columbia Free Trade Agreement as well as the negotiation of a Comprehensive Economic Partnership Agreement with India and a Comprehensive Economic and Trade Agreement with the European Union—the government is also working to enhance economic ties in the Asia-Pacific region as well as with Turkey and is looking at the possibility of joining the Trans-Pacific Partnership negotiations.



Perrin Beatty answers questions during a news conference in Seoul, Korea on Nov. 10. He was in Seoul for the G20 Business Summit. Photo courtesy of the Yonhap News Agency.

THOUGHT LEADERSHIP

We don't just report on the challenges facing Canadian businesses. We propose and advance solutions to fix the current problems as well as prevent new ones. We put those solutions into motion, advocating, on your behalf, for initiatives that will create jobs, provide tax relief for individuals and businesses, and improve the quality of life for Canadians.

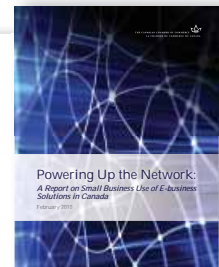


Economic Policy Series

This year, we released six reports on a wide range of public policy issues at the forefront of the government's agenda, including: *Downturn, Recovery and the Future Evolution of the Labour Market*; *Embracing a Growth-Oriented Tax System*; *G20 Leaders Summit: Recovery and New Beginnings*; *Canadian Businesses Go Global for Growth*; *Fiscal Policy for a Stronger Tomorrow*; and *2011 Economic Outlook*.

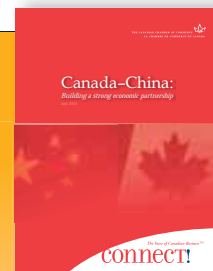
Powering Up the Network: A Report on Small Business Use of eBusiness Solutions in Canada

Released in February, this report benchmarks Canada's current progress in information and communications technologies and ecommerce adoption among small businesses, and provides concrete recommendations for government and business to work hand-in-hand to get Canada back on top.



Canada-China: Building a Strong Economic Partnership

Released in June, this report looks at the ways Canada can broaden and deepen its economic ties with China over the coming years.

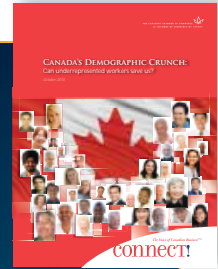


Powering Up Canadian Prosperity: Growing the Energy-Sector Value Chain

Released in July, this paper examines energy as Canada's strategic advantage and explores ways that the energy sector and its entire value chain can be developed to bolster Canadian prosperity.

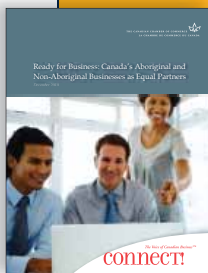
Canada's Demographic Crunch: Can Underrepresented Workers Save Us?

Released in October, this report examines the great challenge that a rapidly aging population and workforce will pose for Canada's business competitiveness and economic well-being, and makes practical recommendations on how best to meet and overcome that challenge.



Strengthening Our Ties: Four Steps Toward a More Successful Canada-U.S. Partnership

Released in December, this report examines the critical areas where Canada needs to focus its engagement with the United States for the benefit of both countries. These areas include: trade, regulatory cooperation, the border, energy security and the environment.



Ready for Business: Canada's Aboriginal and Non-Aboriginal Businesses as Equal Partners

Released in December, this paper outlines the untapped economic potential of Canada's Aboriginal peoples. It proposes measures the federal government should take to give Aboriginal peoples more tools and additional options to become full economic partners with the rest of Canada.

“ The Greater Charlottetown Area Chamber of Commerce greatly values our relationship with the Canadian Chamber of Commerce. With a staff of only four full-time employees, we are stretched to service our large and growing membership of over 900 businesses and organizations. We rely on the Canadian Chamber to provide in-depth information and research on key business issues and to advocate for our members at the federal level.

The Canadian Chamber connects our chamber to a powerful network right across the country – a rich resource that our staff and membership benefit from on a daily basis. ”

Kathy Hambly, Executive Director,
Greater Charlottetown Area Chamber of Commerce

85 YEARS OF EXCELLENCE

1925 to 2010

For 85 years, we have been the vital connection between business and the federal government, and together with our network of chambers of commerce, boards of trade, corporate members and associations, we continue to demonstrate impact on public policy and decision-making to the benefit of business, communities and families across Canada.



First Annual Meeting, 1926, Saint John, NB

Founding Members

We are pleased to recognize the innovative spirit of our founding members—many of whom continue to support us today—and thank them for their leadership and for their dedication to ensuring a strong and prosperous Canada.

Founding Chambers of Commerce

Bathurst, Belleville, Brantford, Cobourg, Cumberland, Drumheller, Edmonton, Fernie, Fort William, Galt, Halifax, Hamilton, Kamloops, Kitchener, Leamington, Medicine Hat, Moncton, Montreal, Morden, Nelson, Newcastle, New Westminster, North Sydney, North Vancouver, Okotoks, Olds, Peace River, Portage la Prairie, Prescott, Prince Edward Island, Prince Rupert, Princeton, Quebec, Red Deer, Regina, St. Stephen, Sarnia, Sackville, Selkirk, Smithers, Stewart, Toronto, Unity, Vancouver, Vegreville, Victoria, Welland, Winnipeg and Woodstock

Founding Corporations

Bank of Montreal, Banque Nationale du Canada, Bank of Nova Scotia, Bell Telephone Co., Canadian Imperial Bank of Commerce, Canadian National Railway, Canadian Pacific Railway, Canadian Westinghouse Co. Ltd., Goodyear Canada Inc., Great-West Life Assurance Co., Henry Birks and Sons Ltd., The Hudson Bay Company, Imperial Oil Ltd., James Richardson & Sons Ltd., Remington Typewriters Ltd., Royal Bank of Canada, Southam Press Ltd., Sun Life Assurance Co. of Canada, The T. Eaton Company Ltd. and Toronto Bank

GET PLUGGED IN.

From peer-to-peer networking events to professional development sessions, from business leader roundtables to expert 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.

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.



Forum
Canada-UE

Canada-EU
Forum

2010

Canada-EU Forum April 28, Gatineau QC

Canadian and European business leaders, along with the lead negotiators, gathered at the Canada-EU Forum for a dialogue on the Canada-EU Comprehensive Economic and Trade Agreement.

G8/G20 Business Summit April 29, Gatineau QC

In preparation for the G8 and G20 leaders' summits, hosted by Canada in June, leaders of the world's most prominent business organizations gathered to exchange views and put forth proposals to improve global cooperation in three major areas: preventing future financial and economic crises; supporting trade liberalization and rejecting protectionism; and climate change. At the conclusion of the discussions, a declaration outlining the group's recommendations was prepared, signed by each business leader and delivered to the respective countries' head of state.



Prime Minister Stephen Harper, pictured here with Perrin Beatty, addressed delegates at the G8/G20 Business Summit. Prime Minister Harper set out Canada's agenda for the G8 and G20 leaders' meetings in June.



Delegates debate and vote on the policy resolutions that will set our policy agenda for 2011.



Annual General Meeting Sept. 25 to 28, Gatineau QC

Our annual general meeting (AGM) is a must-attend event that 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 set our policy agenda for the upcoming year. The AGM mobilizes the power of the network to shape public policy.

The Economic Edge: Energy and Innovation—Canada's Edge Sept. 28, Gatineau QC

Presented in cooperation with the Energy Policy Institute of Canada (EPIC), this event brought business, government and academic leaders together to discuss energy as Canada's competitive advantage. Delegates explored how technology will fundamentally change the energy industry for both producers and users and outlined the need for a Canadian energy strategy.



Elyse Allan moderates a panel with Quebec Premier Jean Charest and Alberta Premier Ed Stelmach at our Economic Edge.



Perrin Beatty presents John Manzoni, President and CEO of Talisman Energy with the International Business Leader of the Year Award. Photo courtesy of Stéphanie Leblond photography.

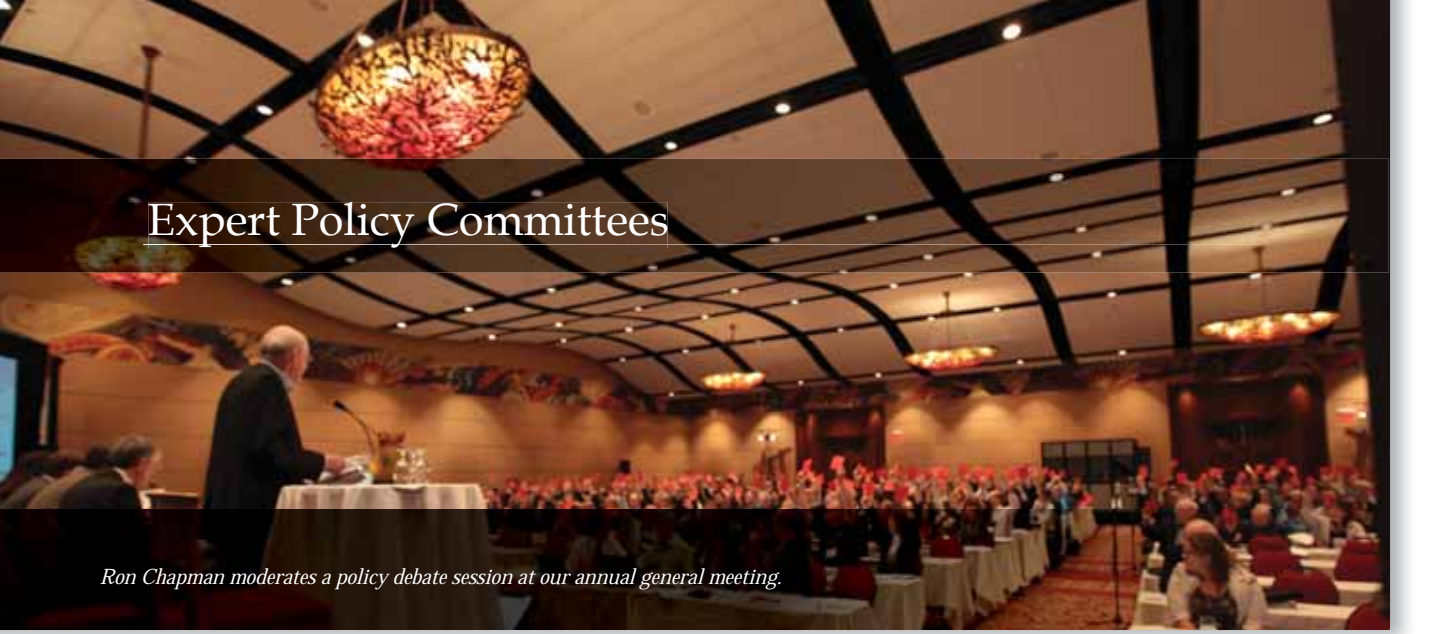
International Business Leader of the Year Award Dinner Nov. 25, Calgary AB

Established in 1992, this award is presented each year to recognize a business executive from a Canadian company whose exemplary leadership has allowed her/his company to develop a strong, competitive Canadian presence in global markets. This year, we recognized John Manzoni, president and chief executive officer of Talisman Energy.

Deputy Ministers' Dinner Dec. 6, Ottawa ON

This dinner is a Canadian Chamber tradition that allows for off-the-record discussions among members of our board of directors, corporate sponsors, Canada's deputy ministers and other senior government representatives on the key business and policy issues facing Canadian business.

Expert Policy Committees



Ron Chapman moderates a policy debate session at our annual general meeting.

Competition Law and Policy Committee

Chair: Subrata Bhattacharjee, Heenan Blaikie

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.

eCommerce and Telecommunications Committee

Chair: Morgan Elliott, Research in Motion

Our eCommerce and Telecommunications 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.

Energy and Environment Committee

Chair: Robert J. Redhead, Newalta Corporation

Our Energy 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.

Intellectual Property Committee


Chair: Lee Webster, Osler

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, Blake, Cassels & Graydon

Our International Affairs Committee leads our efforts on international policy issues. The committee reviews trade and investment development and makes recommendations on policy positions to the federal government.



Chris Gray and Morgan Elliott of our eCommerce and Telecommunications Committee answer questions from delegates during the policy debate at our annual general meeting.

International Arbitration Committee

Chair: Gerald Ghikas, Borden Ladner Gervais LLP
Our International Arbitration Committee is the Canadian National Committee for 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.

Ottawa Liaison Committee

Chair: Terry McCool, Eli Lilly Canada
Our Ottawa Liaison Committee holds monthly informal, “off the record” meetings with senior federal government officials to secure information with respect to current or upcoming legislative, policy or other actions that will be of assistance to our policy team and to our members.

Taxation and Economic Policy Committee

Chair: Peter H. Harris, Cassels Brock & Blackwell LLP
Our Taxation and Economic Policy Committee provides advice and direction on economic policy and taxation matters. The committee makes policy recommendations, reviews and provides input to reports, briefs and submissions, and advises on resolutions submitted by our chamber network.

Transportation Committee

Chair: Sarah Hamza, Purolator
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.

“ All chambers and boards of trade that are members of the Canadian Chamber of Commerce value the role CCC plays in advocating with the federal government on our behalf—especially around the positions taken each year at the Annual General Meeting on policy issues of import to our membership.

CCC also undertakes the development on positions on issues through their policy staff which are of specific import to Canadian businesses. In doing so, they are not above asking both member businesses as well as staff at various chambers to participate in the preparation of these policy positions. It was gratifying to see CCC ask me to participate in preparation of several policy position papers allowing our expert members to have significant input on issues of great importance to them such as U.S.-Canada trade, border issues and transportation. ”

Bernie Magan, MBA, CMC, FCMA
Assistant Managing Director and
Chief Economist,
The Vancouver Board of Trade



Taxation and Economic Policy Committee Chair Peter Harris and our Chief Economist Tina Kremmidas participate in the policy debates at our annual general meeting.

THE VOICE OF BUSINESS AT HOME AND ON THE WORLD STAGE

Our network of community chambers of commerce extends to every federal riding across Canada. In addition, we administer two business coalitions: the Canadian Services Coalition (CSC) and the Canadian Intellectual Property Council (CIPC). We are the exclusive Canadian affiliate to both the International Chamber of Commerce (ICC) and the Business and Industry Advisory Committee (BIAC) to the Organization for Economic Cooperation and Development (OECD). We also have a permanent presence in Washington, D.C. These affiliations enhance the strength and relevance of our positions and give you a voice throughout Canada and on the world stage.



Canadian Services Coalition (CSC)

The 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.

Canadian Intellectual Property Council (CIPC)

The 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 that the Canadian government provides the necessary legislative framework and sufficient resources to better protect intellectual property rights.



From left to right: Bob Youden, our incoming First Vice Chair; Perrin Beatty; Shauneen Bruder; Marc Bureau, Mayor of Gatineau; John Baird, Government House Leader; Marie Lemay, CEO of the National Capital Commission and Luc Reny, our incoming Third Vice Chair. Mr. Bureau, Mr. Baird and Ms. Lemay were guest speakers at our annual general meeting.

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 to 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 (BIAC) and the Organization for Economic Cooperation and Development (OECD)

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.



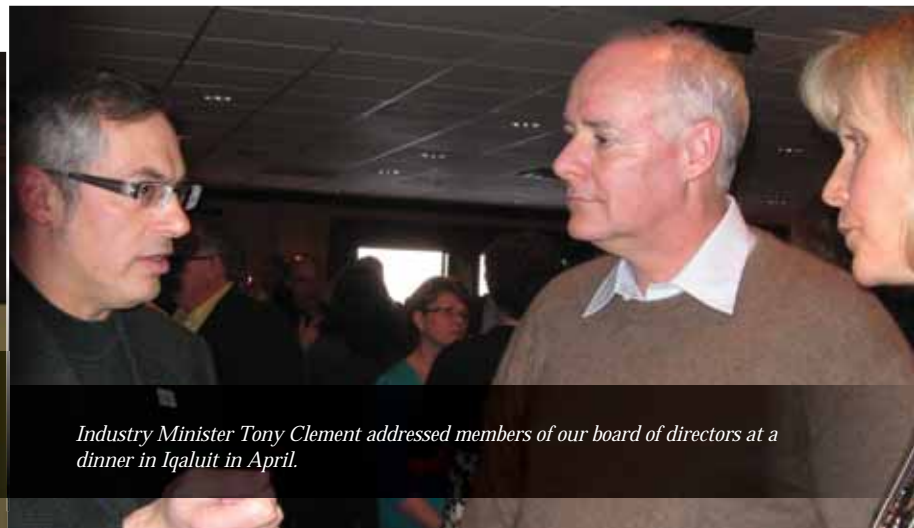
Paul Frazer

Dispatches from Washington

In 2010, we entered into an important partnership to bolster our already extensive work on Canada-U.S. issues. Paul Frazer, a principal at 3 Click Solutions, 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. Paul is also the author of *Dispatches from Washington*, a quarterly newsletter for members.



Health Minister Leona Aglukkaq, as MP for Nunavut, welcomed our board of directors to Iqaluit in April.



Industry Minister Tony Clement addressed members of our board of directors at a dinner in Iqaluit in April.

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 at 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 67 countries and counting.



Document Certification

Many countries require the confirmation of the origin of goods before they 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.

OUR BOARD OF DIRECTORS



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Mississauga, ON

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Terry F. Draycott
President & CEO
Prism Sulphur
Calgary, AB

Kelvin Dushnisky
Executive Vice President, Corporate Affairs
Barrick Gold Corporation
Toronto, ON

Moreno Fiore
President
Paliser Solutions Inc.
Dollard des Ormeaux, QC

Duncan Fulton
Vice President of Corporate Affairs
Canadian Tire Corporation
Toronto, ON

George Haynal
Vice President, Government Affairs
Bombardier Inc.
Ottawa, ON

Holly Hetherington
Immediate Past Chair
Saskatchewan Chamber of Commerce
Regina, SK

Don Hickey, P.Eng.
Vice President, Facilities & Operations
University of Alberta
Edmonton, AB

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

Craig Hougen
President
Hougen Group of Companies
Whitehorse, YT

Joseph Iannicelli
President & Chief Executive Officer
Standard Life Assurance Company
Montreal, QC

Laurie Jennings
Chair
Atlantic Provinces Chambers of Commerce
Masstown, NS

Bill Johnson
Director, Public Affairs
PotashCorp
Saskatoon, SK

Neil Macdonald
Vice President, General Counsel & Secretary
General Motors of Canada Limited
Oshawa, ON

Line Maheux
Director, Government Affairs
Bell Canada
Westmount, QC

Doug McCuaig
Senior Vice President & General Manager,
GTA & Atlantic
CGI
Toronto, ON

Bill McFarland, FCA
National Managing Partner
PriceWaterhouseCoopers L.L.P.
Toronto, ON

Michael McMullen
Executive Vice President
The North West Company
Winnipeg, MB

Wayne McWirther
Director
Manitoba Chambers of Commerce
Winnipeg, MB

Lisa Merrithew
Director, Corporate Affairs
Bell Alliant
Halifax, NS

Michael Murphy
Vice President, Government Affairs
Canadian Pacific Railway
Ottawa, ON

Marie-Josée Nadeau
Executive Vice President, Corporate Affairs
& Secretary-General
Hydro-Québec
Montreal, QC

Mike Novak
Executive Vice President
SNC Lavalin
Montreal, QC

Karen Oldfield
President & Chief Executive Officer
Halifax Port Authority
Halifax, NS

Jim Oosterbann
Senior Vice President, Commercial Services
Capital Power Corporation
Edmonton, AB

Russell Payson
Chairman & CEO
Skyservice Business Aviation Inc.
Mississauga, ON

Erik Ryan
Senior Vice President, Communications &
External Relations
Rio Tinto Alcan
Montreal, QC

William L. (Mick) Ryan, Q.C.
Partner
Stewart McKelvey
Halifax, NS

Shayne Smith, P.Eng
Immediate Past Chair
Ontario Chamber of Commerce
Toronto, ON

Ian Struthers
Senior Vice President,
Commercial National Accounts
TD Business Banking
Toronto, ON

Kay Taylor
Chair
Alberta Chambers of Commerce
Medicine Hat, AB

Ann Marie Tout
Manager
Enbridge Pipelines (NW) Inc.
Norman Wells, NT

Mike Watson
First Vice Chair
British Columbia Chamber of Commerce
North Vancouver, BC

Duncan Wilson
Director, Communications & Public Affairs
Port Metro Vancouver
Vancouver, BC



While in Iqaluit in April for a board meeting, members of our board of directors and staff had the opportunity to enjoy Canada's Arctic.

THANK YOU

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

Aboriginal Paper

Aecon
Barrick Gold
British Columbia Lottery Corporation
Cameco
Diavik Diamond Mines
RBC
TransCanada
University of Ontario Institute of Technology
Vale

Annual General Meeting

Alliance of Sector Councils
Andrew Peller Limited
Aon/Trisura
Barrick Gold
BDC
Bell Canada
BMO Bank of Montreal
Bombardier
Brewers Association of Canada
Canada Post
Canadian Alliance of Petroleum Producers
Canadian Border Services Agency
Canadian Intellectual Property Council
Canadian Pacific
Cat-tec
CGI
CN
Custom House
Davis + Henderson
EDC

GE Canada
Greyhound Canada
Hilton Canada
Home Hardware
Industry Canada/Canada Business
Intuit
Johnson Inc.
MBNA Canada Bank
National Capital Commission
Natural Sciences and Engineering Research Council of Canada
Nexen Inc.
Ottawa International Airport Authority
PMA Canada
Porter Airlines
Power Corporation of Canada
PriceWaterhouseCoopers
Public Works and Government Services Canada
RBC
Scotiabank
Standard Life Assurance Co.
TD Financial Group
TD Merchant Services
TimeWarner
Via Rail
Winners Merchants International

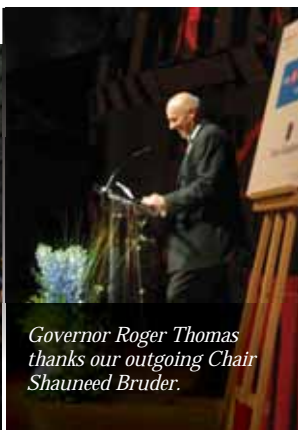
Business Leaders Roundtable Series

Purolator
RBC
Sun Life

Canada-EU Forum

Blake Cassels & Graydon
Bombardier
Canadian Agri-Food Trade Alliance
Centre for Trade Policy and Law
IBM
RBC
RIM
Suncor Energy

*AGM Gala 2010
sponsored by BMO*



*Governor Roger Thomas
thanks our outgoing Chair
Shauneed Bruder.*

Canada-U.S. Paper

Bell Helicopter Textron
Canadian Society of Customs Brokers
Cirque du Soleil
Gorman-Rupp of Canada Ltd.
Imperial Tobacco Ltd.
RBC
Weyerhaeuser

China Paper

Bombardier
Canada China Business Council
Custom House
KPMG
Manulife Financial
Port Metro Vancouver
Rio Tinto Alcan
Vancouver Airport Authority

Demographics Paper

Certified General Accountants Association of Canada
Northern Alberta Institute of Technology
State Bank of India (Canada)

Deputy Ministers' Dinner

3M Canada
Cenovus Energy
CIBC
GE Canada
Honda Canada
IBM Canada
Macleod Dixon LLP
MDS Nordion
Microsoft Canada
Mitsui & Co. (Canada) Ltd.
Pfizer Canada
Port Metro Vancouver
RBC
RIM

Economic Edge Conference

Canada School of Energy & Environment
Canadian Association of Petroleum Producers
Capital Power Corporation
Cenovus Energy
E.I. DuPont Canada Company
EDC
Energy Policy Institute of Canada
GE Canada
RBC
Titanium Corporation



Energy Paper

Alberta's Industrial Heartland
AltaLink
Bruce Power
Chemistry Industry Association of Canada
ENMAX
GE Canada
Gorman-Rupp of Canada Ltd.
IBM Canada
Nabors Canada
Newalta
NOVA Chemical
Sherwood Park Chamber of Commerce
Stewart, Weir & Co. Limited
Tenaris
The Dow Chemical Company
Total E&P Canada
University of Ontario Institute of Technology

G8/G20 Business Summit

Bombardier
IBM
RBC
RIM
Suncor Energy

International Business Leader of the Year Award Dinner

Big Rock Breweries
FirstEnergy Capital Corp.
Hill & Knowlton
Jomax Drilling
Macleod Dixon LLP
MacQuarie Capital Markets Canada Ltd.
Nexen Inc.
Peak Energy Services
Precision Drilling
Schlumberger Canada
Talisman Energy
TransCanada
WorleyParsons Resources & Energy

GET CONNECTED!

If you're connected, you're part of Canada's largest and most influential business network: the chamber network. This means that you're part of something bigger, something powerful enough to influence change. This also means that you're armed with the means to help protect and promote your best business interests and to ensure your prosperity.

What exactly is the chamber network?

Members of the Canadian Chamber of Commerce and their members form the chamber network.

What does the chamber network do?

Engage. Influence. Lead.

The chamber network brings businesses together to lead and build vibrant, sustainable communities from coast to coast to coast. Through the Canadian Chamber of Commerce, the chamber network connects individual businesses to the federal government, empowering them to influence policy and decision-making to the benefit of businesses, communities and families across Canada.

The ability to connect 192,000 businesses of all sizes, in all sectors of the economy and in all regions of Canada and to speak to government on business issues with one voice—the voice of business—is what gives the chamber network its power.

connected!
member of the canadian chamber of commerce network

“ On behalf of the Fox Creek Chamber of Commerce, we are pleased and proud to be a member of the Canadian Chamber of Commerce. Having a voice such as we have with the Alberta Chamber, it will and can be beneficial on the federal side of government as well. ”

Rene Fournier, President
Fox Creek Chamber of Commerce

What's in it for me?

While the Canadian Chamber of Commerce is a primary and vital connection between you and the federal government, its 420 chamber of commerce and board of trade members enable you to shape public policies – policies that will ensure your prosperity – at the municipal, regional, provincial and territorial levels of government.

Membership in the chamber network also allows you to grow your business by providing you with networking opportunities that can open doors to new ventures with other business owners, by offering you benefit programs that can improve your business's bottom line and by providing you with professional development activities that can help you become a better business person.

As a member of the chamber network, you're not only a business leader who is important to the success of your community but also to your province/territory and to the entire country.

Already connected?

If you're already part of the chamber network and would like to promote your membership, we strongly encourage you to use the membership decal that has been designed for the chamber network. You may also wish to add the chamber network's logo on your corporate and promotional materials. To get the decal or the logo, 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)

DID YOU KNOW?

Membership in your local chamber of commerce also gives your business credibility. Research has also shown that being active in your local chamber of commerce is an effective strategy for businesses to use in communicating that they use good business practices, are active in the community, care about customers and are reputable*.

* American Chamber of Commerce Executives, The Schapiro Group, Inc. and Market Street Services, *The Real Value of Joining a Local Chamber of Commerce: A Research Study, 2007*

OUR STAFF

The Honourable Perrin Beatty
President & Chief Executive Officer

Janet Boden
Executive Assistant & Secretary to the
Board of Directors

Claire Renaud
Director, Human Resources

Policy Department

Warren Everson
Senior Vice President, Policy
Executive Director, ICC Canada

Tina Kremmidas
Chief Economist

Anne Argyris
Director, SME Policy

Scott Campbell
Director, Environment & Energy Policy

Susanna Cluff-Clyburne
Director, Parliamentary Relations

Mathias Hartpence
Director of International Policy,
Skills & Immigration

Chris Gray
Director, Canadian Intellectual Property Council &
Innovation Policy

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

Claire Van Allen
Senior Administrative Assistant &
Committee Coordinator

Communications and Services

Michel Barsalou
Executive Vice President

Jean-Jacques Hermans
Vice President, Québec

Jennifer Hagen
Director, Chamber Relations

Émilie Potvin
Director, Public Affairs & Media Relations



The core business of any chamber of commerce or board of trade is advocacy. Our efforts in this area directly impact every chamber member in every chamber of commerce across the country. As a mid-sized chamber, we do not have the resources to employ a policy analyst; however, we pride ourselves on being an active chamber advocating on behalf of our members to all three levels of government. The Canadian Chamber of Commerce is an invaluable asset providing extraordinary policy support on issues of importance to our members. Simply put, we could not accomplish even a fraction of our advocacy work without the assistance of the capable and willing staff of the Canadian Chamber of Commerce. ”

Charlene Nicholson, Chief Executive Officer,
Chamber of Commerce Brantford-Brant

Stacey Roy
Director, Communications

Kelena McDowell
Manager, Events

Michelle Croteau
Web & Production Specialist

Angela Roy
Communications Agent

Carnet and Document Certification Services

Lise Sauvé
Director

Manon Bélisle
Senior Representative

Helen Chang
Senior Representative

Gaetan Forget
Senior Coordinator

Edwine Job
Senior Coordinator

Annie Fugère
Representative

Ariola Jakupi
Coordinator Canadian Claims

Daniella Labonne
Representative

Lindsay Rhee
Representative &
Office Assistant

Catriona Silcock
Representative

Corporate Relations Department

Michael Nixon
Senior Vice President

Kimberly Gale
Managing Director
Northern and Western Canada

Stephen Johns
Director
Toronto Region

Marc Tremblay
Director
GTA and Southern Ontario

Melissa McGee
Coordinator

Finance and Administration Department

Adèle Laronde, CA
Vice President and Chief Financial Officer

Manuela Lacroix
Controller

Louise Alary
Director, Administration and Systems

Tammy Leroux
Administrative Officer

Marilyn Aitken
Accounts Payable Analyst

Margaret Lachowicz-Kolbik
Accounts Receivable Analyst

Chantal McHugh
Accounts Receivable Analyst

Tu Le
AP/AR Assistant

Elizabeth Rochon
Receptionist & Document Certification Agent



Jennifer Hagen, our Director, Chamber Development and Services, was awarded the Chamber of Commerce Executives of Canada (CCEC)'s Staff Person of the Year. Jennifer is pictured with the CCEC's 2010 President, Valerie Roy, and Chair of the Awards Committee, Kent Smith-Windsor.

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THE CANADIAN CHAMBER OF COMMERCE



LA CHAMBRE DE COMMERCE DU CANADA

Chamber.ca