



2009 - 2010 Report to Members

The power to shape policy + the power of our network.

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As Canada's largest and most influential business association, the Canadian Chamber of Commerce is the primary and vital connection between business and the federal government. It continually demonstrates impact on public policy and decision-making to the benefit of businesses, communities and families across Canada.

Experience the power of a network of over 340 chambers of commerce and boards of trade, representing 175,000 businesses of all sizes in all sectors of the economy and in all regions.

Be heard.



The Voice of Canadian Business™

connect!



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Message from the President



2009: A Year of Challenge and Achievement



Nobody needs to be told that 2009 was a difficult year for Canadian businesses. Like the rest of the world's economy, Canada felt the full impact of one of the most serious economic contractions since the Depression eight decades ago. Families and businesses alike were forced to tighten their belts to deal

with the recession. The organizations that belong to the Canadian Chamber were no exception.

Yet, despite these challenges, the Canadian Chamber ends 2009 stronger and better than it began the year. More companies, more local chambers and boards of trade and more associations belong now than were members at this time last year. We added new activities like *The Economic Edge*, our conference in partnership with Microsoft Canada that focused on what we need to do now to help Canadian businesses succeed as the global economy starts to recover. We also significantly increased our policy work and its impact as we produced important papers on a broad range of issues and worked with all of the political parties to shape the government's agenda.

I'd like to express a personal word of thanks to our outgoing Chair, Roger Thomas. Roger's vision, his energy and his commitment to the Chamber were vital ingredients in the progress we made in strengthening the Canadian Chamber and its network over the course of the year. He exemplifies the best qualities of Canada's business leaders.

Our success in 2009 is a product of the extraordinary commitment made by our members, our Board of Directors and our dedicated staff, all of whom recognize that, in times like these, the Canadian Chamber of Commerce and its network are needed more than ever. The Canadian Chamber is the only organization that represents businesses of all sizes and sectors in every region of the country. In a very real sense, it provides a strong and effective voice for Main Street Canada.

Looking forward to 2010, we anticipate that the Canadian economy will continue on its path to recovery, albeit slowly and sometimes uncertainly. Ensuring that the recovery does not falter and strengthening Canadian businesses' capacity to compete globally will take every bit as much imagination and energy as coping with the recession has required.

The Canadian Chamber is determined to do its part. We will produce new policy initiatives, bring stakeholders together to create shared strategies to overcome the hurdles Canadians face, and organize new events to promote economic growth and opportunity. As just one example, this coming April we will host a G8/20 Business Summit to prepare for the G8 and G20 meetings.

We look forward to another a great year under the leadership of our new Chair, Shauneen Bruder. Shauneen brings to the Canadian Chamber a wealth of business experience and strong personal commitment to strengthening the Chamber network across Canada.

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 2010 to create more opportunities and greater prosperity for families and businesses in every part of Canada.

The Honourable Perrin Beatty

Message from the Chair



I am honoured to serve as Chair of Canada's most influential voice for business, and am privileged to work with an exceptional Board of Directors and a very committed and talented team of professionals led by Perrin Beatty.

The Chamber network has always been a source of great value to me, both professionally and personally. On a business level, our Chamber network continues to allow for meaningful participation in policy development that affects the future of our country, our children and our businesses. And, as a business leader, I know that working through the Canadian Chamber of Commerce to provide this singular voice for business is exactly the right thing to do. Each of us wants to make a difference in our businesses, in our communities and in our country. The voice the Chamber gives us makes that possible.

I'd like to thank our outgoing Chair, Roger Thomas for his strong leadership during the tumultuous year that was. I will keep in mind his wise counsel

when he was setting out on his term as Chair. He said then that in order to work on solutions for the many issues facing Canada's business community, we at the Chamber must always remember to put constructive and balanced options forward – to be part of the solution, not part of the problem. These are wise words given the complexity and magnitude of the challenges facing us.

On your behalf and with your support, there are four key areas that I will focus on during the next 12 months:

- Engaging, aligning and elevating the power of our Chamber network in representing business in Canada.
- Continuing to support our ongoing efforts to provide thought leadership on public policy – more important than ever given the fiscal and economic challenges we face in uncertain times.
- Continuing to enhance and expand our linkages with the federal government to the next level.

- Focusing our efforts on value-added benefits for our Chamber network, corporate members and the government.

What we will be able to accomplish during over the next year will build upon the significant successes that we achieved over the past year. Our collective efforts during the last 12 months have made a measurable difference in areas which we have long lobbied for. We made a real difference.

I am immensely proud of all the accomplishments of our Chamber network to date, and eager to see what our collective efforts can achieve in the years ahead. With the unique and differentiated voice of our network, representing the collective power of business leaders from coast to coast to coast, this is the Chamber's time to influence policies that will impact not only our immediate future but that of the next generation. It's never been more important for the voice of business to be heard.

Shauneen Bruder

Chair, Board of Directors, 2009/10



Canada's Most Influential Business Association



As the most influential business organization in Canada, the Canadian Chamber of Commerce's views are sought after and respected by government, business leaders, and the media thanks to its well-researched reports, analyses, position papers, and policy resolutions that reflect an extensive business perspective.

The Canadian Chamber's policy development process is broad-based and able to address the range of issues that affect Canadian business. Each segment of the Canadian Chamber network is involved in the process. Member chambers of commerce and boards of trade and the Canadian Chamber's expert policy committees, comprised of corporate members, shape the Canadian Chamber's policy agenda by submitting policy resolutions for debate at the annual general meeting (AGM).

These policies become the federal policy agenda of the network – together, the Canadian Chamber of Commerce and its members are a powerful force for business.

The Canadian Chamber is unique – no other business organization has as vast and as varied a network. Only the Canadian Chamber can activate its grassroots members across the country to get results for businesses, large and small, in every region of the country.

Because of its depth and breadth, the Canadian Chamber of Commerce is truly the voice of Canadian business and Canada's most influential business association. When it speaks, people listen.

“The Canadian Chamber of Commerce is truly the ‘Voice of Canadian Business’ both at home and abroad. The Chamber's work on Canada-U.S. issues and in particular its delegations to Washington have been useful to our business. The connections made through the Chamber's network have resulted in real value for us.”

- Martin Lockyer, Vice President, Legal Services & Corporate Secretary, CHC Helicopter

“Having been involved with chambers of commerce for years, I understood the benefits to our business at a local level. Now seeing the effectiveness of the Canadian Chamber as a respected advocate at the federal level, my eyes have been opened to the difference we can truly make when speaking with one voice for policies that benefit not just business but our entire community.”

- Barry Rempel,
President and CEO,
Winnipeg Airports Authority

“The Canadian Chamber's greatest strength has always been the power of its network. The ability of so many to connect and speak with one voice ensures that the position represented by the Canadian Chamber is heard loudly and clearly amongst the politicians and policymakers whom we entrust with governing the nation.”

- Roger Thomas,
Immediate Past Chair of the Canadian
Chamber of Commerce
Director, FLINT Energy Services Ltd.



Fiscal



Objectives Going Forward

- The Canadian Chamber calls on the federal government to present a realistic plan to balance its books and avoid structural deficits. This will require significant program spending restraint, and a commitment to dedicate surpluses to pay down debt once balanced budgets are achieved.
- Restructure Canada's Employment Insurance Program to improve equity, provide an incentive for firms to reduce layoffs, encourage hiring, promote labour mobility, and ensure program costs do not constrain economic activity, job creation, entrepreneurship and risk-taking.
- Ensure Canada's tax system is conducive to attracting and retaining skilled workers, businesses and capital that are essential to our international competitiveness.

What the Chamber Got For You

- Improved access to credit for Canadian consumers and businesses, including for small businesses through the Canada Small Business Financing Program and the Business Development Bank of Canada.
- An increase in the basic personal amount and in the two lowest personal income tax brackets providing Canadian \$1.9 billion in tax relief in 2009-10, and almost \$2 billion in 2010-11.
- A doubling in the Working Income Tax Benefit (WITB) to encourage more people to enter the labour force, and for current WITB recipients to extend hours of work. This will save Canadians an additional \$580 million a year in taxes.
- The temporary 100 percent capital cost allowance (CCA) rate for computers acquired after January 27, 2009 and before

February 1, 2011 providing savings for Canadian businesses of \$340 million in fiscal 2009-10, and \$355 million in fiscal 2010-11.

- A two-year extension to the temporary 50 percent straight-line accelerated CCA rate to investment in eligible manufacturing or processing machinery and equipment undertaken in 2010 and 2011 to further encourage businesses to restructure and retool to meet current economic challenges, boost productivity, and position themselves for long-term success. This will provide Canadian businesses \$990 million in tax relief over the 2011-12 to 2013-14 period.
- The permanent elimination of tariffs on a range of machinery and equipment providing over \$440 million in savings for Canadian industry over the next five years.



- An increase to the amount of small business income eligible for the reduced federal tax rate of 11 percent to \$500,000 (up from \$400,000) as of January 1, 2009. This measure will save small- and medium-size businesses \$45 million in fiscal 2009-10 and \$80 million in fiscal 2010-11.
- A repeal of the interest deductibility constraints in section 18.2 of the Income Tax Act scheduled to come into force in 2012. This measure will save Canadian businesses \$185 billion over two years.
- A commitment to work with the provinces that levy retail sales taxes to harmonize with the GST. Ontario and British Columbia have announced they will do so starting July 1, 2010.
- Temporary solvency funding relief for federally regulated defined benefit pension plans.

Committee

Economic and Taxation Committee

Chair: *Peter Harris*, Cassels, Brock & Blackwell

The committee is composed of economists and tax practitioners, which includes representatives from the financial services, accounting and legal professions, as well as industry. Its key functions are to: consider and report on matters related to national economic and taxation policy; prepare policy resolutions and review resolutions from member boards of trade and local chambers; review Chamber reports, briefs and submissions in the areas of economic policy and taxation; provide advice and direction to the Chamber on economic policy and taxation matters; and liaise with other Chamber committees as needed.



Thought Leadership

Economic Policy Series

In 2009, the Canadian Chamber launched its *Economic Policy Series* – independent research reports on key public policy issues facing Canada. Topics covered included immigration, global governance, energy, inflation/deflation, and the economics of elections. In December, the Chamber issued its annual *Economic Outlook*.



The Economic Edge: It's Canada vs. the world

As part of *The Economic Edge* event held on October 21, 2009 in partnership with Microsoft Canada's CAN>WIN initiative, and our ongoing thought leadership policy papers, the Canadian Chamber released *The Economic Edge: It's Canada vs. the world* in November. The paper explained the key trends that are radically transforming

the economic landscape and their impact on Canada's businesses. It focused on two key questions: how can businesses succeed in the rapidly changing global marketplace, and what can government do to ensure the long-term prosperity of the economy and the global success of our businesses?

These reports can be viewed in the Policy and Advocacy section of the Chamber's website: www.chamber.ca



Energy and the Environment

Objectives

Going Forward

- To encourage the development of a new greenhouse gas (GHG) regulatory framework with achievable objectives in the short, medium and long term that do not harm the competitiveness of our businesses, and that includes alternative compliance measures such as emissions trading and a technology fund.
- To advocate for a new international GHG agreement for the post-2012 period that involves all major GHG-emitting countries including the U.S., China and India.
- To lobby for energy policy that includes all forms of energy production and sufficient infrastructure to ensure that North America has a secure energy supply to meet the needs of its growing economies.
- To examine Canada's energy and environmental policy and recommend improvements that will ensure the competitiveness of Canadian businesses across all sectors of the economy.

What the Chamber Got For You

- The December 2009 Copenhagen Accord is a step towards the development of a long-term climate change agreement and included two key issues for Canada: recognition that all major emitters must undertake mitigation actions and regular reporting and verification on their progress.
- An allocation of \$1 billion over five years for a Clean Energy Fund to support clean energy technologies. This includes \$150 million for research, and \$850 million for the development and demonstration of promising technologies, including large-scale carbon capture and storage projects. This support is expected to generate a total investment in clean technologies of at least \$2.5 billion.
- A strengthened Canadian nuclear advantage with \$351 million to Atomic Energy of Canada Limited for its operations, including the development of the Advanced CANDU Reactor, and to maintain safe and reliable operations at the Chalk River Laboratories.



- A commitment to consult with key stakeholders to identify specific assets used in carbon capture and storage with a view to provide accelerated Capital Cost Allowance (CCA) rates.
- An additional \$300 million over two years to the ecoENERGY Retrofit program to support an estimated 200,000 additional home retrofits which will help Canadians reduce their energy use and greenhouse gas emissions.
- \$87 million over the next two years to maintain or upgrade key Arctic research facilities which will help to provide information to assist Canadians in adapting to the effects of climate change.
- \$37.6 million in fiscal 2009–10 to departments and agencies in support of environmental assessments, regulatory coordination, science, and Aboriginal consultations related to the Mackenzie Gas Project.

Committee

Energy and Environment Committee

Chair: *Robert J. Redhead*, Newalta Corporation

The Energy and Environment Committee gathers experts from member companies across the country to examine Canada's energy, natural resources and environmental policy, and recommend improvements that ensure the competitiveness of Canadian businesses across all sectors of the economy. They also discuss ways to achieve improved energy efficiency and to encourage continuous environmental improvement among the Chamber's membership.

Thought Leadership

Powering up Canadian prosperity: Realizing the energy sector's potential and ensuring continued access to a stable, secure, clean and flexible supply of affordable energy

Canadian Chamber members, representing both producers and consumers of energy, worked to develop a joint position calling for all Canadian governments to come together to develop a national Canadian Sustainable Energy Strategy. It also provides the foundation for a series of future reports which will look more closely at many energy-related issues that must be addressed.

This report can be viewed in the Policy and Advocacy section of the Chamber's website:
www.chamber.ca



Intellectual Property, Technology and Competition Policy

Objectives

Going Forward

- Engage the government to develop a national information and communications technology strategy to ensure Canada remains globally competitive.
- Continue to advocate for the promotion of intellectual property rights protection policies. The Canadian Chamber is home to the important work of the Canadian Intellectual Property Council that:
 - Promotes awareness and education concerning Canada's IPR regime by engaging in partnerships with local chambers and law enforcement agencies.
 - Participates in both international and domestic meetings and other IP related events.
- Get a copyright bill introduced and passed that is good for businesses operating in Canada.
- Monitor and respond to government's digital strategy.
- Continue to monitor and respond to legislative proposals regarding the *Competition Act*.

What the Chamber Got For You

- The Canadian Intellectual Property Council (CIPC) continued to lobby the government for changes to Canada's intellectual property regime that will benefit businesses of all sizes engaged in the knowledge-based economy. The government continues to state that changes are coming to improve Canada's intellectual property rights system.
- \$225 million over three years was allocated in Budget 2009 for rural and broadband internet services.
- Defeated Bill C-273 that could have had negative consequences for intellectual property rights holders.
- Released a report card letter the Industry Minister regarding the government's commitments to implementing the Competition Policy Review Panel's recommendations.



Committees

E-Commerce and Telecommunications Committee

Chair: *David Kidd*, Blakes, Cassels & Graydon

The E-Commerce and Telecommunications Committee is composed of senior business people engaged in the fields of telecommunications and information and communications technologies. The focus of the committee is to monitor and respond to government policy issues, as well as feed into the government policies that our members feel are beneficial to the business community. The committee also focuses on driving adoption of

ICT, 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

Committee members on the Intellectual Property Committee are industry and law professionals who are engaged in the protection of intellectual property. The committee monitors domestic and international developments that could affect the intellectual property rights of our membership.

Competition Law and Policy Committee

Chair: *John Clifford*, McMillan

The Competition Law and Policy Committee consists predominantly of individuals representing law firms or counsel for corporations with expertise in competition. The committee monitors and responds to federal government issues with the Competition Bureau and legislative proposals. The committee provides technical and strategic advice to the Canadian Chamber and prepares briefs and other advocacy materials.

Thought Leadership

A Time for Change: Toward a New Era for Intellectual Property Rights in Canada

Released in February, this report highlights the value of intellectual property rights to the economy and recommends that the government take action to bring Canada's intellectual property rights protection system in line with our international trading partners.

Mapping the Future of the Digital Economy: Key to Canada's Economic Success

Released in June, this paper demonstrates the value of business adoption and use of e-commerce solutions. It recommends that the federal government work with business to increase the use of information and communications technology in order to remain globally competitive.

These reports can be viewed in the Policy and Advocacy section of the Chamber's website: www.chamber.ca



Transportation, Canada-U.S. and Border



Objectives Going Forward

- Advocate for the recommendations in the four pillars of the Canadian Chamber's National Transportation Strategy.
- To seek infrastructure support for border, gateways, and public transit to facilitate the multimodal movement of goods and people.
- To improve and expedite the regulatory review process for the development of infrastructure.
- To implement a co-managed border pilot project with the United States to efficiently use border resources and coordinate infrastructure projects.
- To facilitate travel and trade and reduce the thickening of the border including reducing border wait times and ensuring that trusted trader/trusted traveller programs are efficient and effective.

What the Chamber Got For You

- Canada and the EU finalized an Open Skies agreement which liberalizes air travel between the two regions. This agreement grants greater market access and improves competition.
- In Budget 2009, which emphasized stimulating the economy through infrastructure spending, the government outlined measures to invest in maintaining and upgrading Canada's aging national transportation infrastructure. These commitments included:
 - A two-year, \$4 billion Infrastructure Stimulus Fund to provide funding for provincial, territorial, and municipal shovel-ready infrastructure projects.
 - A commitment to a legislative and policy framework for public-private partnerships.
- An accelerated allocation of up to \$1 billion of funding over two years, under the Building Canada Plan's Provincial-Territorial Base Funding Initiative for shovel-ready projects.
- A commitment to speed up the approval process for major infrastructure projects. The goal is to decrease the time between announcement and shovels-in-the-ground by up to 12 months.
- A provision of \$407 million of additional funding to VIA Rail Canada for improvements within the Montreal-Ottawa-Toronto corridor.



- Federal government investment in border infrastructure, including \$95 million for the important crossings at Prescott, Huntington, Pacific Highway, Fort Erie and Sarnia.
- Increased levels of publicly funded border services at the following airports: Toronto City Centre, Deer Lake, Saskatoon and Regina.
- A policy framework that uses a set of clear, measurable, transparent and weighted criteria to categorize CBSA airports based on passenger volumes, the distance to service locations and flight frequency. All the criteria must be met for a location to be eligible for new or enhanced CBSA services.
- A Canada-U.S. agreement to enhance security and expedite travel and trade. These initiatives included agreement to harmonize U.S. Customs Trade Partnership Against Terrorism and Canada's Partners in Protection program and Canadian acceptance of NEXUS and FAST trusted traveller cards at all land and sea border ports of entry.
- The Canadian government is developing a border contingency framework for the movement of people and goods during and following an emergency.

Committee

Transportation Committee

Chair: *Keith Robson, JKR & Associates Inc.*

The purpose of the Transportation Committee is to consider and report on matters of federal concern in the field of transportation, to recommend action for the adoption of Canadian Chamber policy, and to initiate the preparation of policy reviews, analyses, and reports on transportation policy issues.



Thought Leadership

Finding the Balance: Shared Border of the Future

This second coalition report, co-chaired by the Canadian Chamber and U.S. Chamber in partnership with 47 Canadian and U.S. associations, provides specific, near-term recommendations on how to reduce border-related costs while strengthening security.



Transportation Strategy Series: Four Pillars of a National Transportation Strategy

This series of reports, driven by the Canadian Chamber's Transportation Committee, calls upon the government of Canada to develop and implement a National Transportation Strategy that is based upon four pillars: a North American vision, a multimodal transportation infrastructure, a competitive regulatory and fiscal environment, and the adoption of an economical, environmental and social sustainable plan.

These reports can be viewed in the Policy and Advocacy section of the Chamber's website: www.chamber.ca



International Trade



Objectives Going Forward

- Lead G8 and G20 business input into the G8 and G20 Leaders Summits by hosting the fourth annual G8/20 Business Summit to advance the objectives of full recovery from the financial and economic crisis; enabling economic growth through trade and investment liberalization; and moving forward post-Copenhagen on climate change.
- Support the conclusion of the World Trade Organization (WTO) Doha Development Agenda which will provide increased market access for Canadian companies.
- Advocate for the conclusion of a balanced and ambitious Canada-EU Comprehensive Economic and Trade Agreement (CETA) that will provide market access opportunities to Canadian goods and services producers.
- Advocate for the continued enhancement of Canada's economic ties with high-growth emerging economies, particularly with China and India.
- Support parliamentary approval of pending free trade agreements such as the Canada-Colombia and Canada-Panama FTAs, and to support the conclusion of the Canada-Korea FTA, provided that a balanced outcome on tariff and non-tariff barriers to trade and investment can be achieved.

What the Chamber Got For You

- Canada entered into negotiations with the European Union for a balanced and ambitious Comprehensive Economic and Trade Agreement that is forecasted to generate \$40 billion in annual trade and investment gains.
- China granted Approved Destination Status (ADS) to Canada.
- The Canada-Peru free trade agreement was approved and became effective as of August 1.



- The government of Canada has concluded free trade agreement negotiations with Panama, and began its legal review of the agreement.
- The governments of Canada and India launched a Joint Study Group that will establish the framework for a Canada-India Comprehensive Economic Partnership Agreement.
- The government of Canada is actively seeking to enhance economic ties with high-growth emerging economies, with a focus on China, India and other economies of the Asia-Pacific region, highlighted by ministerial and the Prime Minister's visits to that region.
- Commitment from the government of Canada to increase the threshold for foreign investment review making it easier for capital to enter the Canadian market.

Committees

International Affairs Committee

Co-Chairs:

Milos Barutciski, Bennett Jones LLP

Cliff Sosnow, Blake, Cassels & Graydon

The purpose of the International Affairs Committee is to lead the Canadian Chamber's efforts on international policy issues, to review trade and investment development, and to make recommendations on policy positions to the federal government.

International Arbitration Committee

Chair: *Gerald Ghikas*, Borden Ladner Gervais LLP

The International Arbitration Committee is composed of individuals from corporate members, primarily domestic and foreign law firms, academia and sole practitioners, with expertise in the area of international commercial arbitration. The committee tracks developments in international commercial arbitration policy and rules. The Canadian Chamber of Commerce's 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 Road Ahead



Strategic Plan 2008–2011

For the past 83 years, the Canadian Chamber of Commerce has been a force for Canadian prosperity. All members of the Canadian Chamber network are proud of what has been accomplished together, but are aware that the network's most important contributions are yet to come.

As the revolution in the business landscape reshapes the strategies, operations and success of Canadian business, the operating environment of the Canadian Chamber of Commerce is also changing, along with its future direction, focus and operations.

Renewal starts with a compelling vision – a definition of future success. The renewed vision for the Canadian Chamber is to be the most influential business association in Canada and be seen as the primary and vital connection between business and the federal government. It will have a demonstrated impact on public policy and decision-making to the benefit of business and the broader community alike.

The key elements of the Canadian Chamber's strategic direction are based on being the national leader on a critical business issues where its expertise and broad membership base give it a unique legitimacy.

Goals

- 1 To provide leading research and policy development capacity to effectively support the strategic direction and priorities.
- 2 To maintain and enhance the working relationships and linkages with the federal government in advocating on behalf of Canadian business.
- 3 To engage, align and promote the Canadian Chamber network in effectively representing the interests of businesses from across Canada.
- 4 To provide unparalleled member services and support that exceed expectations.
- 5 To promote and communicate the role and contribution of the Canadian Chamber in effectively representing Canadian business.
- 6 To generate the revenues required to support and sustain the Canadian Chamber as the most influential business association in Canada.



Strategic Plan Update

1 Strengthen Research, Policy Development and Advocacy

The Canadian Chamber will become the national leader among business associations in addressing the most important issues facing Canadian business.

Strategic priorities

- Enhance research capacity and policy development to support leadership position in leading policy debate; use polling to more effectively and proactively represent the interests of the Canadian business community; strengthen advocacy role to enable better representation and increased influence with the federal government; and finalize the priority setting mechanism.

Achieved in 2009

- Director, Parliamentary Affairs role has led to strengthened advocacy and profile on Parliament Hill.
- Recognized advocacy leadership on key member issues including intellectual property, Canada-U.S. border, economic policy and corporate social responsibility. *International Trade Day* and *The Economic Edge* (with the Prime Minister in attendance) events further established the Canadian Chamber's policy leadership.

- During the parliamentary crisis in the winter of 2009, the Canadian Chamber led a strong and coordinated appeal for our political leaders to put an end to the political gamesmanship and work together on a clear strategy to stimulate the economy, ensure access to affordable credit, and lay the foundations for long-term economic growth and competitiveness.
- Launched a major energy initiative with the release of a report calling for a Canadian Sustainable Energy Strategy.
- Dramatic increase in the number of thought leadership papers (6), plus the launch of a new economic series (6 papers).
- Developed a process for priority setting, including the use of an annual survey. The 2010 priorities are: economic policy, Canada-U.S., energy and environment, innovation, skills, and transportation and trade.
- Launched a survey with SMEs on e-business, receiving more than 1,000 responses, and continued to conduct short polls on the Canadian Chamber website.

2 Strengthen the Chamber Network

Working with its network partners, the Canadian Chamber will enhance the power and the visibility of the network to add value for all members, and to strengthen their ability to influence governments.

Strategic priorities

- Strengthen the network brand by implementing a new governance structure; increase the alignment of the network in representing the interests of their members and the broader business community; and offer value-added products and services.

Achieved in 2009

- Survey feedback indicated strong support for the development of a brand for the network.
- Developed templates that summarize relevant policy issues and Canadian Chamber's position: policy briefs, letters, templates, and news releases that are distributed for use by the chamber network.
- Created a task force comprised of members of the network to give input into the Canadian Chamber's policy development process.
- Produced a policy resolutions guide which is circulated to the network to assist in resolution development.



- Introduced two new revenue-generating affinity programs: Hotline to HR and prepaid legal services.
- Conducted regional roundtables with members of the Canadian Chamber network.
- Conducted a membership satisfaction survey with the chamber network members which indicated a high satisfaction level on both programs and services delivery.
- Created a permanent seat on the Canadian Chamber's Board of Directors for the president of the Chamber of Commerce Executives of Canada.

“The support, the timing, the inclusion of the network has been unbelievable! Makes me so proud to be part of the chamber movement! Thank you from the North.”

- Rick Karp, President,
Whitehorse Chamber of Commerce

3 Communicate, promote, and enhance the value of membership for all members

The Canadian Chamber will strengthen communications to all members. It will enhance the level of member participation and engagement in Canadian Chamber business programs. It will expand the reach and communication of the Canadian Chamber by promoting its role and achievements with members and other key stakeholders.

Strategic priorities

- Build a brand which clearly differentiates the Canadian Chamber from other horizontal business associations; lead the network in identifying policy wins and creating broader awareness; increase marketing capability and focus; enhance communications support provided to members; and enhance corporate member participation and engagement in Canadian Chamber business programs

Achieved in 2009

- Developed and launched the new 'Connect!' branding strategy for the Canadian Chamber.
- Created new communications materials, templates and collateral to ensure clear and

consistent look and messaging of our policy work, events and membership information.

- Launched a new website featuring the new brand through consultations with our membership to drive marketing initiatives.
- Developed 'Connections', a newsletter for chamber executives that provides the network with information on professional development and best practices, as well as updates from the Canadian Chamber.

4 Increase Membership and Diversify Revenues

The Canadian Chamber will build a sustainable funding model by broadening its corporate membership base, strengthening existing commercial activities, adding new initiatives, and increasing sponsorships.

Strategic priorities

- Increase corporate membership base and revenues; strengthen commercial, event and sponsorship activities and revenues; and add new initiatives with the objective of increasing the relevance and importance of the Canadian Chamber and as a result, its existing revenue base.



Achieved in 2009

- Secured the majority of renewals, some even with an increase in this difficult year, with a renewal rate of 93%.
- Surpassed the 2009 corporate membership target
- Surpassed local chamber membership target.
- Surpassed the association membership target.
- Surpassed the sponsorship target for the 2009 Business Roundtable series for the first time.
- Surpassed the sponsorship targets for the two policy papers planned for sponsorship in 2009: the Transportation Strategy series and the Energy Strategy.
- Surpassed the sponsorship target for the follow-up to last years' Canada-U.S. border paper.
- Conducted 10 business roundtables in locations from coast to coast.

5 Invest in the Organization to Effectively Support and Sustain Growth - Accomplishments from the Strategic Plan

The Canadian Chamber will invest in the key areas of the organizational infrastructure and in human resources to retain and attract a strong, professional team to ensure there is sufficient capacity to effectively support and sustain future growth.

Strategic priorities

- Build skills and capabilities within the organization while deploying existing and future resources to better support policy priorities; increase the marketing and communication capacity of the organization through selected investments in staff and technology; and develop an IT strategy and plan that aligns with and supports the organizational priorities and requirements.

Achieved in 2009

- Completed technology and human resource initiatives to allow for more efficient and effective communications and servicing of our membership.



“When I think of the Canadian Chamber of Commerce, I think of connectivity, credibility and support. Connectivity - representing chambers across Canada on issues affecting business. Credibility - successfully lobbying for change. Support - providing a reliable and responsive resource for information and assistance.”

- Deborah Bonk, President and CEO,
Vaughan Chamber of Commerce



A World of Access



Connections allow for access. The Canadian Chamber of Commerce holds the exclusive Canadian affiliate to both the International Chamber of Commerce and the Business and Industry Advisory Committee (BIAC) to the OECD. This representation provides Canadian Chamber members with a voice on the world stage.

International Chamber of Commerce (ICC)



ICC is the global business organization representing private sector interests from every industry around the world. Through its exclusive affiliation with ICC, the Canadian Chamber provides its members with direct input to the many global organizations where ICC has an official seat at the table: the WTO, WPO, World Customs Organization, CODEX, UN Environmental Program (UNEP), UN Commission on International Trade Law (UNCITRAL), UN Conference on Trade and Development (UNCTAD) and the UN Development Program (UNDP).

BIAC and the OECD



BIAC is the doorway to providing private sector input to 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 areas ranging from trade liberalization and sustainable development to e-commerce, IP, taxation and finance. Through BIAC, the Canadian Chamber ensures that Canadian business has a voice in OECD policy.



Trade Services

The Canadian Chamber continues to provide members and non-members alike with unique and essential trade services that allow for fair trade and investment across international borders.



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. This exclusive service offering from the Canadian Chamber simplifies customs procedures, reduces business costs and saves time and paperwork, with over 66 countries and counting accepting ATA Carnets.

Document Certification

A service provided for many years by the Canadian Chamber, the certification of certificates of origin and related documents is a requirement for many countries before goods are allowed into the country or before processing exporter requests for entry procedures.

TradeCert Canada

Now available to Canadian exporters from the Canadian Chamber, TradeCert is the online certification of certificates of origin and related documents. This service offers quick turnaround, instant creation and submission of repetitive applications, the ability to accept invoices and other documents in all major formats, and immediate authentication by foreign authorities of documents validated.

ICC Publications Bookstore

As Canada's largest and most influential business association, the Canadian Chamber of Commerce exclusively provides unique reference tools to help professionals conduct business across the border or around the world.

Designed and developed by business for business, International Chamber of Commerce (ICC) publications enable companies to deal with the often confusing terms, acronyms, procedures, rules, and regulations that guide all international transactions.

In 2010, an updated edition of the most used reference publication will be available. INCOTERMS® 2010 will continue to be part of the language of international trade and is in constant use throughout the world. Incoterms define the responsibilities of buyer and seller for delivery of goods under sales contracts.

The new edition, INCOTERMS® 2010, is expected to be effective on January 1, 2011 and will be available only from the Canadian Chamber of Commerce's bookstore.

Visit www.chamber.ca for more information.



How You Can Get Involved - 2010 Events



Annual General Meeting (AGM)

The Canadian Chamber of Commerce is Canada's largest national business organization, representing businesses of all sizes, from all sectors of the economy and from all regions of Canada. Our AGM brings together over 400 delegates representing these businesses to debate current issues and policy resolutions that will establish the broad mandate for our organization in the year ahead.

September 24-27
Hilton Lac-Leamy, Gatineau, QC



The Economic Edge

This is Canada's premier national business event, bringing together some of Canada's top opinion leaders and decision-makers from the private sector, government, and academia to explore strategies to create a competitive advantage for Canada and Canadian businesses.

Fall 2010

Photo credit - Stan Behal Photography



The Right Honourable Stephen Harper Prime Minister of Canada and The Honourable Perrin Beatty, The Canadian Chamber of Commerce



Sommet des affaires du **G8/20** Business Summit
Canada 2010

G8/20 Business Summit and Canada-EU Forum

The eyes of the world are on Canada in 2010 with G8 and G20 meetings as well as the Winter Olympics. This historical event is a gathering of international business leaders to address urgent global economic issues and compile ideas to deliver to the G8/G20 leaders in advance of their summits in June 2010. Collectively representing millions of businesses, speakers will debate what must be done to move forward on the critical issues of managing the global economy and financial services reform, climate change and furthering global growth through international trade.

The Canada-EU Forum will provide insights into the state-of-play of the free trade negotiations and deliver a business push for an early, balanced and ambitious outcome.

April 28: Canada-EU Forum
April 29: G8/20 Business Summit
Hilton Lac-Leamy, Gatineau, QC



International Executive of the Year Award Dinner

Established in 1992, this award is presented each year to recognize a business executive from a Canadian company whose exemplary leadership has allowed their company to develop a strong, competitive the Canadian presence in global markets. This award sets out to boost the often-lacking recognition of Canadian business presence internationally. For a country which is so dependent on international trade and investment, it is vital to recognize the achievements of Canadian business in the global business environment.

Fall 2010

*The 2009 International Executive,
Mr. E. Hunter Harrison , CN*



Business Roundtables

This unique series offers business leaders the opportunity to voice their input on the key issues affecting their organization and sector. Hosted by members of the Canadian Chamber's Board of Directors in major Canadian business centres, this is a key business connection to the federal government.

Please contact us for details and locations.

Canadian Chamber Network Roundtables

Held at various locations across Canada throught the year, these roundtables bring together shared ideas, feedback and best practices of our network.

The output of these roundtables assist the Canadian Chamber of Commerce in reaching individual business owners for whom all three levels of chambers - local, provincial/territorial/regional and national - strive to make the business climate more competitive, effective and profitable. Together, we become stronger.

Please contact us for details and locations.



Thank You to Our 2009 Event Partners

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Canadian Chamber Network Roundtables

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