

THE CANADIAN CHAMBER OF COMMERCE  
LA CHAMBRE DE COMMERCE DU CANADA



*The Voice of Canadian Business*™  
**CONNECT! BRANCHÉ!**  
*Le porte-parole des entreprises canadiennes*™

ANNUAL REPORT 2011



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

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.

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Get plugged in.



We have 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.

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# TO OUR VALUED MEMBERS

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As I am sure you are aware, 2011 was a challenging year for the Canadian business community. Canada is struggling to remain competitive and, as businesses brace themselves for weaker economic times, they must also strive to find innovative means to

improve their productivity and competitiveness. Canadian businesses today face intense and growing competition as economies in Asia and elsewhere move up the value chain, invest in science and innovation and maintain growth rates two or three times the size of Canada's.

Sharpening Canada's competitive edge is a shared undertaking. It is the responsibility of business, individual Canadians and government. It requires more investment in research and development and in innovation, greater adoption of information and communication technologies, equipping Canadians with the right skills and education, and an emphasis on public policies that promote trade, labour mobility, investment and entrepreneurship.

Our advocacy efforts in 2011 focused on advancing policy issues with the federal government that create an environment favourable to business growth and prosperity. We called on the government to lay out a strategy to secure Canada's economy recovery, return to balanced budgets and commit to a tax and

regulatory environment that will attract investments and create jobs. And, we achieved good results. As you will see when reading this report, the actions we took on your behalf are instrumental in helping your organization compete effectively in a highly interconnected and rapidly evolving global economy.

In 2012, we will continue to focus our advocacy work under the theme of competitiveness. Having identified what we consider to be the top 10 impediments to Canada's competitiveness, we will endeavour to start addressing those key issues through concerted consultation and advocacy initiatives. Our overarching objective is to uncover the solutions to building a more productive and competitive Canada for the benefit of our members and all Canadians. I welcome your feedback into this initiative and encourage you to join our efforts.

On behalf of all of us at the Canadian Chamber of Commerce, I thank you for your continued support this past year. The success of our work is, without a doubt, attributed to the active participation of our members, the dedicated leadership of our board of directors and the tireless efforts of our staff. We look forward to working with you in 2012 to create more opportunities and greater prosperity for families and businesses in every region of Canada.

Perrin Beatty  
President and CEO



It is a great honour and a privilege for me to serve as your Chair for the year ahead. Over the six years that I have been directly involved with the Canadian Chamber of Commerce, I have learned a lot about chambers of commerce and

boards of trade, about the power of the network and about the importance of working together towards the common goal of building a strong, competitive economic environment that benefits Canadian businesses and families. I have seen firsthand the influence and impact that the advocacy work of the Canadian Chamber and its network has in Canada. I am proud to be part of an organization that is focused on making a positive difference in our country.

I would like to thank our outgoing Chair Elyse Allan for her outstanding leadership, support and dedication. We grew remarkably as an organization under her direction. We embraced social media; we increased our efforts to connect with our network in advancing our policy work; and, we took great strides in furthering our competitiveness agenda.

As I embark on my new role as Chair, I pledge to maintain the momentum created in 2011. We will continue to build on the power of the network to advocate for public policies that enable Canadian businesses to grow and prosper. We will reinforce the relevance of the Canadian Chamber network as the “go to” resource for all levels of government. And, as a business owner and native of New Brunswick, I will work to raise the profile and value that chambers of commerce and boards of trade in Atlantic Canada bring to the region, a personal objective which is very dear to my heart.

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. Together, we’ll advance a business agenda that encourages growth and promotes prosperity for your business, your family and for Canada as a whole.

Robert Youden  
Chair of the Board of Directors

# 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, like yours, could save money, grow and remain competitive and productive. Our efforts paid off.

## Fiscal Policy

### We got you:

- Almost \$750 million in savings in 2011 and 2012 combined as a result of the government's decision to limit employer Employment Insurance premium rate increases to 7 cents per \$100 of insurable earnings in 2011 and 2012
- \$20 billion in federal stimulus funding in fiscal 2010-2011 and \$1.3 billion in 2011-12
- No planned personal or corporate income tax increases over the next five years
- A commitment to lower the general corporate income tax rate from 16.5% in 2011 to 15% in 2012 – a measure that will save businesses about \$1.5 billion per year
- \$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 in the medium term by reining in government spending – getting the government's finances in order sooner rather than later will provide greater financial flexibility to meet the needs of an aging population and improve tax competitiveness
- The launch of government consultations on new rules for the taxation of corporate groups – the introduction of a formal system of loss transfers would greatly improve the functioning of the tax system, reduce tax compliance and administration costs for businesses and make Canada a more attractive location for business investment



*Perrin Beatty, along with Canadian Ambassador to Morocco Christopher Wilkie, opens the fifth edition of the education fair, Edu-Canada Morocco 2011. Casablanca, Morocco, Oct. 28.*

- The launch of government consultations on how the Employment Insurance rate-setting mechanism can be further improved to ensure more stable, predictable premium rates going forward
- A commitment to continue to provide transition assistance to provinces that wish to implement a harmonized sales tax (HST) – a HST reduces tax compliance and administration costs for businesses and provides them with a greater incentive to invest in new facilities, technology and machinery



For businesses finding that border delays and duplicative inspections are making them uncompetitive and for travellers tired of being stuck in long lines, Christmas came a little early this year.

The two action plans released on Dec. 7 by Prime Minister Harper and President Obama on how to make our border and our regulatory processes more efficient provide enormous benefits to citizens and businesses that have been affected by a border that's become so much costlier, thicker and stickier in the last decade.

Sometimes, governments get it right. //

*Perrin Beatty, President & CEO*  
**The Canadian Chamber of Commerce**

## Pensions and Retirement Savings

### We got you:

- The introduction of federal legislation for Pooled Registered Pension Plans (PRPPs) which will offer more options to individuals and small- and medium-sized businesses, many of which have limited or no resources to support offering retirement savings plans

## Transportation, Travel and Infrastructure

### We got you:

- A commitment of \$21 million over five years to upgrade baggage scanning equipment at Canadian airports
- Open skies agreements with Jamaica and with Trinidad and Tobago and expanded air agreements with Egypt, Mexico and Japan
- Continued investment, expansion and promotion of the Asia-Pacific Gateway
- A commitment of \$2.5 million to market the Atlantic Gateway
- A bilateral commitment to improve the efficiency of Canada-U.S. border operations and services
- A commitment to rebuild the Champlain Bridge within 10 years – a major gateway into Canada, around \$20 billion in goods and 60 million vehicles cross the Champlain Bridge each year
- The launch of government consultations into a long-term infrastructure plan for Canada

## Intellectual Property, Technology and Innovation

### We got you:

- A commitment to sustain jobs and growth by supporting innovation and the adoption of new technologies
- The introduction of Bill C-11: 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

## International Trade

### We got you:

- The creation of the Canada-U.S. Regulatory Cooperation Council which will examine how to reduce non-tariff barriers to trade through greater regulatory alignment
- Continued negotiations of a Comprehensive Economic Partnership Agreement with India and a Comprehensive Economic and Trade Agreement with the European Union

## Small- and Medium-sized Enterprises (SMEs)

### We got you:

- The launch of government consultations into reducing the red tape burden on Canadian businesses
- A commitment to address the red tape irritants identified through the consultations

## Immigration

### We got you:

- The opening of more Canadian Visa Application Centres around the world to expedite business travel to Canada and the processing of visa applications
- The issuance of multiple-entry visas for business travellers and tourists that match the maximum validity according to the length of the applicant’s passport validity (up to 10 years, minus one month)

## Canadian Wheat Board

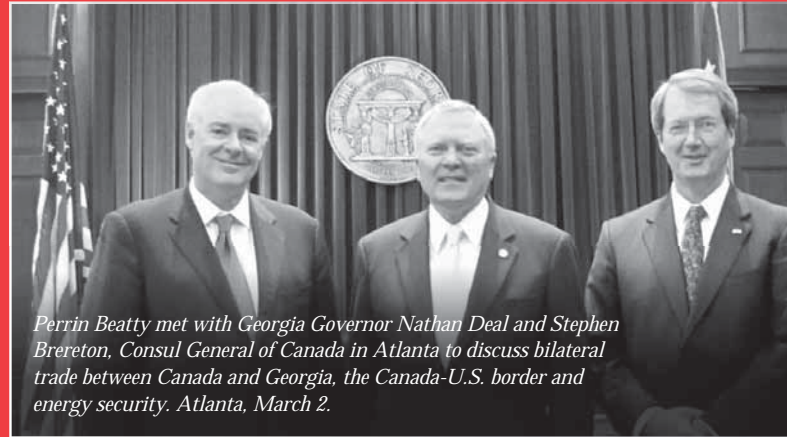
### We got you:

- The end of the Canadian Wheat Board monopoly – wheat and barley farmers and value-added processors are now able to sell their grains directly to buyers of their own choice

# THOUGHT LEADERSHIP

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We don't just conduct research and report on the challenges facing Canadian businesses. We consult with stakeholders and propose solutions to remedy the current problems and prevent new ones. We then put those solutions into motion, advocating, on your behalf, for initiatives that foster a strong, competitive economic environment that benefits the businesses and families in your community and across Canada.



*Perrin Beatty met with Georgia Governor Nathan Deal and Stephen Brereton, Consul General of Canada in Atlanta to discuss bilateral trade between Canada and Georgia, the Canada-U.S. border and energy security. Atlanta, March 2.*

## Key Projects for 2011

### **Economic Policy Series**

In 2011, we released six reports on a wide range of public policy issues at the forefront of the government's agenda, including: *Business Tax Relief is Crucial to Canada's Economic Success*; *The Scientific Research and Experimental Development (SR&ED) Tax Incentive Program*; *The Impact of Oil Prices on the Canadian Economy*; *Vibrant Small Businesses are Crucial to Canada's Economic Prosperity*; *Major Crisis of Confidence Grips the Global Economy*; and *2012 Economic Outlook*.

### **Canada-U.S. Relations**

This year, as a follow-up to our paper, *Strengthening Our Ties: Four Steps Toward a More Successful Canada-U.S. Partnership*, we have been very active in the U.S. ensuring that our mutual policy interests are properly represented. We met with American government

officials, the U.S. Chamber of Commerce, industry associations and Canadian companies operating in the States to discuss a wide range of bilateral issues including protectionism, the border, energy and infrastructure investment.

### **Innovation for a Better Tomorrow: Closing Canada's Intellectual Property Gap in the Pharmaceutical Sector**

Released in January in partnership with the Canadian Intellectual Property Council, this report examines the actions Canada must take to improve and strengthen its intellectual property regime to close the gap with other leading industrialized countries to attract research and investment in the pharmaceutical sector.

## The Business Case for Investing in Canada's Remote Communities

Released in September in partnership with GE Canada, this report explores the public policy challenges and opportunities associated with realizing the economic potential of Canada's remote communities.

## G20 Business Summit

Perrin Beatty represented the Canadian business community at the G20 Business Summit (B20), held in Cannes, France, from Nov. 1 to 2. Along with our G20 sister organizations and business representatives, we shared our views on the G20 economic agenda directly with the G20 leaders and presented the leaders with policy reports on 12 discrete topics including international trade and investment, financial regulation, macroeconomic policy, International Monetary System (IMS) reform, green growth, energy, commodities, innovation and governance. While in Cannes, Perrin co-chaired the B20 Roundtable on Trade and Investment alongside President Jacob Zuma of South Africa, and, at the request of French President Nicolas Sarkozy, he participated in a closed meeting of senior G20 country business leaders at the Elysée Palace in Paris.

## Canada-Japan: Revitalizing Ties Through an Economic Partnership Agreement

Released in November in partnership with the Canadian Chamber of Commerce in Japan, this paper highlights the benefits of enhanced Canada-Japan relations and provides recommendations on what a successful Canada-Japan Economic Partnership Agreement (EPA) should include.



“ Many Canadians don't realize that Canada has developed a world-leading expertise in the finance of mining, metals and energy companies. As a multinational corporation with our headquarters in Canada, we are not only a mining company but a global player in this field. The Chamber gets this, and the complex policy challenges facing Canadian businesses that operate globally. They deliver to Ottawa a polished and strategic voice with global depth, that we value greatly. ”

*Kelvin Dushnisky, EVP Corporate & Legal Affairs*  
**Barrick Gold Corporation**

## State Visit to Asia

Representing the Canadian business community, Perrin Beatty, along with other business people and academics, accompanied Governor General David Johnston on his state visits to Vietnam and to Singapore from Nov. 16 to 22. These state visits were an opportunity for members of the Canadian delegation to engage with their counterparts and share their expertise in the fields of trade, investment, innovation and education. As Asia is an important market for Canadian goods, while in Vietnam and Singapore, Perrin promoted Canada as a strategic commercial partner.

## Incenting Seniors to Continue Working

Released in December to further the recommendations on tapping into Canada's underutilized labour sources as a means to alleviating Canada's skills shortage, as outlined in our report, *Canada's Demographic Crunch: Can Underrepresented Workers Save Us?*, this discussion paper examines the key concerns that need to be addressed in order to encourage the retention of older workers.

## Advancing Our Economic Ties With China: Three Priorities for Canadian Business

To be released in January, this paper builds on our report, *Canada-China: Building a Strong Economic Partnership*, and focuses on the three priorities the business community has for moving Canada's economic ties with China forward.

*Perrin Beatty, a member of the Canadian delegation accompanying the Governor General during his state visit to Asia, is welcomed at the Hanoi University of Social Sciences and Humanities. Hanoi, Vietnam, Nov. 17.*

## Canada's North

During the last quarter of 2011, we began laying the groundwork for a major project that will identify government policy initiatives needed to stimulate investment in Canada's North. The project will include consultations with businesses already active in the territories, those considering expansion there and those who deliver "social infrastructure" like education and healthcare.

## Corporate Social Responsibility (CSR)

Based upon the input received through business roundtables and outreach to NGOs/civil society organizations conducted during the fall of 2011, we will be releasing a short policy statement in early 2012 that includes recommendations to the federal government on the direction it should take in overseeing the conduct of businesses operating internationally.

## Canada-India

To be released in early 2012, this paper looks at the ways Canada can broaden and deepen its economic ties with India over the coming years.



# GET PLUGGED IN.

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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.

“ Our membership in the Chamber has been very useful as we continue to build our presence in Canada. The Chamber provides a tremendous networking opportunity that allows Marathon to connect with peers from our industry as well as others in the business community and governments. ”

*Brian Maynard, Government  
Affairs Director*  
**Marathon Oil Canada Corporation**

## Events

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### **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.

### **International Trade Day** **June 2 | Ottawa, ON**

This year's International Trade Day focused on Canada's trade relationships with its two leading trade partners – the United States and the European Union. Panellists discussed what must be done on Canada-U.S. border, energy and regulatory policy to make trade with the United States smoother for Canadian companies, and what needs to happen to get a



*Perrin Beatty moderates a discussion with Gary Doer, Canadian Ambassador to the U.S. (left) and David Jacobson, U.S. Ambassador to Canada during International Trade Day. Ottawa, June 2.*

successful Canada-European Union trade agreement to the finish line. The event also featured keynote presentations by the Hon. Ed Fast, Minister of International Trade and Minister of the Asia-Pacific Gateway and by Gary Doer, Ambassador of Canada to the United States, and David Jacobson, Ambassador of the United States of America to Canada.

## Golf Tournament

June 28 | The Club at Bond Head, ON

Our inaugural golf tournament was held on award-winning ClubLink property and featured a private clinic by veteran PGA Tour player Jim Nelford, networking opportunities, prizes and entertainment.

## Annual General Meeting

Sept. 17 to 19 | St. John's, NL

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. This year's AGM was hosted by the St. John's Board of Trade and was focused around the theme of prosperity and competitiveness. Through the plenary sessions and policy debates, delegates gained a better understanding of the issues affecting Canada's competitiveness and learned of the best practices for realizing their full potential.

*The Hon. Christian Paradis, Minister of Industry and Minister of State (Agriculture) addresses delegates during our AGM. St. John's, Sept. 18.*



*The Hon. Ed Fast, Minister of International Trade and Minister for the Asia-Pacific Gateway delivered the government's state of trade address during International Trade Day. Ottawa, June 2.*

## ICC Canada Arbitration Conference

Oct. 14 | Ottawa, ON

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

## The Economic Edge

Oct. 26 | Vancouver, BC

Presented in partnership with The Vancouver Board of Trade, The Economic Edge brought government and business leaders together to address the barriers to increased competitiveness in the digital economy and to discuss their visions for moving forward with a national digital economy strategy. The conference also examined the role information and communications technologies (ICT) can play in the adoption of green and smart innovation. The event featured keynote presentations by Howard Donaldson, President of DigiBC and Chris O'Neill, Managing Director of Google Canada.

## **International Business Leader of the Year Award Celebration**

**Nov. 1 | Montreal, QC**

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 the founder of the *Cirque du Soleil*®, Guy Laliberté.

## **Board of Directors' Dinner**

**Dec. 5 | Ottawa, ON**

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



*Guy Laliberté, founder of the Cirque du Soleil®, was named International Business Leader of the Year by the Canadian Chamber of Commerce, Montreal, Nov. 1.*



## **Expert Policy Committees**

### **Arbitration Committee**

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

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

### **Competition Law and Policy Committee**

*Chair: Subrata Bhattacharjee, Heenan Blaikie LLP*

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

“ As a chamber member, any small business here in Delta becomes part of a network of more than 190,000 businesses across Canada through membership in the Canadian Chamber of Commerce. Through this network even the single person, home-based business has the benefit of policy makers and thought leaders, at the Canadian Chamber and some of Canada’s largest corporations, working for us and speaking up in our best interests on Parliament Hill and on international business and political stages. The voice of business is heard time and time again and leads to legislation in support of business. Add to that the learning, coaching and national group discounts at this national level and at the provincial level, in our case the BC Chamber of Commerce, and each of our members can receive tremendous value and confidence in truly being connected. ”

*Peter Roaf, Executive Director*  
**Delta Chamber of Commerce**

### **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.

### **Innovation Committee**

*Chair: Morgan Elliott, Research in Motion*

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

### **Intellectual Property Committee**

*Chair: Lee Webster, Osler, Hoskin & Harcourt LLP*

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

### **International Affairs Committee**

*Co-Chairs: Milos Barutciski, Bennett Jones LLP and Cliff Sosnow, Blake, Cassels & Graydon LLP*

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

## Ottawa Liaison Committee

*Chair: Terry McCool, Eli Lilly Canada Inc.*

Our Ottawa Liaison Committee holds monthly informal discussions with senior federal government representatives on policy issues of relevance to Canada's businesses.

## SME Committee

*Chair: TBA*

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

## Taxation and Economic Policy Committees

*Chair: Peter H. Harris, Cassels Brock & Blackwell LLP*

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

## Transportation Committee

*Chair: Sarah Hamza, Purolator Courier*

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



*The Surrey Board of Trade and the Hamilton Chamber of Commerce were presented with certificates of Accreditation with Distinction at this year's AGM. Anita Huberman, Executive Director, represented Surrey and David Adames, President and CEO and Demetrius Tsafaridis, Chair represented Hamilton. Presenting the certificates were Graham Starmer, President, Chamber Accreditation Council of Canada and our Incoming Chair Bob Youden. St. John's, Sept. 19.*



# THE VOICE OF BUSINESS AT HOME AND ON THE WORLD STAGE

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Our network of community chambers of commerce extends to every federal riding across Canada, and we have a permanent presence in Washington, D.C. In addition, we administer two business coalitions: the Canadian Intellectual Property Council (CIPC) and the Canadian Services Coalition (CSC). 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). These affiliations enhance the strength and relevance of our positions and give you a voice throughout Canada and on the world stage.

## Dispatches from Washington

In 2010, we entered into an important partnership to bolster our already extensive work on Canada-U.S. issues. Paul Frazer, 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.



“ Canada’s Research-Based Pharmaceutical Companies (Rx&D) has been pleased to support and work closely with the Canadian Chamber of Commerce in a mutually beneficial relationship spanning over many decades. The Canadian Chamber’s influential voice in Ottawa and willingness to assist us with a wide variety of policy files of critical importance to the Canadian life science sector is greatly appreciated by our 50 member companies. ”

*Declan Hamill, Chief of Staff and Vice President Legal Affairs*

**Rx&D**

## **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.

## **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.

## **International Chamber of Commerce (ICC)**

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).



*Perrin Beatty met with Roy Norton, Consul General of Canada in Detroit (left) and Michigan Governor Rick Snyder to discuss Canada-U.S. border issues. Detroit, March 24.*

## **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.

# TRADE SERVICES

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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](http://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 72 countries and counting.

## **Document Certification**

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

## **TradeCert Canada**

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

## **International Chamber of Commerce (ICC) Publications**

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



# THANK YOU

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

## **Annual General Meeting**

3M Canada  
Andrew Peller Ltd.  
Aon Reed Stenhouse  
Barrick Gold  
BDC  
Bell Aliant  
BMO Bank of Montreal  
Bombardier  
Brewers Association of Canada  
Canadian Forces Liaison Council  
Canadian Association of Petroleum Producers  
The Canadian Business Journal  
Canadian Tire Corporation  
Cat-Tec Inc.  
CIBC  
CN  
Colette Vacations  
Davis + Henderson  
EDC  
eBay Canada  
Enbridge  
Encana  
Engage Learning Systems  
ESSO Imperial Oil  
GE Canada  
Global Answers for Business (GAB) Corp.  
Halifax Port Authority  
Hilton Canada  
Home Hardware  
Industry Canada/Canada Business  
Johnson Inc.  
MBNA Canada Bank

PMA Canada  
Power Corporation of Canada  
PwC Management Services LP  
RBC Financial Group  
Scotiabank Group  
Shell Canada  
Sobeys  
St. John's Board of Trade  
TD Financial Group  
TD Merchant Services  
Via Rail

## **Board of Directors' Dinner**

3M Canada  
CIBC  
Dow Chemical Canada  
GE Canada  
IBM Canada  
MacLeod Dixon LLP  
Microsoft Canada  
Pfizer Canada Inc.  
Port Metro Vancouver  
RBC Financial Group  
Research in Motion  
Teck Resources  
TELUS  
ADP Canada  
The Canadian Business Journal  
Marriott Hotels  
RBC Financial Group  
Bennett Jones LLP  
Manulife Financial Canada  
Port Metro Vancouver  
The TMX Group  
University of Alberta

## Canada-India Report

Bennett Jones LLP  
Nordion  
University of Alberta  
Vancouver Airport Authority

## Canada-Japan Report

Canadian Chamber of Commerce in Japan

## Canada-U.S. Project

Bell Helicopter Textron  
Bennett Jones LLP  
Canadian Association of Petroleum Producers  
Cenovus  
Deeley Harley Davidson  
Dow Chemical Canada  
Ensign Energy  
Finning (Canada)  
Marathon Oil  
Nexen Inc.  
Purolator Courier  
Shell Canada  
Syncrude Canada Ltd.  
Talisman Energy  
TransCanada Pipelines

## Canada's North Report

Atuqtuarvik Corporation  
Canadian North Airlines  
First Nations Bank of Canada  
The Hougen Group  
Northwest Company  
RBC Financial Group  
Tetra Tech  
Tower Arctic  
University of Alberta  
Winnipeg Airport Authority



The Canadian Chamber of Commerce is Canada's leading association for business. For over five years, Brandt Industries continues to be strong partner of the Chamber. The Chamber succeeds in shaping federal policy through the truly unique cross-section of corporate and association member partners and takes a visionary approach when working with government by proposing new ideas and real solutions. The result is a competitive environment for all sizes and sectors of Canadian business and improved quality of life for all Canadians. //

*Gavin Semple, Chairman of the Board*  
**Brandt Industries**

## Corporate Social Responsibility

Athabasca Oil Sands Corp.  
Barrick Gold  
EDC  
Gammon Gold  
Goldcorp  
Gran Tierra Energy  
Guyana Goldfields  
Kinross Gold  
Sherritt International  
Talisman Energy  
Xstrata Nickel  
Yamana Gold

## **The Economic Edge**

Bell Canada  
The Canadian Business Journal  
Capital Power Corporation  
Cisco Systems  
EDC  
GE Canada  
Google Canada  
HSBC Bank of Canada  
IBM Canada  
ING Direct  
Microsoft Canada  
Music Canada  
RBC Financial Group  
University of Alberta  
The Vancouver Board of Trade  
Wavefront

## **Economic Policy Series**

The Canadian Business Journal

## **Golf Tournament**

Andrew Peller Ltd.  
Barrick Gold  
Canadian Pacific Railway  
Devonshire Diamonds  
GM Canada  
Grant Thornton LLP  
IBM Canada  
Newalta Corporation  
Warner Bros. Entertainment Canada

## **ICC Canada Arbitration Conference**

Borden Ladner Gervais LLP  
Cherniak McDougall Arbitration Services  
Fasken Martineau LLP  
MacLeod Dixon LLP  
Perley-Robertson, Hill & McDougall LLP  
Stikeman Elliott LLP  
Toronto Commercial Arbitration Society  
William G. Horton Dispute Resolution

## **International Business Leader of the Year Award Celebration**

Aimia  
Desjardins Capital Markets  
Norton Rose OR  
Power Corporation of Canada  
Rio Tinto Alcan  
Thomson Reuters

## **International Trade Day | Canada-EU Project**

Blake, Cassels, Graydon LLP  
Canadian Association of Petroleum Producers  
EDC  
Siemens Canada

## **Mining Finance Report**

Goldcorp

## **Remote Communities Paper**

GE Canada

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// The Canadian Chamber of Commerce helps bridge the gap between the business community and the federal government by offering members a valuable network to better engage in important discussions about public policy. They have an excellent understanding of how sector specific policy decisions can impact the Canadian economy as a whole which allows them to take a comprehensive approach with decision-makers. //

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Line Maheux  
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PriceWaterhouseCoopers  
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*The passing of the gavel from Outgoing Chair Elyse Allan to Incoming Chair Robert Youden. St. John's, Sept. 22.*

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Manitoba Chambers of Commerce  
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Mike Novak  
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SNC Lavalin  
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Karen Oldfield  
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Halifax Port Authority  
Halifax, NS

“

We have witnessed the strength and leadership of the Chamber this past year as TransCanada pushes forward with our \$7 billion Keystone XL pipeline project that will benefit all Canadians. The advocacy of the Canadian Chamber in delivering the facts and highlighting the benefits of Keystone has greatly helped increase awareness and understanding among Canadians of the long-term positive impact this project will provide. ”

*Russ Girling, President and CEO*  
**TransCanada Corporation**

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Senior Vice President, Operations  
& Commodity Portfolio Management  
Capital Power Corporation  
Edmonton, AB

Russell Payson  
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John Turner  
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British Columbia Chamber of Commerce  
Fort St. John, BC

Mike Watson  
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Wazuku Advisory Group  
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Duncan Wilson  
Vice President, Corporate Social Responsibility  
Port Metro Vancouver  
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Anthony Wilson-Smith  
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Manulife Financial  
Toronto, ON



*Outgoing Chair Elyse Allan sits down with Newfoundland and Labrador Premier Kathy Dunderdale following her presentation at our AGM to discuss the province's successes and its vision for its future. St. John's, Sept. 18.*

# OUR STAFF

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Executive Assistant & Secretary to the  
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Claire Renaud

Director, Human Resources

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**Warren Everson**

Senior Vice President, Policy

Tina Kremmidas

Chief Economist

Anne Argyris

Director, SME Policy, Skills & Immigration

Susanna Cluff-Clyburne

Director, Parliamentary Relations

Chris Gray

Director, Canadian Intellectual Property Council  
& Innovation Policy

Mathias Hartpence

Director, International Policy

Leah Littlepage

Director, Canada-U.S. & Transportation Policy

Julie Pickering

Policy Analyst, Canadian Intellectual  
Property Council

Claire Van Allen

Senior Administrative Assistant  
& Committee Coordinator

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**Michel Barsalou**

Executive Vice President

Executive Director, ICC Canada

Jean-Jacques Hermans

Vice President, Québec

Jennifer Hagen, CAE

Director, Chamber Development & Services

Émilie Potvin

Director, Public Affairs & Media Relations

Stacey Roy

Director, Communications

Michelle Croteau

Web & Production Specialist

Marley Ransom

Event Planner

Angela Roy

Communications Agent

*Chris O'Neill, Managing Director, Google Canada (second from the left), was a keynote speaker at The Economic Edge. Chris is seen here with members of our management team (from left to right): Warren Everson, Senior Vice President, Policy; Michel Barsalou, Executive Vice President and Michael Nixon, Senior Vice President, Corporate Relations. Vancouver, Oct. 26.*



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Director

Manon Bélisle  
Senior Representative

Helen Chang  
Senior Representative

Anick de Sousa  
Representative

Gaetanne Forget  
Senior Coordinator

Annie Fugère  
Representative

Ariola Jakupi  
Coordinator Canadian Claims

Edwine Job  
Senior Coordinator

Daniella Labonne  
Representative

Lindsay Rhee  
Representative & Office Assistant

Catriona Silcock  
Representative

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Senior Vice President

Kimberly Gale  
Managing Director  
Northern & Western Canada

Stephen Johns  
Director  
Toronto Region

Marc Tremblay  
Director  
GTA & Southern Ontario

Melissa McGee  
Coordinator

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Vice President & Chief Financial Officer

Louise Alary

Director, Administration & Systems

Manuela Lacroix

Controller

Marilyn Aitken

Accounts Payable Analyst

Siham Lakrit

AP/AR Assistant

Tammy Leroux

Administrative Officer

Chantal McHugh

Accounts Receivable Analyst

Elizabeth Rochon

Receptionist & Document Certification Agent



The chamber network really means something. When the Canadian Chamber policy staff is in a meeting with government leaders they have the entire chamber network behind them. That's 192,000 businesses! That's influence! //

*Stuart Harrison, General Manager*  
**Greater Peterborough Chamber  
of Commerce**



The Canadian Chamber of Commerce is the most effective national business organization. It is a strong, rational advocate for the interests of Canadian business and those who rely on Canadian business for their livelihood. Canadian businesses face intense, relentless competition daily, the Canadian Chamber is focused on addressing issues to improve the competitiveness of Canadian business. //

*Jim Oosterbaan, Senior Vice President, Operations and Commodity Portfolio Management*  
**Capital Power Corporation**

# 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.

## 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.

For more information on membership or to get the connected 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)



connected!

*At our AGM, members of the chamber network debate and approve the resolutions that will become our policy mandate for 2012. St. John's, Sept. 18.*

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