



# 2022 Annual Report

## Shaping the Future of Business Success



Canadian  
Chamber of  
Commerce

Chambre de  
Commerce  
du Canada



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I think the benefit for us being part of the Canadian Chamber of Commerce is really the extension of the network. The Canadian Chamber of Commerce does a tremendous job of making sure that those bigger picture, national issues have a strong voice and that we can help to amplify that at a provincial level and then through the local level as well. I think over the last few years we've seen a huge increase in the value of that relationship and the work that the Canadian Chamber has done to grow the entire network — not only in Manitoba but across Canada — and I think this is a perfect example of how the Canadian Chamber Network should work.

**Chuck Davidson**

President and CEO, Manitoba  
Chambers of Commerce





## Message from Our President & CEO



**2022 marked the greatest transformation in the history of the Canadian Chamber of Commerce. We launched our new brand, and along with it, our Chamber 2025 Strategic Plan.**

Chamber 2025 is the road map that is guiding our transformational journey to become not just the voice of Canadian business, but also the undisputed champion and catalyst for the future of business success. We will achieve this goal by expanding our scope and offering new programs and services that will give our members more of what they need to succeed. And, as you will see in this Annual Report, work is well underway to shape the future of business success.

2022, as with the preceding two years, continued to be a challenging time for Canadian businesses. I would like to recognize all the work the Canadian Chamber Network has done to help businesses throughout the pandemic. The support chambers of commerce have provided their communities has proven that if chambers are important during the good times, they are essential when times turn tough.

The offerings we launched in 2022 will also help businesses meet their biggest challenges. Our Business Data Lab provides businesses with real-time data and insights to help inform their decisions as they navigate a new normal, and with the launch of the BDL dashboards, there is much excitement about the data being hyperlocal — and that businesses, whether they are in Burnaby or St. John's, can see themselves in the data and the analysis.

Our SME Institute, an offering specifically geared to helping small businesses adapt, grow and thrive, will launch in the first quarter of 2023. Not only is it a one-stop shop for SMEs to find the services and resources they need, but it is also a community people will want to come back to.

Ups, downs, challenges and growing pains aside, 2022 would not have been possible without our hard-working team, without our members or without your steadfast support. On behalf of all of us on #TeamChamber, thank you. We look forward to working with you again in 2023 to help shape the future of business success.

Our team is here for our members, and we encourage you to get in touch.

Perrin Beatty



## Message from Our Chair



**Coming from a large global company, Nutrien, which serves growers in seven countries across three continents, I can attest to the power of a purpose-driven organization.**

A common thread through my experience with Nutrien and the Canadian Chamber of Commerce is the concept of purposefully working to address something bigger. And from my perspective, Nutrien's purpose of "feeding the future" is not far off from what the Canadian Chamber is all about — feeding the future of the business community, within both physical and virtual communities.

Over the last three years, the Canadian Chamber Network, has kept communities in touch with each other. Much of it was done in a virtual or digital way, and it helped shape our new normal.

When the Canadian Chamber held its first post-pandemic, in-person Annual General Meeting & Convention in Ottawa in October 2022, it was like people had never been apart. There was such a buzz and so much energy. Business advocates from across the country came together with the goal of making a difference for businesses large and small. It was a genuine show of the power that comes with being a part of this network.

As we reimagine and modernize the Canadian Chamber of Commerce, we will be even better positioned to support the ingenuity and innovation of Canadian businesses of all sizes,

to address challenges and opportunities here, in Canada, and globally — and we have the capability and passion within the Canadian Chamber team to advance our strategy.

Heading into 2023, I am excited about the possibilities that lie ahead for the Canadian Chamber Network. The opportunities presented by the new offerings, including the Business Data Lab and the SME Institute, are enormous. Indeed, the ability to feed the future has never been greater. We **are** helping shape the future of business success.

Candace Laing  
Senior Vice President & Chief Human  
Resources Officer, Nutrien





## The Future of Business Success Starts Here



Finding the diverse people and skills needed to grow



Adapting quickly to technological disruption



Accessing essential global markets and supply chains



Doing business responsibly and building the environment into strategy



Having government policies that make it easier to compete and win

**These are the kinds of challenges every member of our business community must address to benefit from opportunities right now and to prosper from future potential.**

But these are also the challenges no single business can address alone. That is why our journey to be undisputed champion and catalyst for the future of business success began in 2022.

In January, we signalled our transformational journey with the launch of our bold new identity.

While we are extremely proud of all that the Canadian Chamber of Commerce has accomplished over the last 97 years, our new look and direction captures the way we are approaching the future — with entrepreneurial agility and big, bold ambition to shape the future of business success.

Over the course of 2022, we launched new programs and services beyond our core offerings to give our members more of what they need to succeed: insight, influence and impact.



## Insight into Markets, Competitors and Trends



**Better data means better decisions. The Canadian Chamber of Commerce is your essential partner for future-focused, real-time business data and economic insights for every size, sector and region of business.**

**We give you access to the information you need to succeed through multiple channels.**

### **Business Data Lab**

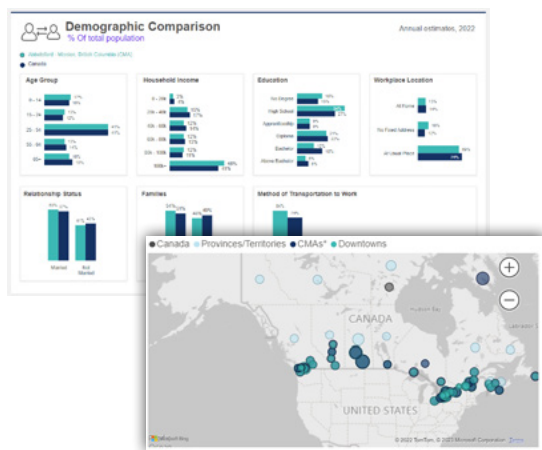
During the COVID-19 pandemic, we partnered with Statistics Canada to gain real-time data on business insights. Building on the success of this partnership, in February 2022, we launched the **Business Data Lab (BDL)** which provides future-focused, real-time data and insights for companies of all sizes, sectors and regions of the country.

Our BDL brings together data from a variety of sources to track evolving market conditions, providing Canadian businesses with critical information to help them make better decisions and improve performance.









Dashboards that launched in the fourth quarter of 2022 will be an enormous help for businesses looking to make informed tactical decisions as users can gain insights from deep localized data dives on a variety of factors that can shape their future.

BDL's detailed analysis of the data found within the Canadian Survey on Business Conditions with Statistics Canada offers business-focused insights and gives businesses an advanced sense of future trends. The data gathered also provides governments and chambers of commerce the ability to shape strategies, policies and mechanisms that support Canadian businesses.

## Canadian Chamber Future of Business Centre

Public policy issues can be contentious and multi-faceted. In many cases, these issues put restraints on Canada's ability to grow. To better inform decisions, we launched the **Canadian Chamber Future of Business Centre**.

The Centre's inaugural report in 2022 focused on competition law. The insights from the Centre's fellows and their reports allow for specialized knowledge and an independency of opinion that can help formulate solutions to these specific business issues. The reports generated are intended to stimulate discussion and inform further advocacy efforts as we work on Canada's future business success.

*Member testimonial: Krista Ross, Chief Executive Officer, Fredericton Chamber of Commerce*

## Events

Our events calendar is always full. The pandemic didn't stop us from providing insights and engaging in dialogue with our members, business and thought leaders. Cautiously we grew from digital-only to hybrid and in-person events, allowing for the greatest possible participation and ensuring comfort levels were met.

Our stage-setting **Canada 360 Economic Summit** always provides future-forward insight for businesses and 2022 was no exception.

Our **Women in Business Summit** features diverse panel discussions, candid sessions and spotlights on female entrepreneurship, inclusive recovery in the workplace, women's mental health and transitioning of women into high-demand jobs in high-demand sectors, including recruitment, retraining, retention and promotion.

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That girl will never have to question whether she can build something.

**Jenn Harper**, Founder,  
Cheekbone Beauty

*Women in Business Summit 2022*



And, our events calendar grew beyond our signature events as we hosted the **Executive Summit Series** with insights from across the country and globally on critical minerals, health and life sciences, Canada-U.S. relations, artificial intelligence and Environmental, Social and Governance (ESG).

After too long apart, we welcomed our network back to an in-person **AGM & Convention** in Ottawa. The energy of being together with all these community leaders and stakeholders was revitalizing and, of course, productive. Through deliberation and debate on the floor of the policy sessions, we were able to come together with a policy agenda that we can all work on in the coming months and years. The discussions held at the AGM & Convention help shape the insights, influence and impact that our Canadian Chamber Network makes each and every day.

By providing the opportunity for stakeholders and businesses to delve into the depths of these important topics during our events, we are growing the awareness and understanding of critical structural issues, curating the dialogue and helping shape the future of business success.

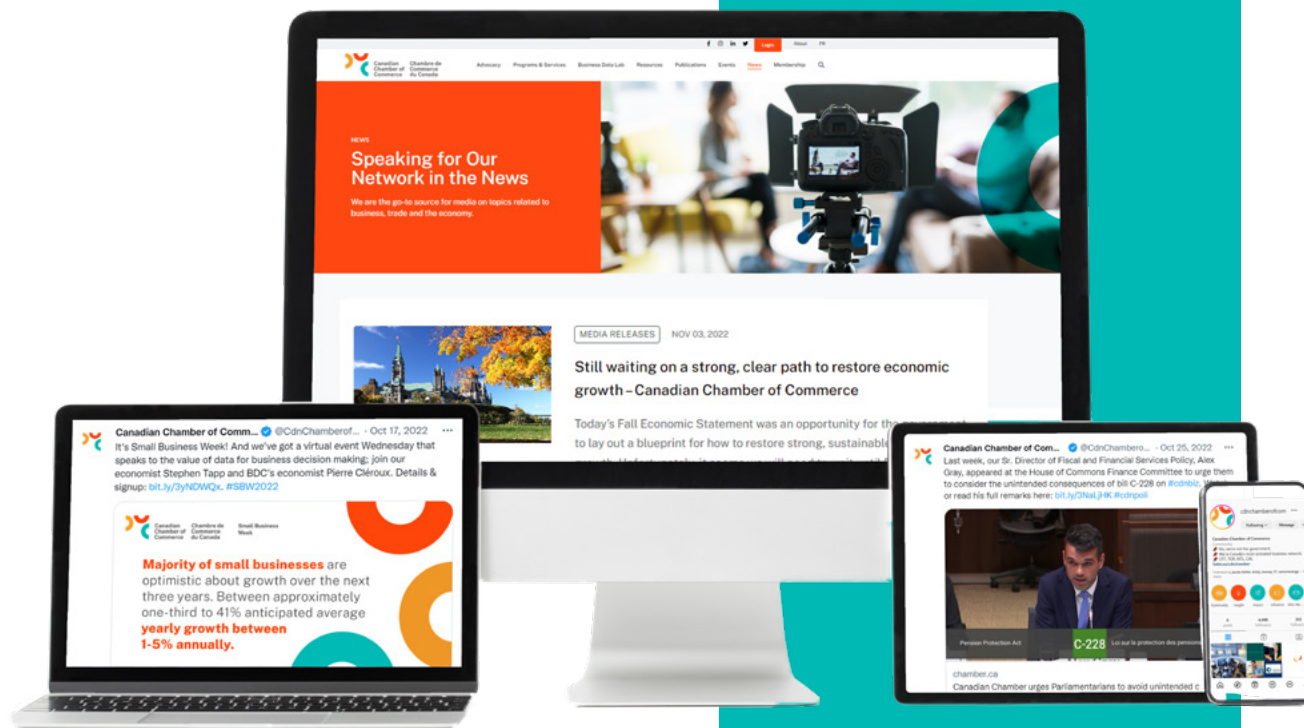


## Our Communications Channels

Each day and week we bring timely insights to our members via multiple channels. Our weekly newsletter, Canadian Chamber This Week, features policy insights and news, member updates and events information.

If you are one of the over 45,000 people following us on our various social media platforms, you will already know that we also share timely insights on Twitter, Facebook and LinkedIn.

Our website is also a robust hub of information with featured reports, blogs and updates.







## Influence over the Decisions and Policies That Drive Business Success



**We are your champion.  
Our voice is strong  
and respected and our  
trusted relationships with  
government allow us  
to shape decisions and  
policies that will drive your  
business success.**

Our policy committees and sector-specific councils help inform our work and continue to advocate, research and develop policies on a variety of issues.

In 2022, we added several new councils that increased our ability to seek input, member participation and our ability to shape and influence outcomes. The councils added during the past year included: the Western Executive Council, the Food Supply Council, the Life Sciences Strategy Council, the E-Commerce and Digital Trade Strategy Council and the Critical Minerals Council.

While there are successful outcomes to our advocacy work year-round, the delivery of the federal budget is often a time when we can ascertain that our influence and insights have shaped change for Canadian businesses.



*The Honourable Omar Alghabra,  
Minister of Transport, at our Canadian  
Chamber Network Hill Day.*







*Some of our participants at our Canadian Chamber Network Hill Day. L to R: Cameron Grant, Timmins Chamber of Commerce, Keitha Robson, Timmins Chamber of Commerce, staff from Indigenous Services, Randy Schuran, Sault Ste. Marie Chamber of Commerce, Dan Rogers, Kelowna Chamber of Commerce, Leslie Courchesne, Tri-Cities Chamber of Commerce and Diana Palmerin-Velasco, Canadian Chamber of Commerce*

We were pleased to be able to coordinate two Hill Days with our members as they carry their own level of influence and insight on business issues. Our ability to reach into our membership and execute these in-person events in Ottawa adds to our credibility as business leaders with a foothold and a partner in every region of the country.

Our various dialogues with industry, government stakeholders and our members in and on numerous platforms helped inform, influence and shape the final outcomes for a variety of decisions taken by the government.

Throughout the year, several senior government leaders attended our events. Many of these events included opportunities for members to hear from these senior leaders and to discuss pressing issues. We welcomed Deputy Prime Minister and Minister of Finance Chrystia Freeland, Minister of Innovation, Science and Industry François-Philippe Champagne, Minister of International Trade, Export Promotion, Small Business and Economic Development Mary Ng,

Minister of Health Jean-Yves Duclos, Minister of Natural Resources Jonathan Wilkinson, Minister of Defence Anita Anand and the Governor of the Bank of Canada, Tiff Macklem, to name just a few. Even Prime Minister Justin Trudeau checked into our AGM & Convention digitally.

In 2022, we saw various measures rolled back as the levels of vaccination rose and COVID-19 waned. This meant that after two and half years, the doors were thrown open and the world began to move again.

Pent-up demand, created during the COVID-19 crisis, for goods and services and travel created new pandemic problems. We heard from our members and acted. **Supply chain issues, labour shortages, capacity concerns at airports and the impact of remote work on the economic sustainability of downtown centres** were new issues Canadians had to face in 2022. Through these various issues and situations, we were able to use the influence of our Canadian Chamber Network and work to create workable solutions for industry, government stakeholders and our members.



*The Honourable Mary Ng Minister of International Trade, Export Promotion, Small Business & Economic Development, kicking off Small Business Week at our Canadian Chamber Network Hill Day.*



## Impact on Business and Economic Performance



**Membership means results. We provide the tools you need to be successful. We can also connect you to opportunities for growth through a network of local chambers, businesses, decision-makers and peers in Canada and around the world.**

2022 continued to be challenging as the various waves of the pandemic hit Canada. Lockdowns, restrictions on travel and personal interactions restricted life at the beginning of the year, and Canadians grew tired and impatient with rules that increasingly didn't fit the evolving situation.

One of the solutions that continued to have an impact throughout 2022 was the Chambers of Commerce Rapid Testing Initiative. This was a three-level chamber success story. In an already tight job market, the ability for employers to keep employees working or at home when they needed to be, keep the wheels of business turning.

By the end of 2022, 170 local chambers of commerce distributed close to 10 million rapid antigen testing kits to small businesses in Alberta, New Brunswick, Nova Scotia, Ontario, Quebec and Saskatchewan.

Throughout 2022, we amped up our programs and services to better serve the many small businesses in communities right across Canada. In many cases, these businesses are the members of our Canadian Chamber Network, and our network is our connection to communities large and small across Canada. There is no other organization in Canada that has such a vital and meaningful connection to the geography of Canada; our network is the foundation of our influence.

*Member testimonial: Anita Huberman, President & CEO, Surrey Board of Trade*

Throughout the year, we were able to provide digital events that resonated with small business members, providing them with tools to adapt to new business realities and opportunities to grow their businesses globally on new and innovative platforms.

## Business Services That Can Help Your Future Success

Whether you need to reduce expenses, connect with other businesses or access the services needed to break into new markets, being a member of the Canadian Chamber of Commerce keeps you a step ahead.

To help our members succeed, we have grown and shaped our programming to be more in line with the needs of businesses so that the programs can truly have an impact on the future success of Canadian businesses by saving valuable resources and allowing businesses to get on with conducting business!

### ATA Carnet

We are the national guaranteeing organization for **ATA Carnet**. Accepted in over 80 countries, a Carnet permits the duty-free and tax-free importation of goods into foreign countries during its one-year validation period, simplifies customs procedures, reduces business costs and saves time and paperwork. To meet the needs of businesses across Canada, we are now digital.

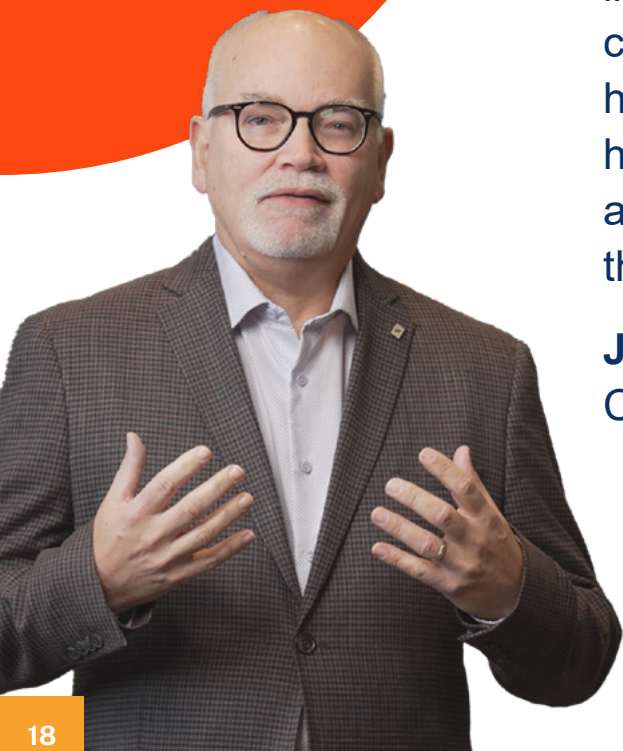
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### Document Certification

We've also gone digital with our **document certification** services. We can certify a variety of documents, the most common being Certificates of Origin (CO). COs may be requested by customs administrations, importers, freight forwarders or banks for clearance of letters of credit.

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I think like most local chambers across the country, we are extremely local. We deal with local issues; we deal with members in our community, but it's great to have the power of the full network across the country and that loud amplified voice on issues that are increasingly common to every chamber. Things like workforce and housing and even social issues. So having the Canadian Chamber's authoritative voice really helps us at the local level.

**John Wishart**, CEO, Chamber of Commerce for Greater Moncton

## Business Services

Our **money-saving programs** can save you money but also feature tools within their offering that can save additional resources.

## SME Institute

Looking ahead to 2023, we are most excited about the launch of our SME Institute in the first quarter.

Our SME Institute is a one-stop shop for services and resources tailored exclusively to small businesses of all sizes, maturity and sectors as well as a community of partners, mentors and peers who are committed to the collective success of SMEs.

Through our SME Institute, we will connect SMEs to the tools, insights, people and training they need to help their businesses adapt, grow and thrive.



## Acknowledgments



### Board of Directors

**We were honoured to have our Board members play such a key role during our year of transformation.**

Throughout 2022, these talented businesspeople took time away from their already-busy lives to help create a Canadian Chamber of Commerce that is future-focused. Our thanks go to:

#### Chair

Candace Laing  
Senior Vice President & Chief Human  
Resources Officer  
Nutrien Ltd.

#### Vice Chair

Brian Humphreys  
Vice President, Energy (Retired)  
Federated Co-operatives Limited

#### Treasurer

Victor Pang  
Chief Financial Officer  
Vancouver Fraser Port Authority

#### Immediate Past Chair

Karl Tabbakh  
Regional Managing Partner  
McCarthy Tétrault

#### President & CEO

Honourable Perrin Beatty, PC, OC  
Canadian Chamber of Commerce

*In June, our Board of Directors had the opportunity to tour Cenovus Energy's Christina Lake operation. Thanks to Cenovus Energy for showcasing sustainable development in action.*

Lesia Babiak  
Head, Canada Government Affairs & Policy  
Johnson & Johnson Inc.

Joaquim Ballès  
Chair-Elect  
Ontario Chamber of Commerce

Julien Baudry  
Director, Public Affairs  
Montreal Port Authority

Tammy Beese  
Past Chair  
Yukon Chamber of Commerce

Thomas Benjoe  
Immediate Past Chair  
Saskatchewan Chamber of Commerce

Sam Boutziouvis  
Vice President, Government Relations &  
Multilateral Development Institutions  
SNC-Lavalin Inc.

Bernard Brun  
Vice President, Government Relations, Canada  
Desjardins Group

Sandra Buckler  
Senior Director, External Affairs & Public  
Relations  
Bombardier Inc.

Carolyn Chisholm  
Acting, VP - External Affairs, Canada  
Rio Tinto

Rhona DelFrari  
Chief Sustainability Officer & Senior  
Vice-President, Stakeholder Engagement  
Cenovus Energy

Robert Dumas  
First Vice Chair  
Fédération des chambres de commerce  
du Québec

Lance Follett  
Executive Vice President, Corporate  
Development & Chief Legal Officer  
Westport Fuel Systems

Ali Ghiassi  
Vice President, Industry Affairs & Government  
Relations  
Canada Life

Paul Gruner  
CEO  
Tahltan Nation Development Corporation





Lucie Guillemette  
Executive Vice President & Chief Commercial  
Officer  
Air Canada

John Henderson  
Director at Large  
Northwest Territories Chamber of Commerce

Laura Hewitt  
Vice-President Government & Regulatory Affairs  
Sun Life Financial

Tara-Lynn Hughes  
Senior Vice President, Greater Ontario Region  
TD Bank Group

Lianne Ing  
Vice President  
Bubble Technology Industries Inc.

Shawn Lester  
Member  
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Andy Lodge  
Division Manager  
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Dave Lye  
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Kendra MacDonald  
CEO  
Canada's Ocean Supercluster

Colin McKay  
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Gardaworld

Paul Provost  
Past Chair  
Manitoba Chambers of Commerce

Dan Rogers  
President  
Chamber of Commerce Executives of Canada

Juggy Sihota  
Vice President, Consumer Health  
TELUS Communications Inc.

Kristine Simpson  
Partner, Assurance Services  
BDO

Warren Tomlin  
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Ernst & Young

Niranjan Vivekanandan  
Senior Vice President, Loyalty, Rewards &  
Merchant Solutions  
RBC

Joelle Westlund  
Immediate Past Chair  
BC Chamber of Commerce

Lee Winchester  
Past Chair  
Atlantic Chamber of Commerce

Penny Wise  
President  
3M Canada Company

Ted Woodhead  
Senior Vice President, Regulatory  
Rogers Communications Inc.

## #TeamChamber

**We also could not do what we do without a solid team to perform our day-to-day work.**

Over the course of 2022, #TeamChamber served our members and stakeholders in exceptional ways, and we consider ourselves lucky to work some of the best.

### President's Office

Honourable Perrin Beatty, PC, OC  
President & CEO

Gayla Brock-Woodland  
Chief Operating Officer

Janet Boden  
Executive Assistant & Secretary to the Board

### Policy & Advocacy

Matthew Holmes  
Senior Vice President, Policy & Government Relations

Ulrike Bahr-Gedalia  
Senior Director, Digital Economy, Technology & Innovation

David Billedeau  
Senior Director, Natural Resources & Environmental Policy

Alex Gray  
Senior Director, Fiscal & Financial Services Policy

Robin Guy  
Senior Director, Transportation & Infrastructure

Michael Harvey  
Vice President, Policy & International

Gaphel Kongtsa  
Policy Advisor

Liam MacDonald  
Policy Advisor

Gabriel Marquez  
Project Coordinator

Diana Palmerin-Velasco  
Director, Indigenous Affairs & Diversity & Inclusion Policy

Harrison Ruess  
Director, Campaigns

### Chamber Network

Ian Faris  
Senior Vice President, Chamber Network Relations & Advocacy

### Quebec Strategy

Kathy Megyery  
Senior Vice President, General Manager, Quebec

### Member Relations & Services

John Maus  
Senior Vice President, Member Relations & Services

Lianne Cheng  
Manager, Member Relations

Kimberly Fung  
Associate, Sales Operations

Kimberly Gale  
Vice President, Member Relations

Teri Lang  
Director, Member Relations and Events

Alexandra Miceli  
Director, Member Relations

Kristy Murray  
Director, Events & Sales Operations

## Export Services

### Ottawa

Anick de Sousa  
Director, Member Services & Export Services

Ariola Jakupi  
Senior Manager, Carnet Claims & Export Services

Kevin Tam  
Representative, Export Services

### Montreal

Daniella Labonne  
Senior Program Specialist, Export Services

Emma Souchu  
Carnet Claims & Services Advisor, Export Services

### Toronto

Paul Salim  
Representative, Export Services

Claryce Yamane  
Representative, Export Services

## SME Institute

Priya Pandey  
Executive Director

Ibrahim Almajali  
Senior Program Manager, Training, Consulting & Strategic Partnerships

## Business Data Lab

Stephen Tapp  
Chief Economist

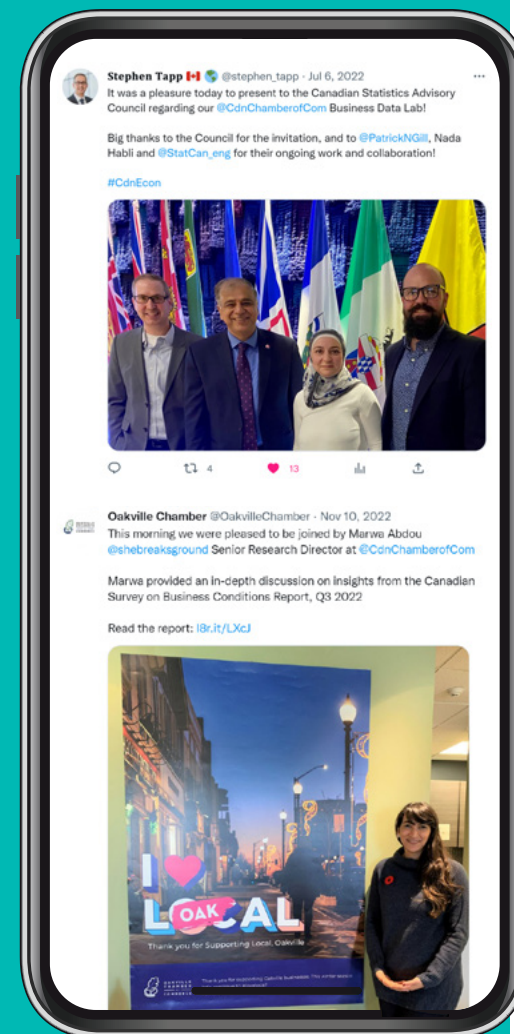
Marwa Abdou  
Senior Research Director

Patrick Gill  
Senior Director, Operations and Partnerships

Nada Habli  
Data Scientist

Mahmoud Khairy  
Economist

Dakshdeep Singh  
Research Associate, Data Scientist



*Our BDL team actively pursued opportunities to build awareness at a variety of events throughout 2022.*



## Communications & Operations

Stacey Roy  
Vice President, Communications & Operations

Lindsay Bevan  
Marketing Communications Associate

Michelle Croteau  
Senior Designer, Digital & Print

Emily Gates  
Marketing Communications Associate

Jennifer Hagen, CAE  
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Uche Mbagwu  
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Senior Director, Corporate Communications &  
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Amy Orfanakos  
Senior Director, Corporate & Marketing  
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Coordinator, Administration & Systems

Emily Walsh  
Content Development Specialist, Thought  
Leadership

Ryan Wieczorek  
Marketing Communications Associate

## Human Resources

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Senior Director, Human Resources

Amaka Amiesimaka  
Human Resources Coordinator

## Finance

Manuela Lacroix, BBA  
Chief Financial Officer

Evans Aihoon  
Manager, Revenue & Financial Systems

Marilyn Aitken  
Accounts Payable Analyst

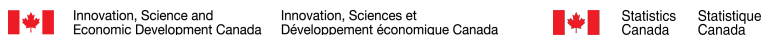
Jesse Banyai  
Finance Officer

*Our Senior Director, Transportation &  
Infrastructure, Robin Guy, appearing  
before a Senate committee representing  
member interests.*

## Partners & Sponsors

Our partners and sponsors have generously supported our network over the last 12 months. Your support has enabled us to deliver on our commitment to Canada's businesses and communities throughout 2022. Thank you.

### Business Data Lab Foundational Partners



## Canadian Chamber Network

To our members in the Canadian Chamber Network, thank you. Together, we are providing the insight, influence and impact businesses need to succeed.

### Our Excellence Partners

#### PLATINUM



#### DIAMOND



#### GOLD



#### SILVER



#### BRONZE







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