

2023 Annual Report A Better Life for All



Canadian Chamber of Commerce

Chambre de Commerce du Canada

Message from Our President and Our Chair



For the last three years, the Chamber 2025 Strategic Plan has guided the biggest transformation in our organization's history — and these early months and years are only the beginning.

In 2023, we expanded our existing strengths in policy and advocacy by providing additional opportunities for our members to engage with government decision-makers and influence the policy that will steer Canada into the future. We established four new councils and delivered 10 Executive Summit events, each focused on a key economic sector and headlined by government and industry experts.

We also had the chance to go beyond Canada's borders. Accompanied by government representatives and business leaders, we travelled to India, Japan and the United States to meet with international partners on topics of global trade and investment. Many of the wins we celebrated this year would not have been possible without the tireless commitment of the Canadian Chamber Network. The 400+ chambers and boards of trade we represent helped us press the government to end the strike at the West Coast ports. The government also announced a further year's extension to the CEBA loan repayment deadline thanks in part to the activation of 250 Network members and other partners. However, as we reflect on the past year, it's important that we consider not only the successes, but also the challenges. Supply chain issues have eased since 2022 but remain elevated among the businesses affected; a rising share believe conditions will only get worse. Extreme weather events and labour disruptions have highlighted the vulnerability of our trade and transportation infrastructure. Across Canada, inflation, input costs and interest rates are top business concerns, and almost half of small businesses still make below normal pre-pandemic revenue. There is no denying that it has been a difficult year for Canadian businesses.

That's why the Canadian Chamber's work remains as critical as ever — and why we are committed in our mission to drive change, partner broadly and be the undisputed champion and catalyst for the future of business success.

Our members have an essential role to play in hastening green growth, ensuring the economic inheritance of the next generation and solidifying Canada's reputation as a reliable trading partner. It is our honour to represent their needs and work alongside them to create a strong economy and a better life for all Canadians.

On behalf of #TeamChamber and the Canadian Chamber Board, we want to express both our unwavering commitment and our heartfelt thanks to you for joining us on this transformational journey.

We look forward to working with you again in 2024.

Perrin Beatty President & CEO Candace Laing Chair of the Board

Contents



More of What Canadian Businesses Need

In 2022, we launched our bold new identity and began a transformational journey to become not just the voice of Canadian business, but also the undisputed champion and catalyst for the future of business success.

That journey has continued in 2023, and our progress towards the objectives set out in our Chamber 2025 Strategic Plan has been remarkable. This past year, we focused on delivering more of the high-quality advocacy we are known for while also launching new offerings to help Canadian businesses gain more of what they need to succeed:



Insight into markets, competitors and trends.



Influence over the decisions and policies that drive business success.



Impact on business and economic performance.

Shaping the Future of Business Success: The Value of the Canadian Chamber Network



Insight

Future-focused and real-time data and economic insights allow Canadian businesses to make informed decisions for short- and long-term success.

THE CANADIAN CHAMBER NETWORK IS ALWAYS AT THE READY TO OFFER INFORMATION AND INSIGHT.

Sueling Ching President & CEO, Ottawa Board of Trade



Business Laboratoire de données Data Lab sur les entreprises

Business Data Lab

Together with Statistics Canada, the Business Data Lab (BDL) has democratized business data in Canada. Through new offerings like the bilingual *⊙* **Business Conditions Terminal**, tens of thousands of businesses of all sizes in all regions have access to a constant flow of local, future-focused and timely data, some of which has never been seen before:

- Business and management diversity
- Small business
- Environmental practices
- Interprovincial trade
- Supply chains
- Tech adoption, and more!

With over 2,300 indicators drawn from more than 30 different sources updated daily, our Terminal is always on.



Canada's business landscape is at a critical juncture, with the economy adjusting to higher interest rates and an economic slowdown or possible recession.

The Canadian Chamber of Commerce's collaborative initiative to harness existing data and build the Business Data Lab represents a good practice. Working with Statistics Canada and benefiting from federal funding, it brings together data from a variety of sources to track evolving market conditions.

This provides governments, business associations and entrepreneurs with critical information to help them make better decisions, improve their performance and capitalize on business growth opportunities.

- Canadian Statistics Advisory Council in its 2023 report, The Way Forward: Addressing Challenges Facing the National Statistical System

CLOBE

OPINION

Canadian Chamber of Commerce has a new tool to 'democratize data' - and it's pretty good

DAVID PARKINSON > PUBLISHED MAY 15, 2023



Canadian Chamber Centre de l'avenir des Centre

Future of Business affaires de la Chambre de Commerce du Canada

The Future of **Business Centre**

The Future of Business Centre (FBC) brings together a range of Canadian business and economic stakeholders to anticipate the issues of the future and drive the national debate on emerging ideas. As an arm's length centre of information and intelligence, the FBC separates our thought leadership from our immediate policy positions, creating space to engage in research on new and sometimes controversial topics.

The FBC's output is produced by external fellows selected for their expertise. In 2023, two research papers were completed and published — \ominus Optimal Taxation, the Underground Economy and Government Policy: Recommendations for Tobacco, Vaping, Marijuana and \ominus Gaming and Canada and Global Energy Security: The Role of Natural Gas in a Lower Carbon Future.

Our Communications Channels

We are committed to sharing timely insights, relevant news and upcoming events with our members on a variety of channels.

- 55,000+ individuals and organizations follow us across our four main social media channels: LinkedIn, Facebook, X (Twitter) and Instagram.
- 14,000+ individuals subscribe to our weekly newsletter, Canadian Chamber This Week, to get the latest news, events and updates delivered straight to their inboxes.
- 15,000+ monthly visitors come to our website to register for events, access up-to-date business data, take advantage of member services, learn from experts on the economic topics affecting Canadians and much much more.



The SME Institute

Given how significant small-and medium-sized enterprises are to the Canadian economy, it's our vision that the SME Institute will provide small businesses with the resources, insights and connections they need to adapt, grow and thrive.





Influence

Through our various councils and committees, we continue to represent our members' interests on policies, regulations and decisions that are critical to building a Canada of thriving business opportunity, a strong economy and a better life for all.

THE CANADIAN CHAMBER NETWORK ADVOCATES FOR GOVERNMENT POLICY THAT IS BENEFICIAL FOR THE ECONOMY AND OUR CLIENTS.

George Wamala

Director, Regulatory and Government Affairs, RBC

Our policy committees and sector-specific councils are comprised of members representing a diverse cross-section of organizations from across Canada. By adding their voices to the conversation on the challenges and opportunities facing businesses, members are contributing to the development of national public policy.

In 2023, guided by the emerging needs of Canada's economy and business community, we added several new councils to our roster: the Green and Transition Finance Council, the Net-Zero Council, the Future of AI Council, and the Housing and Development Strategy Council.

We also renewed several councils established in 2022 due to their continued relevance and importance to Canadian businesses: the Western Executive Council, the Life Sciences Strategy Council, the Cyber. Right. Now. Council, and the Critical Minerals Council.

On July 10, we headed west to Calgary to participate in a full day of important meetings with our Western Executive Council and special guests, including the Right Honourable Stephen Harper.

After a day of thoughtful discussion, we grabbed our cowboy hats and moved to the Palomino Steakhouse for a lively reception in collaboration with Parkland Corporation.





Your voice makes us stronger.

Learn more about how the Canadian
 Chamber is addressing today's strategic
 economic issues through advocacy.

We were honoured to have Prime Minister Justin Trudeau and senior government leaders join various council meetings this year, giving members an opportunity to have face-to-face discussions with policy and decision-makers on matters of critical importance.

Across various council meetings we welcomed President of the Treasury Board Anita Anand, Minister of Energy and Natural Resources Jonathan Wilkinson, Minister of Employment, Workforce Development and Official Languages Randy Boissonnault, Deputy Minister of Finance Chris Forbes, the Honourable Dan Vandal, the Honourable Gudie Hutchings, the Honourable Carla Qualtrough, Senator Colin Deacon, Privacy Commissioner of Canada Philippe Dufresne, the Deputy and Associate Ministers of Innovation, Science and Economic Development Canada, Health Canada, NRCan, and Environment and Climate Change Canada, as well as many others we don't have the space to name!



This year, we celebrated a number of policy wins for business that happened either as a direct result of our advocacy or as recent adoptions of our policy recommendations from pre-budget submissions and resolutions passed at previous AGMs.

- Budget 2023 included the announcement of a National Supply Chain Strategy – a longstanding priority of ours for investment and trade corridor infrastructure – as well as a one-year pause on the significant increase planned for the alcohol escalator tax.
- In May, a new Assistant Deputy Minister role responsible for life sciences was announced at ISED — a top Life Sciences Council recommendation.
- Following a decade of advocacy and multiple resolutions from the Canadian Chamber Network, the Temporary Foreign Workers Program announced a three-year Recognized Employer Pilot to reduce administrative red tape for repeat employers who meet the highest standards of worker protections.
- Following our participation at the Council of the Federation's summer meeting, premiers
 endorsed the principles set out in the Canada Trade Infrastructure Plan proposed by a coalition of business organizations.

- Parliament's Finance Committee published its formal recommendations for Budget 2024, which included a number of the Cyber. Right. Now. Council's key asks, including the establishment of a Cabinet-level lead on cybersecurity and supporting a pipeline of cyber commercialization.
- Following resolution of the strike at the West Coast ports, the Minister of Labour and Seniors announced a review of the Canada Labour Code to examine how the government can expand its toolbox to prevent labour disruptions in the future.
- The Fall Economic Statement included two major items we had advocated for: a commitment to labour mobility and credential recognition, and commitments to expedite the rollout of Investment Tax Credits from Budget 2023.

Stephen Tapp, Chief Economist, Canadian Chamber of Commerce



Diana Palmerin-Velasco, Senior Director, Future of Work, Canadian Chamber of Commerce



See the full list of 2023 policy wins.

Between March and November 2023, the Policy team \varTheta testified at



standing committees on current studies or proposed legislation:



Transport, Infrastructure and Communities







Finance





Social Affairs, Science and Technology

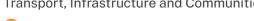


Natural Resources



Industry and Technology







Gateway to the World

In 2023, we assembled our first Gateway to the World (GTW) team, including a new Vice President, Strategic Policy and Global Partnerships, a Senior Director of International Commerce and a Director of International Policy.

The GTW team is developing a comprehensive strategy that will position the Canadian Chamber as the indispensable organization for Canadian companies of all sizes wanting to engage in international policy or global trade and investment. Several missions have already been conducted under the GTW banner:

• India, August 25-27, 2023: Our President and CEO, Perrin Beatty, travelled to New Delhi, India, for the B2O summit (the official G2O forum of the global business community), where he led a delegation of senior business leaders in partnership with Export Development Canada. The mission included engagements with Amitabh Kant, India's Sherpa to the G2O, and Canada's Minister of Export Promotion, International Trade and Economic Development, Mary Ng.



- Canadian Chamber President and CEO Perrin Beatty and Senior Vice President, Policy & Government Relations Matthew Holmes, sat down with the Honourable Rechie Valdez, Minister of Small Business during the trip to Japan to discuss the importance of working together to support small businesses in Canada.
- Washington, D.C., November 9-10, 2023: The first of a series of missions to Washington, D.C., took place on the topic of critical minerals. The two-day event, held at the U.S. Chamber of Commerce and at the Canadian Embassy, included over 30 delegates and featured roundtable policy discussions and remarks from both American and Canadian government officials and industry leaders.

Japan, November 1, 2023: Alongside the

Canada-Japan relationship.

Read the Council

meeting recap

Government of Canada's Team Canada Trade Mission, our representatives participated in the seventh Japan-Canada Chamber Council meeting, joining hundreds of Canadian and Japanese business leaders in Tokyo for deep and energized discussions on the future of the

Read the

joint statement

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The GTW team will continue to build on these successful international activities in 2024.

 (\rightarrow) Read the Washington trip recap

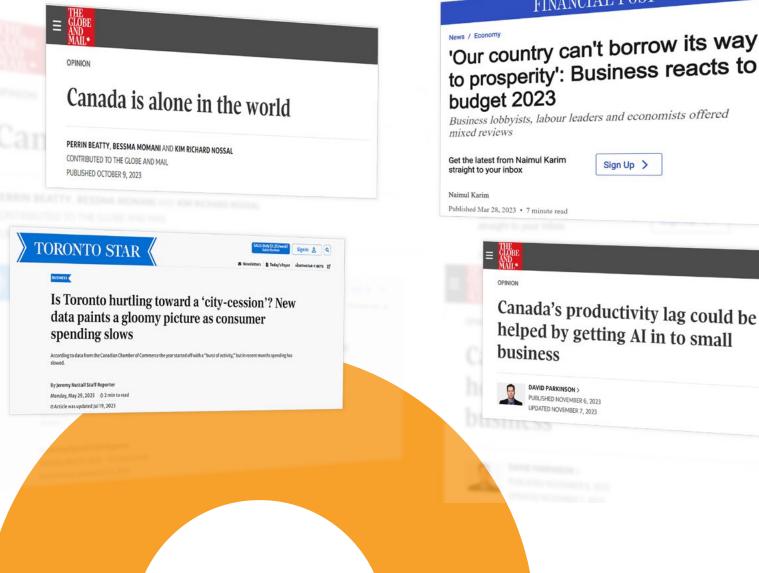
Bryan Detchou, Senior Director, Natural Resources, Environment & Sustainability, Canadian Chamber of Commerce

Canadian Chamber in the News

Our increased presence in the media in 2023 reflects our rising prominence as the primary advocate for pivotal business issues. It was uncommon for a week to go by when we, or one of our member chambers or boards of trade, didn't earn coverage in a national newspaper.



CTV National News: St. Lawrence Seaway deal



FINANCIAL POST

'Our country can't borrow its way to prosperity': Business reacts to budget 2023

Business lobbyists, labour leaders and economists offered

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DAVID PARKINSON >

PUBLISHED NOVEMBER 6, 2023

UPDATED NOVEMBER 7, 2023

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Impact

We know the importance of connecting with fellow business leaders, learning from industry experts and thought leaders, and engaging as a network on economic issues, which is why we delivered a full calendar of in-person, hybrid and virtual events.

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THE CANADIAN CHAMBER NETWORK GIVES US AN OPPORTUNITY TO DEVELOP RELATIONSHIPS AND GAIN INSIGHTFUL DATA FOR OUR CLIENTS.

Priya Bahloo President, Tag HR We kicked off the year with our **fourth annual Canada 360° Economic Summit,** providing forward-looking insights for business. This year's focus was on seizing opportunities in disruptive times, from soaring inflation and a changing labour market to Russia's illegal invasion of Ukraine to extreme climate events.

In June, our **Women in Business Summit** inspired and motivated attendees with discussions about women in leadership and entrepreneurship, particularly in traditionally male-dominated sectors.

In collaboration with our Canadian Chamber Network, we co-hosted five **Inclusive Growth Dialogues** in 2023, visiting Leduc, Halifax, Guelph, Coquitlam, and Regina. These dialogues provided an opportunity to identify challenges and opportunities relating to the role chambers can play in advancing economic reconciliation and fostering a more inclusive business community.



Our biggest events of the year attracted over 4,500 registrants!



→ Canada 360° 2023: Fireside Chat with Arlene Dickinson and Gayla Brock-Woodland, Chief Operating Officer of the Canadian Chamber of Commerce

Throughout 2023, we hosted 10 **Executive Summits** on critical issues our political leaders need to consider to ensure public policies drive economic prosperity. Our Executive Summit Series attracted almost **1,500 registrants**.



In-person



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- Artificial Intelligence
- Green and Transition Finance
- Life Sciences
- Food Supply
- Cybersecurity

Virtual

- The Future of Canada's Aviation Sector
- Diversity, Equity & Inclusion
- Net-Zero
- 🕨 The Canada-U.S. Roadmap
- Critical Minerals

His Excellency David Cohen, U.S. Ambassador to Canada (left) and Matthew Holmes, Senior Vice President, Policy & Government Relations, Canadian Chamber of Commerce (right) at our Critical Minerals Executive Summit. In October, we had the pleasure of welcoming delegates from across the country to Calgary for our **2023 AGM & Convention**, which is the Canadian Chamber Network's must-attend event of the year. The policy resolutions adopted during the AGM debates help set our advocacy agenda for the upcoming year and are an integral part of effectively championing the future of business success.

→ Highlights of the 2023 AGM & Convention

We had many excellent speakers, presentations and exhibitors at this year's AGM & Convention. Thursday evening, delegates were welcomed by Alberta Premier Danielle Smith. On Friday and Saturday, attendees heard from the Honourable Anita Anand, Eric Termuende and the Honourable Rechie Valdez, as well as gained insights from presentations by the Canadian Infrastructure Bank and the Business Data Lab, before enjoying an evening social at The Rooftop to close the successful event. We are already looking forward to our 2024 event in Halifax!





Eric Termuende, Co-founder of NoW Work and workplace culture and leadership expert, took the stage to deliver his keynote address, Blueprint to the Future: Leading in a New World of Work.



The Honourable Anita Anand, President of the Treasury Board, joined us for a keynote address and fireside discussion with our President and CEO, Perrin Beatty.



Alberta Premier Danielle Smith welcomed delegates to Calgary during our Thursday night opening reception. AGM & Convention AGA et Congrès

The Honourable Rechie Valdez, Minister of Small Business, discussed the difficulties faced by entrepreneurs and elaborated on her advocacy efforts on behalf of small businesses in her address.

Increasing Our Profile and Presence in Quebec

Our Quebec Strategy is a key component of our Chamber 2025 Strategic Plan and is focused on the Canadian Chamber becoming a valued and trusted partner to support the future of business success in Quebec. We have built a dynamic team, based in Montreal, that is building relationships and collaborating with chambers and businesses in the province to promote the Quebec business community's involvement in our national strategies, aligned with Quebec business priorities.

Along with participating in numerous meetings and events, we hosted our Green and Transition Finance Executive Summit in Montreal. The event featured Guy Cormier, President and CEO of the Desjardins Group, and showcased our presence in Quebec. <text>

The Green and Transition Finance Executive Summit commenced with a fireside chat featuring Guy Cormier, President and CEO of Desjardins Group, moderated by Milla Craig, President and CEO of Millani.



(From L to R) Panellists Eoin Ó hÓgáin, Chief Investment Officer, Power Sustainable; Matthew Seddon, Director, Global Government Affairs and Public Policy, Sun Life Financial; Fate Saghir, SVP, Head of Sustainability and Head of Marketing, Mackenzie Investments; Florian Roulle, VP, Sustainable Finance, Finance Montréal; and Bruno Caron, Partner at Miller Thomson LLP, during the discussion on the challenges and opportunities surrounding the green transition in Canada.

Celebrating Success, Recognizing Excellence

As much as we gather to address critical issues, we also like to gather to celebrate hard work and business wins. This year, we had the pleasure of recognizing those who have made a lasting impact on the Canadian business community with our annual *→* **Canadian Business Leader Awards**.

We celebrated extra this year with our inaugural Inclusive Growth Awards. These awards recognize the exceptional work chambers of commerce, boards of trade and their members are doing to remove barriers and create a more diverse, equitable and inclusive economy. They also recognize Indigenous and other underrepresented entrepreneurs who have demonstrated excellence in innovation and social impact.

Business Services

Our programs and services are designed to help ease the burden of doing business. Whether you're looking to save money, get access to the data you need to make informed decisions or expand the reach of your business to stay competitive in today's global market, we'll be there for you.

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.

In 2023, we launched a new publication for our clients called *The Export Report*. This monthly newsletter informs our clients and members of our activities that help foster trade and international collaboration.

Document Certification

We certify a variety of trade documentation for Canadian exporters; the most common being Certificates of Origin (COs). COs are often requested by customs administrations, importers, freight forwarders or banks for clearance of goods at customs and for international transactions. We now offer origin verification for shipments leveraging free-trade agreements.



> Read press release



Board of Directors

At our Special Meeting of Members held on June 28 for the purposes of advancing the Board's efforts on our governance model modernization, the membership unanimously approved the Articles of Amendment and the proposed changes to our by-laws.

This initiative responds to consistent feedback and requests from Board members over the years to put a more modern and efficient structure in place. The move to a pure governance Board model and the creation of two new advisory bodies — the Pan-Canadian Chamber Forum and the National Advisory Table on Business & the Economy — for network consultation and public policy issues will greatly enrich engagement with all stakeholders, allowing us to be more nimble in delivering on strategic objectives and to maximize the value and participation of directors, corporate members and the Canadian Chamber Network.

We would like to thank our 2022-2023 Board for their time and dedication to strengthening the Canadian business community. We look forward to working with our 2023-2024 Board as we shape the future of business success.

Officers

Chair

Candace Laing, FCPHR Executive Leader & Chartered Human Resources Professional

Vice Chair

Penny Wise President & Managing Director 3M Canada

Treasurer

Kendra MacDonald CEO Canada's Ocean Supercluster

President & CEO

Hon. Perrin Beatty, PC, OC Canadian Chamber of Commerce

Directors

Julien Baudry Director, Public Affairs Montreal Port Authority

Thomas Benjoe Partner OneHoop

Laura Hewitt VP & Head, Global Government Affairs & Public Policy Sun Life

Tara-Lynn Hughes SVP, Retail banking, Greater Ontario Region TD Bank

Marie-Hélène Labrie SVP & Chief Public Affairs, Communications & Strategy Officer Cogeco Inc.

Shawn Lester President Lester Landau Accounting Andy Lodge Division Manager IG Wealth Management

Carman McNary Senior Counsel Dentons Canada LLP

Dan Rogers CEO Kelowna Chamber of Commerce

Warren Tomlin Managing Partner EY

Niranjan Vivekanandan SVP & Head, Loyalty & Merchant Solutions RBC

Marc Weil SVP LP Commercial Enbridge

Board Advisor

Brian Humphreys Senior Management Canadian Upstream and Downstream



Robin Guy, Vice President & Deputy Leader, Government Relations



#TeamChamber

In keeping with our Chamber 2025 goals, we have had the opportunity to grow and restructure #TeamChamber, enabling us to better serve our members. It's an honour to work with such talented, passionate and future-minded individuals.

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

Catherine Fortin LeFaivre Vice President, Strategic Policy & Global Partnerships

Robin Guy Vice President & Deputy Leader, Government Relations Ulrike Bahr-Gedalia Senior Director, Digital Economy, Technology & Innovation

Pascal Chan Senior Director, Transportation, Infrastructure & Construction

Bryan Detchou Senior Director, Natural Resources, Environment & Sustainability

Alex Greco Senior Director, Manufacturing & Value Chains

Gaphel Kongtsa Director, International Policy

Liam MacDonald Policy Advisor

Ibrahim Majali Senior Director, International Commerce Gabriel Marquez Project Coordinator

Diana Palmerin-Velasco Senior Director, Future of Work

Olha Sotska Policy Advisor

Randall Zalazar Director, Government Relations

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

Daniel Caramori Vice President, Member Relations & Services, Quebec

Kimberly Gale Vice President, Member Relations

Lianne Cheng Director, Member Relations

Alexandra Miceli Director, Member Relations

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Stacey Roy Senior Vice President, Events & Special Projects

Kristy Murray Director, Events

Khadijah White Manager, Events

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Alda Maksuti Representative, Export Services

Kevin Tam Representative, Export Services

Montreal

Audrey Baka-Bley Representative, Export Services

Daniella Labonne Program Manager, Export Services

Emma Souchu Senior Advisor, Export Services

Toronto

Paul Salim Representative, Export Services

Claryce Yamane Representative, Export Services



Members of our Export Services team: Ariola Jakupi, Kevin Tam and Anick de Sousa.

Business Data Lab

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Marwa Abdou Senior Research Director

Andrew DiCapua Senior Economist

Patrick Gill Senior Director, Operations & Partnerships

Kaviraj Singh Senior Data Scientist

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Evans Aihoon Manager, Revenue & Financial Systems

Marilyn Aitken Accounts Payable Analyst

Jesse Banyai Finance Officer

Rachana Dave Accounting Clerk

Linda Hopman Coordinator, Administration & Operations

Natalie Ouellette Manager, Administration & Operations

N.

Partners & Sponsors

We could not deliver the programming we do each year without the generous support of our partners and sponsors. Thank you for helping us deliver on our commitment to Canada's businesses and their communities.

THE CANADIAN CHAMBER NETWORK PROVIDES AN INVALUABLE OPPORTUNITY TO NETWORK WITH PEERS AND LOCAL INFLUENCERS.

Jeff Westeinde Entrepreneur, Zibi

Business Data Lab Foundational Partners



Canadian Chamber Network

We have only accomplished as much as we have in 2023 thanks to our Canadian Chamber Network and your willing collaboration, tireless work with members, and constant fight for a better business climate. Thank you. Canadian Chamber of Commerce reposted
 Anita Huberman @anitahuberman · Aug 24, 2023
 SURREY IN INDIA
 Surrey Board of Trade, Canadian Chamber of Commerce, Export Development Canada, Canada India Business Council - all focused on trade opportunities between Canada and India. @SBofT
 @CdnChamberofCom @PerrinBeatty @ExportDevCanada







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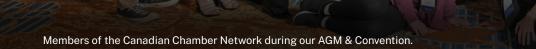
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Yousra Johma, Director, High River Chamber of Commerce, speaks from the floor of our AGM & Convention.

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