

**The Conference
Board of Canada**



Global Commerce Centre

2018-2019 Annual Report

Presented to:
Global Commerce Centre Members

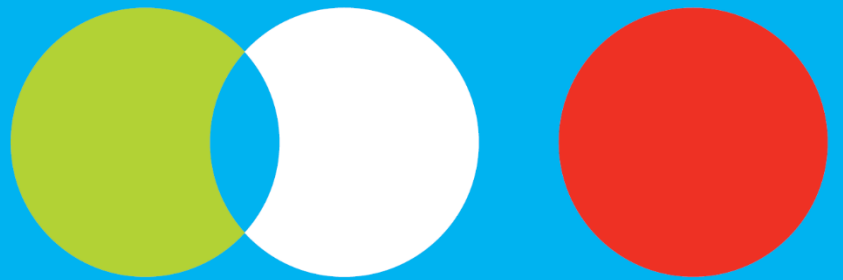
Prepared by:
The Conference Board of Canada

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Director's Message:

Year in Review



Director's Message

Year in Review

Dear members of the Global Commerce Centre,

The GCC has been conducting research on trade for the last 12 years. And, while this is my first year as Director, I can't remember a time when trade has been as fundamental an issue determining Canada's economic growth. Over the last year, we focused on digital trade. However, when it looked like Canada could lose access to its biggest trading partner, we shifted our focus to trade diversification. In support of these themes we worked on several research pieces and held two successful meetings. Over the next year, I hope to expand on our recent efforts and release even more impactful research to help you make informed decisions in response to today's trade challenges.

In the last year, we worked on several reports, some of which will be released in the coming months, including:

- *From NAFTA to CUSMA: The Changes, The Additions, and What Remains;*
- *Making Gender-Responsive Free Trade Agreements;*
- *Le Québec et l'Afrique : Un partenariat à développer | Quebec and Africa: Building a Commercial Partnership;*
- *Artificial Intelligence and Global Trade: Strategic Foresight;*
- *Trade Diversification: Where Canada Stands Today;*
- *The CPTPP and Japan;*
- *The Changing Global FDI Landscape and Implications for Canada;* and
- *Canada's Global Competitiveness in Attracting FDI.*

We also invested in updating our reports format to improve the accessibility and expand the visibility of our research. The "From NAFTA to CUSMA" research is published as an interactive website allowing us to reach a wider audience and track its success. Moving forward we will continue to take advantage of these investments. The upcoming "AI and Global Trade Strategic Foresight" report and the Interactive Trade Forecast by Main Trading partners are two Global Commerce Centre (GCC) products that will soon be published on the Board's website in state-of-the-art interactive formats.

The GCC also communicated its evidence-based messages through an active series of public commentaries during the past year. These commentaries included "Canada's trade reality: stuck between a rock and a hard place" and "USMCA provides no reason to get sour about milk" and were published in major Canadian media as well as specialized media. GCC research has also been actively discussed on social media. We also offered several webinars to members as a benefit of membership, including "Brexit: The Impact on this Side of the Pond" and "Balance of Trade: Will the USMCA Reduce Canada-U.S. Trade Strains?".

The GCC co-hosted two successful and engaging meetings. The November 2018 meeting focused on "Digital Technologies: Implications for Trade and Transportation" (co-host by Transport Canada) and our April 2019 meeting focused on "Trade Diversification: Broadening Canada's Reach" (co-hosted by Export Development Canada). These meetings included speakers from the business and public sectors as well as academics

and included interactive sessions such as the strategic foresight workshop on artificial intelligence held during the 2018 Fall meeting.

The world economy is undergoing significant changes and the GCC team is committed to continue examining the implications of these changes in Canada in its future research and events. We look forward to members joining us at our October meeting in Ottawa where we will focus on trade diversification opportunities in Asia and the role of digital technologies in Canada's efforts to export and diversify its trade. As is our usual practice, our fall meeting will provide an opportunity for members to share their views on the direction for the Centre's activities over the coming year.

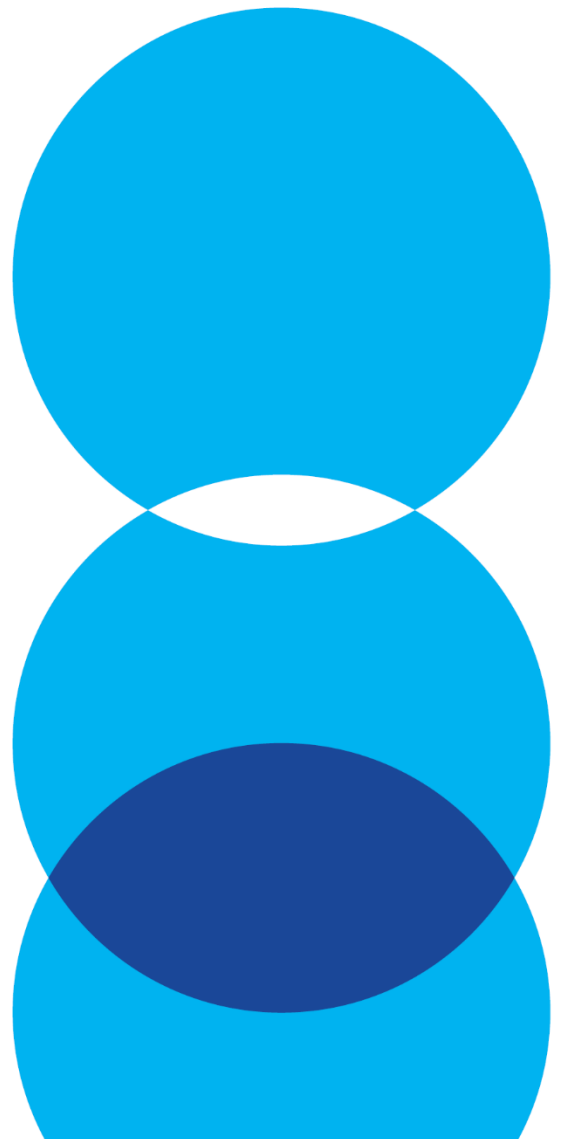
As always, we welcome your comments and suggestions to improve the Centre's relevance and impact.

A handwritten signature in black ink that reads "M. Stewart". The signature is written in a cursive, flowing style.

Matthew Stewart
Director, Global Commerce Centre
The Conference Board of Canada

Research Program

GCC Reports and Briefings



Research Program

GCC Reports and Briefings

Published Research and Reports Nearing Completion

Published reports, and those nearing completion, from the 2018-2019 year include:

- [*From NAFTA to CUSMA: The Changes, The Additions, and What Remains*](#) (June 2019)
- [*Making Gender-Responsive Free Trade Agreements | Des accords de libre-échange tenant compte de l'égalité des genres*](#) (January 2019)
- [*Le Québec et l'Afrique : Un partenariat à développer | Quebec and Africa: Building a Commercial Partnership*](#) (January 2019)
- *Artificial Intelligence, Global Trade, and Global Value Chains: Strategic Foresight* (expected to be published in October 2019)
- *The Changing Global FDI Landscape and Implications for Canada* (in review, expected to be published Nov-Dec 2019)
- *What will Canada's Trade Look like in 2025? Canada's trade forecast by Main Trading Partners* (in review, expected to be published Nov-Dec 2019)

Ongoing Research

Research reports that are currently underway include:

- *Trade Diversification Research* (in progress)
- *Assessing Canada's Global Competitiveness in Attracting Foreign Direct Investment* (in progress)
- *The CPTPP and Japan* (in progress)

Upcoming Research

The upcoming GCC meeting in October 2019 will include an interactive group session to discuss key questions that should be explored in future research and meetings given the current global trade landscape. The GCC team will schedule calls with individual member organizations in late October and November to discuss their research priorities. Members are also encouraged to contact us with any relevant research and speakers' suggestions.

Members Meetings

Meeting Highlights and Member Interaction



Members Meetings

Meeting Highlights

Fall 2018

Digital Technologies: Implications for Trade and Transportation

November 19-20, 2018

Ottawa, ON

Co-Host: Transport Canada

Meeting Objectives:

- Understand how digitalization has allowed greater security and greater optimization of supply chains for exporting/importing businesses at different stages of the supply chain.
- Explore the challenges that businesses have faced while using digital technologies in trade activities and the lessons learned.
- Explore potential policies, measures and actions that could help Canadian businesses benefit from digital trade and remain/become globally competitive in the growing digital economy. What are the best practices to support digitalization in trade activities?
- Through a Strategic Foresight exercise, explore key issues GCC members see emerging in trade and supply chains from the adoption of Artificial Intelligence technologies.

Day 1, November 19

- [Strategic Foresight Exercise: Shaping Global Value Chains and Global Trade in 2035](#)
 - Rachael Bryson, Senior Research Associate, National Security and Strategic Foresight, The Conference Board of Canada
 - Pedro Antunes, Chief Economist, The Conference Board of Canada
 - Julie Ades, Senior Economist, The Conference Board of Canada
 - Alexandre Larouche-Maltais, Senior Trade and Investment Expert, The Conference Board of Canada
 - Henry Diaz, Senior Economist I, The Conference Board of Canada
- [Feedback Discussion](#)

Day 2, November 20

- [Welcoming Remarks](#)
 - Julie Ades, Senior Economist, The Conference Board of Canada
 - Christian Dea, Chief Economist and General Director, Transport Canada

- [Global and Canadian Outlook](#)
 - Pedro Antunes, Chief Economist, The Conference Board of Canada
- [Scoping Digital Trade](#)
 - Aaron Sydor, A/director - Trade and Economic Analysis, Global Affairs Canada
- [Digital Maturity of Canada's SMEs](#)
 - Pierre Cl  roux, Vice-President, Research and Chief Economist, Business Development Bank of Canada
- [Series of presentations by real world businesses across different stages of the supply chain](#)
 - *Manufacturing sector*: Teri Blumenthal, Plant Manager, Rockwell Automation
 - *Retail sector*: Darryl Julott, Senior Manager, Digital Main Street
- [Lunch speaker](#)
 - Susan Ariel Aaronson, Research Professor of International Affairs, Institute for International Economic policy, GWU Cross Disciplinary Fellow
- [Freight Industry Panel](#)
 - *Moderator*: Kim Valcourt, Senior Manager Business Transformation, CN
 - Mathieu Charbonneau, Director General, Cargo M
 - Greg Rogge, Director of Land Operations, Port of Vancouver
 - Stan Martens (PACT-AI), A/Chief – International Air Cargo Operations, Aviation Security Foreign Programs, Transport Canada
- [Key Themes in Ecommerce Analytics](#)
 - Jim Cain, Founder and CEO, Napkyn Analytics
- [Statistics Canada's Coverage of the Digital Economy and Data Gaps](#)
 - James Tebrake, Director General, Statistic Canada, Macroeconomics Accounts Branch
- ["What's Next" Panel](#)
 - *Moderator*: Pedro Antunes, Chief Economist, The Conference Board of Canada
 - David Moloney, Deputy Director, Trillium Network for Advanced Manufacturing
 - Cindy Negus, Director General, CARM, CBSA
 - Mark Schaan, Director General, Marketplace Framework Policy Branch, Innovation, Science and Economic Development Canada
 - Dr. Patrick Leblond, Associate Professor and Associate Director, University of Ottawa

- [Summary and Concluding Remarks](#)
 - Pedro Antunes, Chief Economist, The Conference Board of Canada

Spring 2019 Meeting

Trade Diversification: Broadening Canada's Reach

April 23-24, 2019

Ottawa, ON

Co-Host: Export Development Canada

Meeting Objectives:

- Provide an overview of the opportunities and threats to Canada's trade diversification efforts (trading partners and mix of exports).
- Discuss the challenges that businesses face when exporting and doing business in non-U.S. markets including Asia and Europe, and discuss the lessons learned.
- Explore how Canadian businesses can develop and improve their global competitiveness in non-traditional sectors including digital trade.
- Examine what approaches, policies and tools could help Canadian businesses expand their presence in new markets.

Networking Dinner, April 23, 2019

- [Keynote Speaker](#)
 - Ari Van Assche, Associate Professor, Department of International Business, HEC Montréal

Members Meeting, April 24, 2019

- [Welcoming Remarks](#)
 - Matthew Stewart, Director, Economics, The Conference Board of Canada
 - Stephen Tapp, Deputy Chief Economist, Export Development Canada
- [Global and Canadian Outlook](#)
 - Pedro Antunes, Chief Economist, The Conference Board of Canada
- [Trade diversification: Where does Canada stand today, how did we get here, and what are the opportunities and threats to diversifying our trade?](#)
 - Julie Adès, Senior Economist, The Conference Board of Canada
- [Total Potential Market for International Trade and Investment, and the Benefits of Diversification](#)
 - Stephen Tapp, Deputy Chief Economist, Export Development Canada

- **Size and Pattern of Exporter Trade Diversification**
 - Emily Yu, Senior Economist, Global Affairs Canada
- **Panel: Diversifying Canada's Comparative Advantages and Improving Canadian Exporters' Competitiveness in Non-traditional Sectors**
 - *Moderator:* Matthew Stewart, Director, The Conference Board of Canada
 - Deanna Horton, Fellow, Munk School of Global Affairs
 - Dan Ciuriak, Director and Principal, Ciuriak Consulting Inc.
 - Patrick Leblond, Associate Professor, CN - Paul M. Tellier Chair on Business and Public Policy, Graduate School of Public and International Affairs, University of Ottawa
- **Panel: Challenges, Opportunities, and Lessons Learned by Canadian Businesses Selling to Asia (including discussions on opportunities from the CPTPP and Asian Markets with the most promising opportunities)**
 - *Moderator:* Deanna Horton, Fellow, Munk School of Global Affairs and Public Policy
 - T Kendal Hembroff, Director General, Trade Negotiations, Global Affairs Canada
 - Claire Citeau, Executive Director, Canadian Agri-Food Trade Alliance
 - Ron DiCarlantonio, Founder and CEO, iNAGO Inc.
- **Interactive Discussion**
- **Panel: Challenges, Opportunities, and Lessons Learned by Canadian Businesses Selling to the EU (including discussions on the impact of CETA so far and what needs to be done to improve prospects for Canadian Exporters)**
 - *Moderator:* Mélanie Raymond, Director, Global Affairs Canada
 - Matthew Poirier, Director, Trade Policy, Canadian Manufacturers & Exporters
 - Jean-Philippe Robert, President, Quartz Co.
 - Dustin Olender, Director, ISO Implementation, AML Oceanographic
- **Closing Remarks**
 - Pedro Antunes, Chief Economist, The Conference Board of Canada

Member Interaction

Meeting Hosts

The GCC thanks Transport Canada and Export Development Canada for co-hosting our November and April events respectively.

Member Engagement

The GCC relies on strong member commitment, engagement, leadership, and participation to achieve its research, convening, and knowledge dissemination goals.

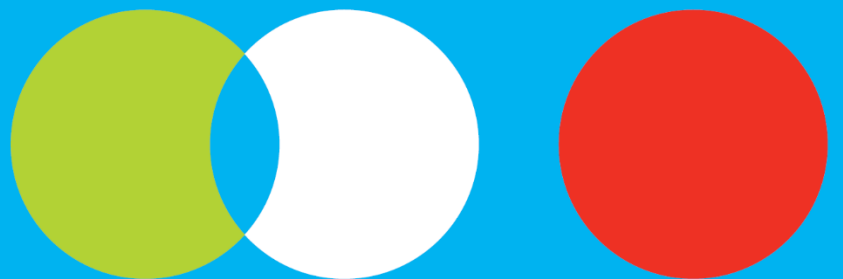
Table 1 below indicates the high level of GCC member participation and very high degree of satisfaction with our meetings program for the 2018-2019 year.

Table 1
Member Participation and Degree of Satisfaction with the GCC Meeting Programs

	November 19-20, 2018 “Digital Technologies: Implications for Trade and Transportation”, Ottawa, ON	April 23-24, 2019 “Trade Diversification: Broadening Canada’s Reach”, Ottawa
Attendance	46	44
Satisfaction Scores (1- 5 with 5 being excellent)	4.67	4.6

Source: The [Conference Board of Canada](#)

Knowledge Dissemination, Outreach and Education



Knowledge Dissemination, Outreach and Education

Webinars

2019

- [Brexit: The Impact on this Side of the Pond](#) March 2019
- [Canadian Outlook with the Chief Economist: Crude Dilemmas](#) February 2019

2018

- [Balance of Trade: Will the USMCA Reduce Canada-U.S. Trade Strains?](#) December 2018
- [Canadian Outlook 2019: Canada and the U.S. Are Not in Tune](#) November 2018
- [What You Need to Know About the GDPR: A Practical Guide for Professionals](#) November 2018
- [The Three-Dimensional International Trade War: Strategic Positioning for Canada in WTO, NAFTA, and Bilateral Battles](#) October 2018
- [The Changing Nature of Clusters: Implications for Canada](#) September 2018
- [Canadian Outlook with the Chief Economist: Unfair Trade](#) August 2018
- [The Economic Implications of U.S. Tariffs on Canada's Economy](#) July 2018

Trade Communication Op-Eds and Blogs

- [Canada's trade reality: stuck between a rock and a hard place](#)
- [Canada's Economic Outlook: The Issues to Watch in 2019](#)
- [Is Democracy Doomed?](#)
- [A carbon tax alone won't achieve Canada's greenhouse-gas emissions goals](#)
- [USMCA provides no reason to get sour about milk](#)
- [More Than Trade at Stake in Clash between China and the United States](#)
- [Is the U.S. on the Verge of an Economic Boom?](#)
- [It's uncertainty over trade policies, not just NAFTA, that's undermining business investment in Canada](#)

- [The Difficult Road to Trade Diversification](#)
- [Donald Trump's energy policy: No commitment to Canada](#)
- [Are Trade Wars Really Easy to Win?](#)
- [The unintended consequences of economic populism](#)
- [How Can We Predict the Success of Immigrant Entrepreneurs in Canada?](#)
- [Trade turmoil ahead for Canada amid Trump administration's protectionist policies](#)
- [Protectionism, NAFTA uncertainty acting as drags on Canadian exports](#)

Overall, GCC reports and commentaries were covered in 152 media stories with a reach of over 69.4 million readers. These reports and posts were shared by a variety of media outlets – the most notable being The Globe and Mail along with Maclean's magazine.

The Centre also regularly sends papers to outside researchers, business leaders, and policy makers for review. Centre staff consult regularly with public and private sector members, as well as researchers, business leaders, and policy makers.

GCC Finances

2018-2019 Budget



GCC Finances

2018-2019 Budget

GLOBAL COMMERCE CENTRE- FINANCIAL REPORT AS OF MAY 31, 2019	Cost of Research Reports/Briefings/ Activities	Percentage of GCC Membership 2018/19 Funding
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June 1, 2018 to May 31, 2019

Activities:

Research Reports/Briefings:

Trade Communication Op-Eds and Blogs:	\$23,877	6.8%
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Canada's trade reality: stuck between a rock and a hard place

Canada's Economic Outlook: The Issues to Watch in 2019

Is Democracy Doomed?

A carbon tax alone won't achieve Canada's greenhouse-gas emissions goals

USMCA provides no reason to get sour about milk

More Than Trade at Stake in Clash between China and the United States

Is the U.S. on the Verge of an Economic Boom?

It's uncertainty over trade policies, not just NAFTA, that's undermining business investment in Canada

The Difficult Road to Trade Diversification

Donald Trump's energy policy: No commitment to Canada

Are Trade Wars Really Easy to Win?

The unintended consequences of economic populism

How Can We Predict the Success of Immigrant Entrepreneurs in Canada?

Trade turmoil ahead for Canada amid Trump administration's protectionist policies

Protectionism, NAFTA uncertainty acting as drags on Canadian exports

From NAFTA to CUSMA: The changes, the additions, and what remains:	\$37,032	10.6%
Making Gender-Responsive Free Trade Agreements Des accords de libre-échange tenant compte de l'égalité des genres	\$10,268	2.9%
Le Québec et l'Afrique : Un partenariat à développer Quebec and Africa: Building a Commercial Partnership (funded via IDQ)	-	0.0%

Forthcoming research on Foreign Direct Investment (FDI): Changing Global FDI Landscape report and Benchmarking Canada's competitiveness to attract FDI	\$60,172	17.2%
Forthcoming Research on Trade Diversification	\$17,419	5.0%
Forthcoming research on Canada-Japan Trade	\$11,751	3.4%
Forthcoming research on Trade Forecasts	\$3,252	0.9%
Strategic Foresight Scenarios - Impact of AI on global value chains and trade	\$19,570	5.6%

Meetings:

Spring 2018 Post Meeting Activities - FDI: Strengthening Canada's Regions and Innovation Ecosystem (Ottawa), including infographics	\$9,743	2.8%
Fall 2018 - Digital Technologies: Implications for Trade and Transportation (Ottawa)	\$42,484	12.1%
Spring 2019 - Trade Diversification: Broadening Canada's Reach (Ottawa)	\$38,518	11.0%
Fall 2019 - Trade Diversification: Focus on Asia and the use of digital technologies to diversify	-	0.0%

Webinars:

Brexit: The Impact on this Side of the Pond	-	0.0%
Canadian Outlook with the Chief Economist: Crude Dilemmasrade Can Be More Inclusive for More People	-	0.0%
Balance of Trade: Will the USMCA Reduce Canada-U.S. Trade Strains?	-	0.0%
Canadian Outlook 2019: Canada and the U.S. Are Not in Tune	-	0.0%
What You Need to Know About the GDPR: A Practical Guide for Professionals	-	0.0%
The Three-Dimensional International Trade War: Strategic Positioning for Canada in WTO, NAFTA, and Bilateral Battles	-	0.0%
The Changing Nature of Clusters: Implications for Canada	-	0.0%
Canadian Outlook with the Chief Economist: Unfair Trade	-	0.0%
The Economic Implications of U.S. Tariffs on Canada's Economy	-	0.0%

Global Commerce Centre

Administration and Development Research

\$76,507

21.8%

Actual Expenditures June 1, 2018 to May 31, 2019

\$350,592

100.0%

Summary of Membership Funding:

Actual Expenditures For the Period April 1,
2006 to May 31, 2018

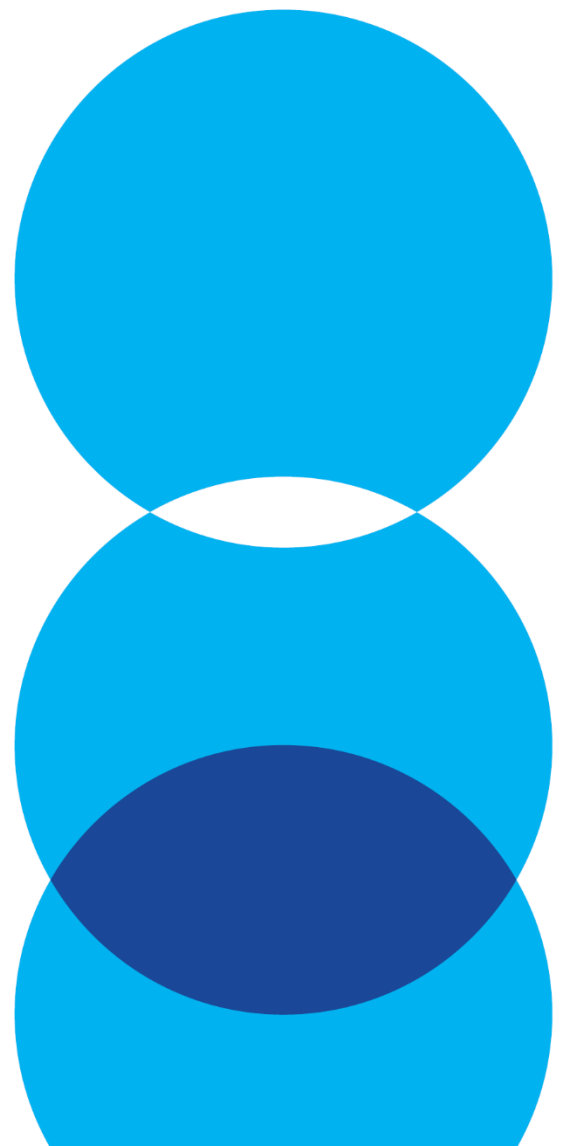
\$4,893,192

87.6%

Actual Expenditures June 1, 2018 to May 31, 2019	\$350,592	6.3%
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Actual Expenditures For the Period of April 1, 2006 to May 31, 2019	\$5,243,784	93.9%
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Members Funding June 2019 to May 2020 (as at September 1, 2019)	\$250,584	4.5%
Members Funding June 2019 to May 2020 (Post September Renewals)	\$90,665	1.6%
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Total Membership Funding April 1, 2006 to May 31, 2020	\$5,585,033	100.0%
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Looking Forward

Recent and Upcoming Research and Meetings



Looking Forward

Recent and Upcoming Research and Meetings

Recent and Upcoming Research

As noted in the research section, upcoming research and meetings will focus on trade diversification, digital innovation, and other themes raised by members. Members are encouraged to contact us with any relevant research and suggestions for speakers.

Research reports that are currently underway and are nearing completion include:

- *Artificial Intelligence, Global Trade, and Global Value Chains: Strategic Foresight* (expected to be published in October 2019)
- *The Changing Global FDI Landscape and Implications for Canada* (in review, expected to be published Nov-Dec 2019)
- *What will Canada's Trade Look like in 2025? Canada's trade forecast by Main Trading Partners* (in review, expected to be published Nov-Dec 2019)
- *Trade Diversification Research* (in progress)
- *Assessing Canada's Global Competitiveness in Attracting Foreign Direct Investment* (in progress)
- *The CPTPP and Japan* (in progress)

Meetings Program

- **Fall 2019 Meeting**
Date: October 7-8, 2019
Theme: Trade diversification with a focus on Asia
Co-host: Innovation, Science and Economic Development Canada (ISED)
Objectives:
 - Discuss the challenges that businesses face when exporting and doing business in Asian markets and discuss the lessons learned.
 - Explore opportunities in Asia, even beyond China, Japan, and South Korea.
 - Explore how digital technologies can be used to penetrate new markets.
 - Examine what approaches, policies, and programs can help Canadian businesses expand their presence in new markets.
- **Spring 2020 Meeting**
Topic and Co-Host to be determined.

GCC Support

Member Organizations and Contacts



GCC Support

Member Organizations and Contacts

Member Organizations

The research, convening, policy, and educational achievements of the Global Commerce Centre (GCC) would not be possible without the support of its member organizations.

The GCC would like to thank the following member organizations for their commitment to helping Canadian leaders better understand global economic shifts and their practical implications:

Champion Level

Export Development Canada
Global Affairs Canada

Lead Level

Atlantic Canada Opportunities Agency
Business Development Bank of Canada
Canada Economic Development for Quebec Regions
Canadian Heritage
Federal Economic Development Agency for Southern Ontario
Innovation, Science and Economic Development Canada
Ministère de l'Économie, de la Science et de l'Innovation
Ontario Ministry of Economic Development, Employment and Infrastructure
Transport Canada

Partner Level

Agriculture and Agri-Food Canada
Bank of Canada
Maersk Line Canada
Nova Scotia Business Inc.
Port of Montreal

GCC Contacts

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Where insights meet impact

