



The Conference Board
of Canada

Le Conference Board
du Canada

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Global Commerce Centre
Le Centre du commerce mondial

GLOBAL COMMERCE CENTRE

2015-2016 Annual Report

August, 2016

The Global Commerce Centre helps business and government leaders respond effectively to the rapidly changing global business operating environment.

Members of the Global Commerce Centre,

This annual report marks the tenth anniversary of the Global Commerce Centre! This year, we published research on several themes including preparing for the US rebound, taking advantage of services trade, preparing for freer trade with the European Union, and succeeding in global markets. We also updated the interactive trade forecast tool we developed last year. In addition, several research projects were begun focused on the changing trade and technology paradigm, innovation and the next generation of free trade agreements, and changing Chinese demand.

Leaders and the public were exposed to the evidence-based messages in our research through an active series of public commentaries. The commentaries were linked to current events and published in major Canadian media as well as specialized media. Centre research has also been actively discussed on social media. We continued to offer webinars to members as a benefit of membership.

We had two member meetings. The November 2015 meeting was held in Ottawa and focused on preparing for the next trade era. Our May 2016 meeting was held in Toronto and focused on the future of global commerce. This year we added Natural Resources Canada, Atlantic Canada

Opportunities Agency and Bank of Canada as new members of the Global Commerce Centre. We will be welcoming some new Centre members in the coming year.

Looking forward, we will continue to examine opportunities for Canadian companies in global markets both in our research and events. We look forward to members joining us at our November meeting in Ottawa where we will focus on “China's New Normal: What Does It Mean for Canada?”. 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.

Danielle Goldfarb
Director, Global Commerce Centre

Member Benefits

Research Program

The Centre produced the following reports and briefs this the past year. Readers on the Conference Board E-Library gave our reports an average rating of over 4.6 out of 5. Readers downloaded over 2,700 copies of Centre reports from the Conference Board’s e-library during 2015-16.

Preparing for the Next Trade Era

- [Canada’s Next Trade Era: Which Industries Are Prepared to Take On U.S. Demand?](#)
- [Building for Growth: Trade, Rail, and Related Infrastructure](#)
- [Canadian Interactive Trade Forecast—2015](#)

Canada’s High Value Services Trade

- [Becoming a Services Superpower: Tapping Into the Global Appetite for High-Value Services](#)
- [Spotlight on Services in Canada’s Global Commerce](#)
- [Good Service is Good Business: How Services Add Value to Canadian Goods Exports](#)

Preparing for Freer Trade with the European Union

- [Stronger Ties: Export Gains from Tariff Elimination Under CETA](#)
- [Understanding the Four Faces of Europe](#)

The following Centre reports were in development this year, and members received advance exposure to the findings.

Preparing for the Next Trade Era

- [Canada’s New Trade and Technology Paradigm: Finding the Right Policy Mix](#)

Succeeding in Global Markets

- [Canada's Most Important Future Global Markets](#)

Meeting Presentation Highlights

November 19-20, 2015 “Preparing for the Next Trade Era”

- Special Session for members and Invited guests from the business and policy community
- The Global Outlook and Preparing for the Next Trade Era - Glen Hodgson, Senior VP and Chief Economist, The Conference Board of Canada
- Moderated Panel Session: Emerging Trends and Challenges in the Next Trade Era
 - Moderator: Nancy Faraday-Smith, President, Ottawa Economics Association
 - Marc Blanchet, Chief Financial Officer, h2o Innovation
 - Automated vehicles: the technology that will change the world, Barrie Kirk, Executive Director, Canadian Automated Vehicles Centre of Excellence (CAVCOE)
 - Fiona Murray, Vice-President Corporate Marketing, Canadian National Railway Company
 - Teresa Jones, Director of International Transportation, Costco Wholesale
- Optimizing Transport in a New Trade Era, Shawn Tupper, Assistant Deputy Minister, Policy, Transport Canada
- Networking Dinner speaker, Mary-Anne Carignan, President, Purkinje
- Business Presentation, Joel Neuheimer, Senior Director, International Trade and Transportation, Forest Products Association of Canada (FPAC)
- Are we ready for growth? Trade expansion and impact on rail and related infrastructure, Louis Theriault, Vice-President Public Policy, The Conference Board of Canada
- Where is demand expected to come from, how can we optimize current transport system and where should we make additional investments? Christian Dea, Chief Economist and Director General, Transportation and Economic Analysis, Transport Canada
- Preliminary Global Commerce Centre Research:
 - Which industries are best prepared for the next export era? & Interactive Trade Forecast – Jacqueline Palladini
- Next Year’s Plan for the Global Commerce Centre, Update on the current plan and potential new products. Roundtable discussion: What themes and questions should the GCC address in the coming year? What new products should we introduce? Who else should we invite to be around the table?

May 5-6, 2016 “The Future of Global Commerce”

- The Canadian and Global Outlook – Glen Hodgson, Senior VP and Chief Economist, The Conference Board of Canada
- The Changing Global Landscape – Dr. Andre Downs, Chief Economist, Global Affairs Canada
- Panel: Emerging Trends

- Supply Chains in a Changing Global Economy, David Johnston, Associate Professor of Operations Management and Information Systems, Schulich School of Business
- China's Transformation: A Firm-Level Perspective, Loren Brandt, Noranda Chair Professor of Economics and International Trade, Department of Economics, University of Toronto
- Business Panel
 - Neil Seeman, CEO, RIWI Corp.
 - James Swayze, CEO, Symbility Solutions Inc.
- Canada's Trade Strategy – Susan Bincoletto, Assistant Deputy Minister, Global Affairs Canada
- Panel: Disruptive Technologies
 - Joshua Gans, Professor, and Area Coordinator of Strategic Management, Author "The Disruption Dilemma", Rotman School of Management
 - Kevin Chan, Head of Public Policy, Canada, Facebook
- Global Commerce Centre Research
 - Canada's New Trade/Technology Normal, Danielle Goldfarb, Director, Global Commerce Centre
 - TPP, IP, and Maximizing Canada's Gains from the Next Generation of Trade Deals, John Curtis
- Interactive Discussion: What do these trends mean for Canada's role in GVCs? Where should the research go from here? Danielle Goldfarb, Director, Global Commerce Centre

Webinars:

- [Global Competitive Advantage: How Canadian Companies can Achieve International Business Success](#)
- [Canada's Next Export Era: Bringing Trade Back to the Future](#)
- [The Trans-Pacific Partnership Trade Agreement: Threats and Opportunities, Winners, and Losers](#)
- [A World of Opportunity: How to Leverage Global Commerce Trends in 2016](#)
- [Servicing the Planet: The Future of Canada's High-Value Services](#)
- [The Future of Canada's High-Value Business Services: Servicing the Planet](#)
- [CETA and you: Seizing the Benefits of Freer Trade with Europe](#)

Member Interaction

Our thanks go out to the Transport Canada and Global Affairs Canada for graciously co-hosting our November and May events respectively.

The table below indicates the high level of member participation and the very high degree of satisfaction with our meetings program last year.

	November 19 & 20, 2015 “Preparing for the Next Trade Era”, Ottawa	May 5 & 6, 2016 “The Future of Global Commerce”, Toronto
Attendance	35	35
Satisfaction Scores (1- 5 with 5 being excellent)	4.4	4.8

Outreach and Education

Here are some highlights from our published commentaries:

- [Is Canada ready for free trade with Europe?](#), The Globe and Mail, May 4, 2016
- [Low loonie is a shot in the arm for these five manufacturing sectors](#), The Globe and Mail, April 13, 2016
- [Canada’s trade priorities need a reset](#), The Globe and Mail, March 22, 2016
- [Exportations aux États-Unis: le manufacturier canadien mal positionné](#), TVA Nouvelles, February 11, 2016
- [Le secteur manufacturier en perte de vitesse](#), Canoe, February 11, 2016
- [These Will Be The Winners And Losers In Canada's Post-Oil Crash Economy](#), Huffington Post, February 11, 2016
- [Many Canadian exporters not ready for shifting trade patterns](#), The Globe and Mail, February 11, 2016
- [Canada’s manufacturers can make the most of the U.S. recovery](#), Canadian business, February 3, 2016
- [There is an upside to Canada's downward dollar](#), The Globe and Mail, January 2016
- [Five trade game changers for Canada in 2016](#), BNN interview, January 5, 2016
- [Five Trade Game Changers for Canada in 2016](#), Canadian Business, January 4, 2016
- [TPP: Don’t forget the big picture](#), Open Canada, November 2015
- [Amid the Recession Gloom, Services Still Going Strong](#), Canadian Business, September 2015
- [Canada has the potential to be a services superpower](#), Globe and Mail, August 2015
- [Exportations: un espoir assombri par le yuan](#), La Presse, August 2015
- [CETA could be huge for Canada—if companies are ready to adapt](#), Canadian Business, July 2015
- [Spotlight on TPP: Agreement key for services superpower like Canada](#), Canadian International Council, July 2015
- [Why just sell a jet when you can also sell service contracts?](#), The Globe and Mail, June, 2015

Overall, Centre reports were covered in 152 media stories with a reach of over 49 million impressions. This doubles the media coverage from the previous year. “Becoming a Services Superpower: Tapping into the Global Appetite for High-Value Services” was the most covered report in the major media outlets.

The Centre also regularly sends papers to outside researchers, business leaders, and policy makers for review. Centre staff consults regularly with public and private sector members, as well as researchers, business leaders, and policy makers. Glen Hodgson, the Conference Board's Senior Vice President and Chief Economist, regularly discusses Centre findings into his over 80 annual presentations across the country.

Looking Forward

Upcoming research and meetings will focus on China, climate change/green trade, and other themes raised by members. Members are encouraged to contact us with any relevant research and suggestions for speakers.

Upcoming Research

1. Changing Chinese Demand: Sweet Spots for Canada (Fall 2016)
2. Interactive, Web-Based Trade Forecast (fall 2016 update)
3. What Does Canada's Trade Look Like in 2020 (fall 2016)
4. Preparing for Climate Change: Business Threat or Opportunity
5. Canada's Green Trade
6. What's Not in the TPP: Innovation, IP Rights and Positioning Canada to Maximize Gains from Next Gen Trade Deals (Fall 2016)

Meetings Program:

November 2, 2016, Members Meeting: China's New Normal: What Does It Mean for Canada? Co-Host: Economic Development Canada

Spring 2017, Members Meeting: Preparing for Climate Change: Business Threat or Opportunity
Co-Host: To be determined

Webinars based on key findings from Centre research or related to Centre research will continue to be available to members as part of their membership fee.

Member Organizations

Champion Level

Export Development Canada
Global Affairs Canada

Lead Level

Atlantic Canada Opportunities Agency
British Columbia Ministry of International Trade
Business Development Bank of Canada
Canada Economic Development for Quebec Regions
Federal Economic Development Agency for Southern Ontario
Innovation, Science and Economic Development Canada
Ministère de l'Économie, de la Science et de l'Innovation
Natural Resources Canada
Ontario Ministry of Economic Development, Employment and Infrastructure
Scotiabank
Transport Canada

Partner Level

Bank of Canada
Business Council of Canada
Halifax Port Authority
Nova Scotia Business Inc.
Western Economic Diversification Canada

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