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CANADA

JOBS, GROWTH, PRODUCTIVITY AND DEMOGRAPHIC CHANGE: CHALLENGES AND OPPORTUNITIES FOR CANADA

Report of the Standing Committee on Finance

**James Rajotte, M.P.
Chair**

DECEMBER 2012

41st PARLIAMENT, FIRST SESSION

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THE STANDING COMMITTEE ON FINANCE

has the honour to present its

FOURTEENTH REPORT

Pursuant to its mandate under Standing Order 83.1, the Committee has studied proposals in the budgetary policy of the government and has agreed to report the following:

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CHAPTER 1: INTRODUCTION

On 8 June 2012, the House of Commons Standing Committee on Finance launched the pre-budget consultations for 2012, and individuals and organizations were invited to share their thoughts online by responding to five questions:

- on the issue of economic recovery and growth: *Given the current climate of federal and global fiscal restraint, what specific federal measures do you feel are needed for a sustained economic recovery and enhanced economic growth in Canada?*
- on the issue of job creation: *As Canadian companies face pressures resulting from such factors as uncertainty about the U.S. economic recovery, a sovereign debt crisis in Europe, and competition from a number of developed and developing countries, what specific federal actions do you believe should be taken to promote job creation in Canada, including that which occurs as a result of enhanced internal and international trade?*
- on the issue of demographic change: *What specific federal measures do you think should be implemented to help the country address the consequences of, and challenges associated with, the aging of the Canadian population and of skills shortages?*
- on the issue of productivity: *With labour market challenges arising in part as a result of the aging of Canada's population and an ongoing focus on the actions needed for competitiveness, what specific federal initiatives are needed in order to increase productivity in Canada?*
- on the issue of other challenges: *With some Canadian individuals, businesses and communities facing particular challenges at this time, in your view, who is facing the most challenges, what are the challenges that are being faced and what specific federal actions are needed to address these challenges?*

To at least some extent, a number of the responses were influenced by the domestic and international economic environment, the level of employment, Canada's population aging and the nation's productivity performance.

In its *World Economic Outlook: Coping with High Debt and Sluggish Growth*, the International Monetary Fund (IMF) estimates that the global economy's gross domestic product (GDP) growth rate will be 3.3% in 2012 and 3.6% in 2013, down from 5.1% in 2010 and 3.8% in 2011; the rate for advanced economies is expected to be relatively lower, at 1.3% in 2012 and 1.5% in 2013. While monetary policies in a number of countries seem to be designed to stimulate economic growth, some governments are engaging in fiscal restraint and/or are facing continued uncertainty, with negative implications for

economic growth. According to the IMF, Canada — whose economy is doing well compared to other countries — has the lowest public debt-to-GDP ratio among the Group of Seven (G7) nations. However, the IMF feels that fiscal challenges in the euro area and in the United States are the main risks to the global economic outlook. Both the IMF and the Organisation for Economic Co-operation and Development (OECD) predict that, in 2012 and 2013, Canada will have among the highest rates of economic growth in the G7.

Canada's economy is part of the global economy. According to Statistics Canada, year-over-year growth in Canada's real GDP declined from a rate of 3.0% in the first quarter of 2011 to 2.0% in the second quarter of that year, and remained in the 2.0% to 3.0% range through to the second quarter of 2012. Although Canada's small, open economy remains sensitive to economic, financial and fiscal challenges in other countries, IMF data suggest that the Canadian economy grew at a faster rate than most advanced economies in the first half of 2012 and that the nation's economy is expected to continue to grow in the short term. That said, the growth is predicted to be hampered by weak growth in the global economy, by higher-than-expected commodity prices and by an inability to increase consumer spending due to high levels of consumer debt. According to the IMF's projections, the Canadian economy will grow by 1.9% in 2012 and by 2.0% in 2013.

With more than 880,000 net new jobs created since July 2009, Canada has had one of the highest rates of employment growth among the G7 nations; the country has had a positive growth rate since the first quarter of 2010 and, in the third quarter of 2012, the country's unemployment rate remained stable, at 7.3%. According to Statistics Canada, employment in Canada — which decreased during the recession that began in 2008 — reached its pre-recession level in January 2011 and has since surpassed that level, with an additional 338,000 people employed as of September 2012; on a net basis, this employment growth has been in full-time positions.

For some time now, the Canadian population has been aging, a situation that can be explained by two factors: a declining birth rate and rising life expectancy. According to Statistics Canada, Canada's annual population growth rate increased after 1945, reaching 3.9% in 1959 before falling below the generational replacement rate of 2.1% in 1972 and continuing to decrease to an historical low of almost 0.8% in 1998 before rising to about 1.7% in 2008 and falling to 1.1% in 2010. Furthermore, between 1961 and 2006, life expectancy at birth in Canada rose from 68 to 78 years for men and from 74 to 83 years for women. Statistics Canada estimates that, in 2036, life expectancy at birth will be between 82 and 85 years for men and between 86 and 88 years for women. As a result, Statistics Canada anticipates that, with current demographic trends, the number of Canadian seniors could double between 2011 and 2033, rising from about 5 million to 10 million. Moreover, the proportion of working-aged people to seniors could diminish relatively rapidly, from 4.9 to 2.6, with implications for the ability of governments to support seniors.

Productivity enables a nation to enhance its economic growth. For example, it permits more goods to be produced and/or services to be provided with the same quantity of resources. For a number of years, Canada's productivity growth rate has lagged that of

its major trading partners, including the United States. According to OECD data for the 2000 to 2009 period, Canada's labour productivity growth rate — at 0.6% — was less than one half of the average of OECD member countries, at 1.5%. On 17 October 2011, in a report entitled *Innovation Canada: A Call to Action*, innovation was highlighted as a solution to Canada's relatively poor productivity performance.

The witnesses' proposals and the Committee's recommendations might be viewed with this economic environment, level of employment growth, population aging and productivity performance in mind. Chapter 2 of the report summarizes the comments made to the Committee by the Bank of Canada about the nation's economic environment and the views of witnesses on the federal fiscal environment; in some sense, an examination of the economic and fiscal environments provides a context for the three subsequent chapters. Chapter 3 presents the testimony received by the Committee in relation to people, while the witnesses' views about businesses are contained in Chapter 4. Recognizing that Canada's people and businesses live and operate respectively in communities, the proposals made by witnesses on this topic are included in Chapter 5. The Committee's recommendations are provided in Chapter 6, and Chapter 7 contains the report's conclusions. Finally, for each of the five questions noted earlier, the report's Appendix identifies the topics about which individuals and organizations submitted comments and/or proposals for change. It should be noted that, while the pre-budget consultations were under way, the Committee also held hearings in relation to a study of tax incentives for charitable giving; a report and recommendations will be presented early in 2013.

CHAPTER 2: THE ECONOMIC AND FISCAL ENVIRONMENTS

In its recent biannual appearance before the Committee, which occurred while pre-budget consultations were ongoing, the [Bank of Canada](#) spoke about a range of considerations in relation to the domestic economy. Moreover, a number of the Committee's witnesses commented on federal fiscal issues, including revenue, expenditures, and budgetary balance and debt reduction.

ECONOMIC ENVIRONMENT

According to the Bank of Canada, economic growth has slowed in all major economic regions of the world, which has restrained growth in Canada; in particular, growth in the United States is slow, Europe is in a recession, the European crisis is expected to continue in the medium term, and growth in China and other emerging economies has slowed. The Bank also stated that the greatest risks to future economic growth in Canada are external, and made particular mention of the potential economic impacts for Canada of a failure to stabilize financial and credit markets in Europe, as well as of the possible scenarios concerning resolution of the United States' "fiscal cliff," which refers to such fiscal measures as tax reductions and extensions of unemployment insurance benefits that are set to expire in 2013, and scheduled spending reductions associated with sequestration.

In describing the domestic economic situation, the Bank of Canada stated that most of the economic growth observed in Canada in recent months — 1.8% and 1.9% in the first and second quarters of 2012 respectively — can be attributed to domestic factors. These factors include relatively low interest rates — which tend to increase household consumption and business investment — and high commodity prices — which tend to lead to greater economic growth due to the high proportion of the value of Canadian exports that is commodity-based. That said, according to the Bank, the household debt burden is expected to rise further before stabilizing by the end of 2014, a situation that poses a risk to Canada's future economic growth. The Bank projected that the economy will grow by 2.2% in 2012, by 2.3% in 2013 and by 2.4% in 2014.

Table 1 – Actual and Projected Annual Real Growth in Gross Domestic Product, Canada, by Organization, 2011–2013 (%)

Organization	Actual	Projected	
	2011	2012	2013
Bank of Canada	2.6	2.2 (2.1)	2.3 (2.3)
Department of Finance	2.6	2.1 (2.1)	2.2 (2.4)
Financial Institutions:			
BMO	2.6	2.2	2.0
CIBC	2.6	2.1	2.0
RBC	2.6	2.3	2.4
TD Economics	2.6	1.8	2.0
Desjardins	2.6	2.2	2.2
International Monetary Fund	2.6	1.9 (2.1)	2.0 (2.2)

Notes: The numbers in brackets are previous projections.

According to Statistics Canada's 1 October 2012 release of historical revisions to the System of National Accounts, Canada's real gross domestic product grew by 2.6% in 2011, an upward revision from 2.4%.

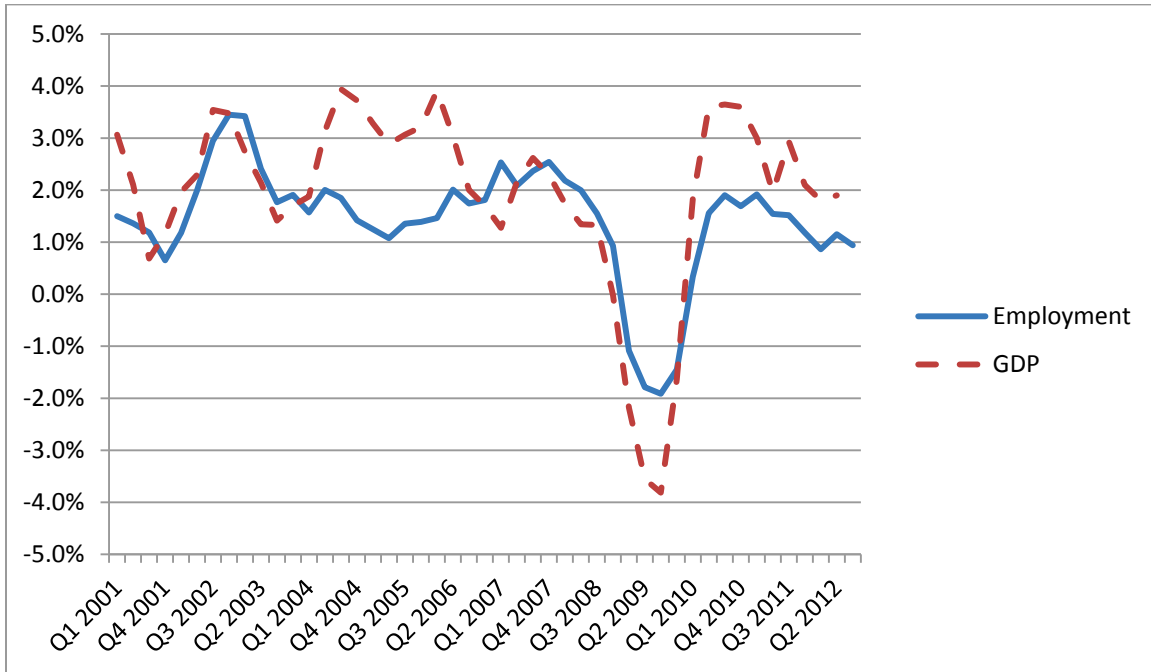
Sources: Prepared using data from Bank of Canada, *Monetary Policy Report*, 24 October 2012, p. 26; Department of Finance, *Survey of Private Sector Economic Forecasters*, June 2012; International Monetary Fund, *World Economic Outlook*, October 2012, p. 2; BMO, *Canadian Economic Outlook*, 19 October 2012; CIBC, *Economic Insights*, 28 August 2012, p. 12; Royal Bank of Canada, *Financial Markets Monthly*, 5 October 2012, p. 6; TD Economics, *Quarterly Economic Forecast*, 18 September 2012, p. 5; and Desjardins, *Economic and Financial Outlook*, 22 October 2012, p. 2.

In assessing the benefits and drawbacks of reducing federal spending, the Bank of Canada noted that the government's spending in 2008 and 2009 accounted for up to one third of the country's GDP growth in 2009 and 2010. It also stated that the subsequent withdrawal of fiscal stimulus and the desire to balance the budget will have a negative effect on economic growth; according to the Bank's projections, actual federal spending for 2013–2014 is expected to increase GDP growth by 0.3 percentage points, although this contribution is lower than the historical average of 0.6 percentage points. As well, the Bank indicated that, compared with other developed countries, Canada has the lowest debt-to-GDP ratio and, therefore, more policy options.

Regarding the level of employment in Canada, the Bank of Canada noted that the number of jobs fell by 430,000 during the recession that started in 2008; since then, employment has surpassed its pre-2008 level, having increased by an additional 380,000. Furthermore, according to the Bank, the "quality" of the additional positions is high; 77% of the positions are in industries where the wage is above average, 85% are in the private sector, and most are full-time. In comparing Canada to other countries, the Bank noted that Canada is in a much better position than is the United States, which has not yet recovered the number of jobs lost during the recession, and than other G7 countries,

which have had slow job creation and have created jobs that are of relatively lower quality. That said, in indicating that employment improvements are still required, the Bank also highlighted that Canada's unemployment rate is currently 7.3% to 7.4%, the country's employment-to-population ratio is lower than prior to the recession, and the level of involuntary part-time employment, which reflects a situation where people are working part-time but would prefer full-time employment, exceeds its pre-recession level.

Figure 1 – Year-Over-Year Real Gross Domestic Product (GDP) and Employment Growth, Canada, First Quarter 2001–Third Quarter 2012 (%)



Note: Gross domestic product (GDP) data used 2007 constant prices. The employment growth calculation is based on average quarterly data.

Source: Prepared using seasonally-adjusted data from Statistics Canada, CANSIM, Tables 380-0064 and 282-0087 (accessed 19 November 2012) and from the Bank of Canada, *Monetary Policy Report*, October 2012.

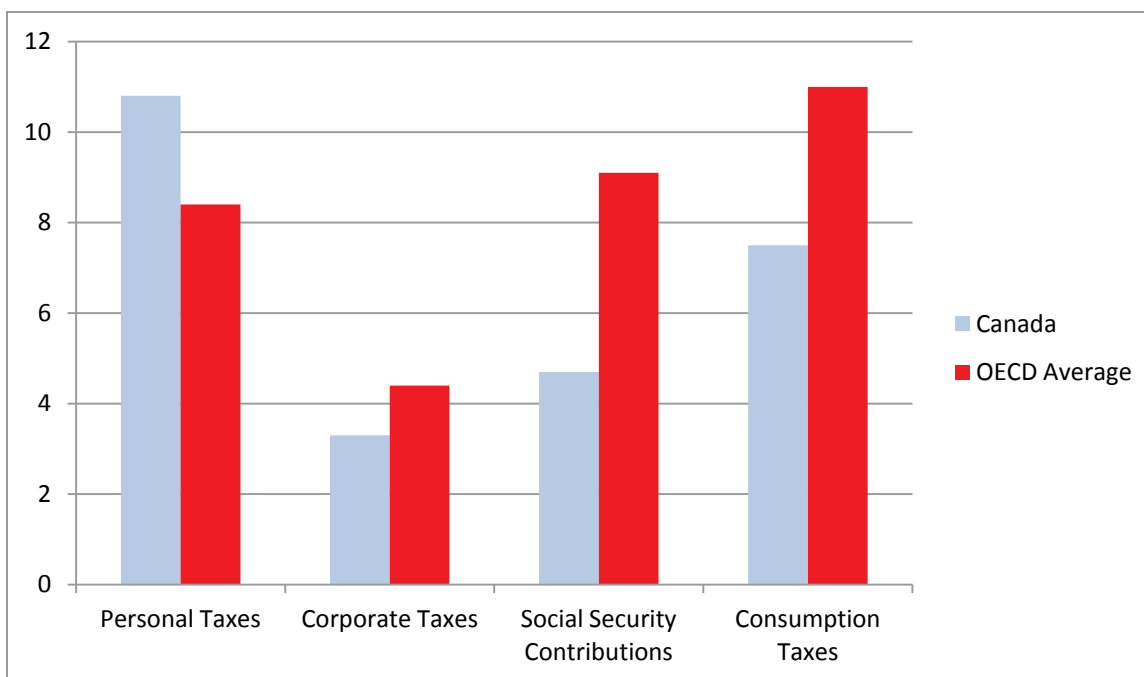
FISCAL ENVIRONMENT

Revenue

In speaking to the Committee about the proportion of tax revenue from various sources, the [Canadian Institute of Chartered Accountants](#) said that, compared to other OECD countries, personal income taxes in Canada make a significantly higher contribution to government revenue than do consumption taxes, and that the government should increase the proportion of revenue from consumption taxes. Similarly, recognizing that economists view consumption taxes as the most efficient and progressive form of taxation, [Financial Executives International Canada](#) advocated an increase in the Goods

and Services Tax (GST) rate, rather than increases in corporate taxes, personal taxes or social security contributions, in the event that additional revenue is required.

Figure 2 – Total Government Tax Revenue, as a Percentage of Gross Domestic Product, Canada and Organisation for Economic Co-operation and Development (OECD) Countries, 2010



Source: Prepared using data from Organisation for Economic Co-operation and Development, *Revenue Statistics StatExtracts*, Tables 1100, 1200, 2000 and 5000 (accessed 16 November 2012).

In discussing the sources of revenue that should be the primary focus in the event that additional revenue is needed, the [Certified General Accountant Association of Canada](#) suggested that the government should close tax loopholes and prosecute more tax evaders, while the [Réseau SOLIDARITÉ Itinérance du Québec](#) said that taxes for high-income individuals should be increased.

Expenditures

In its appearance before the Committee, the [Canadian Labour Congress](#) suggested that the government — in partnership with provincial and municipal governments — should launch a major, multi-year public investment program; particular mention was made of municipal infrastructure, transit systems, affordable housing, child care, energy conservation and renewable energy projects. Similarly, the [Canadian Union of Public Employees](#) urged higher funding of these initiatives.

The [Professional Institute of the Public Service of Canada](#) and [Financial Executives International Canada](#) suggested that the government should seek efficiencies in its day-to-day operations. The [Calgary Chamber of Commerce](#) stated that growth in federal

expenditures for the 2013–2104 fiscal year should be limited to between 2.6% and 3.0% of the average of the previous five years of expenditures.

Regarding reductions in federal expenditures, the [Public Service Alliance of Canada](#) asked that the government reverse the reductions that have occurred, while the [Canadian Union of Public Employees](#) stated that the government should refrain from making further reductions. The [Professional Institute of the Public Service of Canada](#) argued that federal public service employment reductions should be curtailed, especially in respect of jobs related to health and safety.

Budgetary Balance and Debt Reduction

In their appearance before the Committee, and with a focus on eliminating federal deficits, [Financial Executives International Canada](#), the [Canadian Federation of Independent Business](#), [Desjardins Group](#), the [Regroupement des jeunes chambres de commerce du Québec](#), the [Canadian Institute of Chartered Accountants](#), the [Canadian Chamber of Commerce](#) and the [Mining Association of Canada](#) urged the government to continue to pursue a balanced budget in the short to medium term. As well, the [Mining Association of Canada](#) asked that the government continue to prioritize Canada's economic "fundamentals" by preserving and improving the country's tax levels, and decreasing the national debt.

Transparency and Accountability

In speaking to the Committee about transparency in budgetary decisions, the [Public Service Alliance of Canada](#) indicated that the government should receive, and give consideration to, feedback from Canadians before budgetary decisions are made. The [Canadian Association of Social Workers](#) argued that the government should have direct responsibility for, and coordinate shared accountability with, the provinces through the Canada Social Transfer (CST); this responsibility and accountability could be similar to the *Canada Health Act*.

CHAPTER 3: PEOPLE

A variety of issues related to Canada's people were brought to the Committee's attention. Specifically, witnesses spoke about personal income taxation, education, employment, health, and retirement savings and income.

PERSONAL INCOME TAXATION

Tax Burden

In its appearance before the Committee, the [Canadian Institute of Chartered Accountants](#) shared its view that easing the personal income tax burden would help to attract and retain employees, thereby enhancing economic growth. In particular, it believed that broad-based tax reductions — rather than personal income tax credits, which add complexity to the system — should be examined.

According to [Luc Godbout](#), additional study is needed in relation to data suggesting that some households in Ontario and Quebec with earnings of less than \$40,000 pay relatively more in taxes when their household income increases by \$400.

Seniors

In speaking to the Committee about single seniors, and particularly older women, the [Canadian Association of Retired Persons](#) made two requests: establish a measure that would be equivalent to the spousal allowance for single seniors who are in financial need, and make the Caregiver Tax Credit a refundable credit.

Persons with Disabilities

The [Council of Canadians with Disabilities](#) told the Committee that, in order to assist disabled individuals who are poor, the government should remove barriers for those with intellectual disabilities who wish to open a registered disability savings plan, expand the definition of a person with a disability in relation to the Disability Tax Credit, and make the Canada Pension Plan (CPP) disability benefit a non-taxable benefit for income tax purposes. As well, [it](#) said that the Disability Tax Credit should be fully refundable, exempt from income for purposes of provincial social assistance programs, and automatically available when qualification for the CPP disability benefit is established.

CHARITABLE DONATIONS

In speaking to the Committee about how best to provide incentives for individuals to donate to charities, the [Medicine Hat and District Chamber of Commerce](#) suggested that the government should increase the charitable donations tax credit rates and provide less direct funding to charities.

[Sport Manitoba Inc.](#) commented on the increasingly important role of the private sector in providing resources for the delivery of sports programs, and spoke about charitable tax incentives that attract such sources of funding.

EDUCATION

Federal Education Strategy

The [Association of Canadian Community Colleges](#) spoke to the Committee about lifelong learning, and supported this concept as part of a national strategy for education in Canada, while [Polytechnics Canada](#) highlighted the United Kingdom, Australia and Germany as possible models for addressing skilled labour shortages through the education system. The latter suggested that expert panels should be established and assigned the task of addressing the issue of skilled labour shortages.

In commenting on the Advisory Panel on Canada's International Education Strategy's report entitled *International Education: A Key Driver of Canada's Future Prosperity*, the [Canadian Bureau for International Education](#) and the [Association of Universities and Colleges of Canada](#) supported the report's recommendations. The former also advocated substantial and sustained investments in an international education strategy delivered in partnership with key stakeholders, and requested that funding for international education be increased to \$25 million within three years, with a particular focus on enhancing Canada's supply of scholarships. The [Canadian Federation for the Humanities and Social Sciences](#) supported scholarships, training and educational opportunities abroad, while the [University of Toronto](#) proposed investments in scholarships, particularly for graduate students.

The [University of Manitoba](#) focused on the strategic importance of fostering international research collaborations among universities, governments and industry, of investing in opportunities for Canadian students to study abroad, and of enhancing marketing and branding efforts in order to attract international students to Canada. The [Council of Ontario Universities](#) encouraged the government to make international education and research a pillar of the nation's foreign policy and economic growth objectives. The [University of Saskatchewan](#) advocated the creation of a federal science strategy that would increase the national and international visibility of research-intensive Canadian universities and attract high-quality students and researchers to Canada, while [McGill University](#) spoke about the importance of supporting international partnerships through investments in internationalization, such as funding study-abroad programs for Canadian students, providing seed funding to support international research collaborations, and funding bilateral or multinational research initiatives.

Regarding the inequity that they perceived exists in federal post-secondary education funding, the [National Association of Career Colleges](#) and [Polytechnics Canada](#) highlighted the need to ensure that private and public educational institutions receive an equitable share of research awards and scholarships, particularly within an approach designed to attract international students to Canada. In relation to English as a second language training, the [Canadian Association of University Teachers](#) urged the government

to fund public institutions and to avoid a voucher system that, in its view, gives a preferential benefit to private trainers.

Support to the Provinces/Territories and First Nations

The [Association of Canadian Community Colleges](#) informed the Committee about the need to increase funding of the post-secondary education component of the CST in order to achieve improved educational outcomes across Canada.

The [Inuit Tapiriit Kanatami](#) highlighted the challenge of adapting public-sector policies and private-sector initiatives to address the particular needs of Aboriginal students, and noted the urgency of achieving better socioeconomic outcomes for Inuit through educational support; from that perspective, it argued for targeted funding measures aimed at what it characterized as radical improvements in Inuit education and training. The [Association of Universities and Colleges of Canada](#) and the [University of Saskatchewan](#) supported more federal funding of post-secondary studies, while the [University of Manitoba](#) encouraged renewed federal funding of reach-back programs, which are currently being financed by the private sector. The [University of Manitoba](#) also advocated support for university programs that address the unique needs of Canada's Aboriginal population, as well as for a greater range of family, community and other supports for Aboriginal post-secondary students. The [Boys and Girls Clubs of Canada](#) encouraged the government to work in collaboration with Aboriginal organizations to meet the needs of Aboriginal peoples for information relating to post-secondary education.

The [Canadian Association of University Teachers](#) and the [Canadian Union of Public Employees](#) argued for increased funding of Aboriginal post-secondary education, while the [Association of Canadian Community Colleges](#) spoke about the need for balanced investments between the kindergarten through grade 12 system and post-secondary education, and highlighted the educational gap between Aboriginal peoples and non-Aboriginal residents in Canada. The [Canadian Alliance of Student Associations](#) requested that the government remove the 2% funding cap currently in place in relation to the Post-Secondary Student Support Program, and called for adequate funding to support both the backlog of students who have been denied assistance and the needs of future applicants. The [Council of Ontario Universities](#) urged the government to consider new areas of investment that would increase Aboriginal high school completion, and that would expand access to — and encourage success in — post-secondary education for Aboriginal learners.

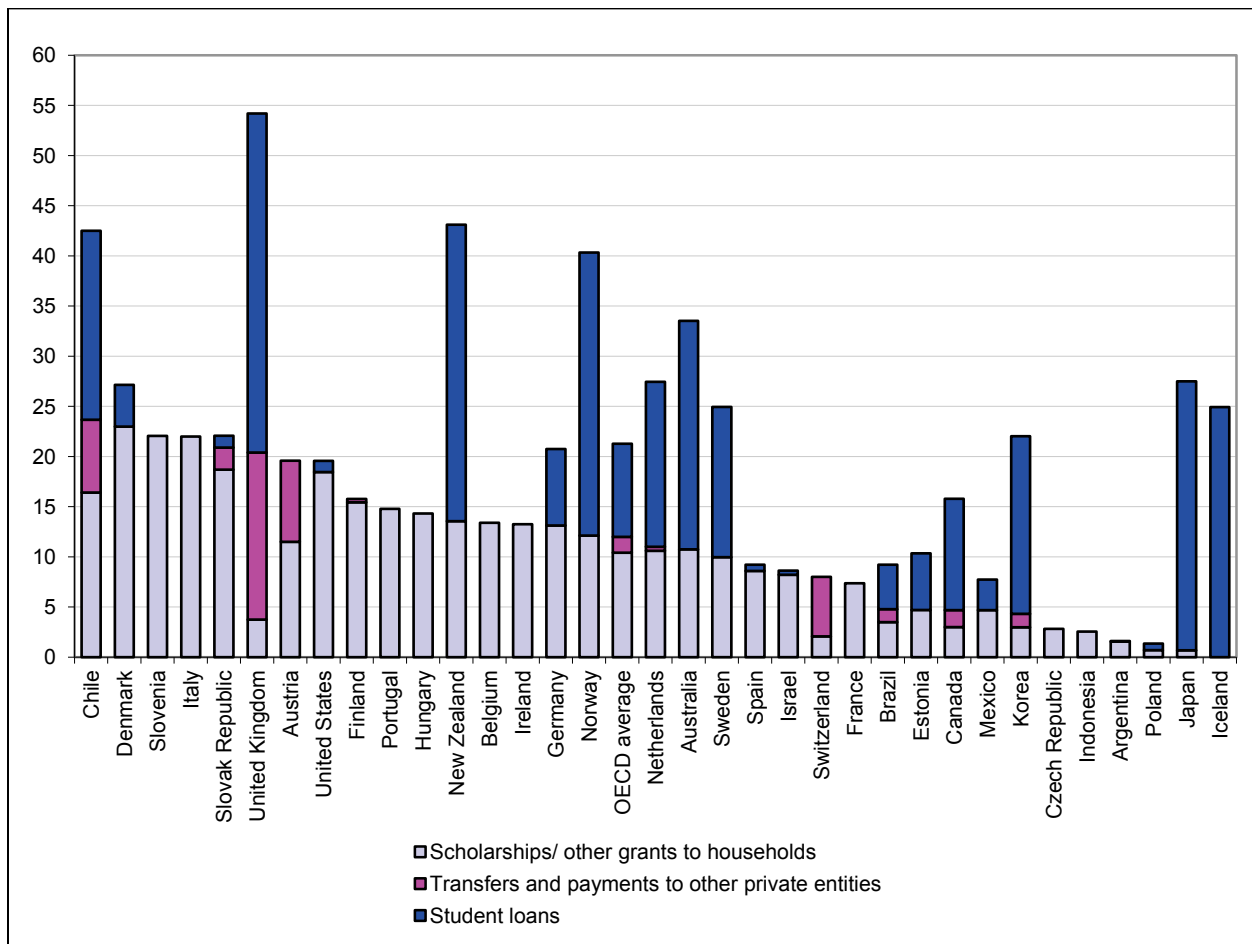
Regarding the improved Aboriginal educational outcomes that they argued could be achieved through government support of ongoing efforts by private institutions, the [Association of Universities and Colleges of Canada](#) focused on increasing the scale of proven projects, while the [University of Saskatchewan](#) mentioned that new approaches that are being explored would be implemented more quickly with federal support. As a means of closing the educational gap between Aboriginal peoples and non-Aboriginal residents in Canada, they noted the need for federal support of initiatives developed in partnership with such stakeholders as Aboriginal leaders, universities and the private sector.

Support for Students

In its appearance before the Committee, the [Canadian Federation of Students](#) advocated the implementation of a federal post-secondary education act modelled on the *Canada Health Act*, with provincial accountability regarding the way in which federal transfers are spent. It called for measures that would address current disparities in the amount of per-student funding to the provinces, decrease student debt by one half by 2015, address the underfunding of post-secondary education resulting from reduced federal transfers in the late 1990s, and lower tuition fees.

The [Canadian Federation of Students](#) requested that the government redirect the tax expenditure in respect of education tax credits and savings schemes — currently about \$2.52 billion — to the Canada Student Grants Program (CSGP), while the [Canadian Alliance of Student Associations](#) asked for a 25% increase, per qualified student, in the funding available under the CSGP. Regarding student loans, the [National Association of Career Colleges](#) advocated more funding for students through the Canada Student Loans Program (CSLP).

Figure 3 – Public Support to Households and other Private Entities for Tertiary Education as a Percentage of Total Public Expenditures on Education, By Type, Organisation for Economic Co-operation and Development Countries, 2009



Note: Countries are ranked in descending order of the share of scholarships and other grants to households and transfers and payments to other private entities in total public expenditure on education.

Source: Prepared using data from Organisation for Economic Co-operation and Development, *Education at a Glance 2012*, 11 September 2012, p. 276.

[Polytechnics Canada](#) and the [National Association of Career Colleges](#) noted that, given the eligibility requirements for funding under the CSGP and the CSLP, the condensed nature of their programs puts them at a disadvantage compared to other educational institutions, such as universities. In particular, the latter noted that the average length of a career college program is about 26 weeks, and that eligibility for the CSLP and the CSGP requires program durations of at least 4 weeks and 60 weeks respectively; consequently, it advocated harmonization of program-duration eligibility criteria for both programs, which it believed would reduce unnecessary and complicated bureaucracy.

In speaking about student nutrition, [Food Secure Canada](#) stated that a national student nutrition program for all primary and secondary schools in Canada would result in

higher grades; it suggested that the government should fund 20% of the costs of existing breakfast and snack programs.

The [Canadian Federation of Nurses Unions](#) proposed an expansion of the CSLP's loan forgiveness provision for nurses and other health care providers, such as physiotherapists, working in rural and remote areas to those working in other geographical areas, and an expansion of the CSGP to registered nurses who are returning to school.

Job Training

The [Association of Canadian Community Colleges](#) and the [Canadian Union of Public Employees](#) spoke to the Committee about the need for public-private collaboration to address the skills development needs of Canadians. The [latter](#) also supported greater investments in training and education, particularly in national workplace training programs and initiatives that would lead to improved employment opportunities for women, visible minorities and disabled Canadians. The [Association of Universities and Colleges of Canada](#) advocated internships and other measures that would increase the work experiences of graduate students in a broad range of interdisciplinary sectors.

The [Canadian Steel Producers Association](#) and the [Petroleum Services Association of Canada](#) proposed the introduction of a training tax credit that would offset some of the training costs associated with hiring people who lack the necessary skills and that would encourage employers to invest in further skills development of their existing workforce. The [Mining Association of Canada](#) asked that the government consider the funding of specific programs within the Mining Industry Human Resources Council related to labour market research, labour certification and Aboriginal inclusion. In speaking about the needs of their profession and sector respectively, [Engineers Canada](#) and the [Forest Products Association of Canada](#) urged the government to work on initiatives to help attract and train underrepresented groups, such as women and Aboriginal peoples.

Financial Literacy

In its appearance before the Committee, the [Canadian Institute of Chartered Accountants](#) observed that individuals must have the skills and knowledge to save for their retirement. To that end, it urged the government to continue its commitment to financial literacy.

EMPLOYMENT

Labour Shortages and Domestic Labour Force

In speaking to the Committee about the need to address current and projected labour shortages, the [Canadian Association of Oilwell Drilling Contractors](#) supported providing incentives through existing pension plans, while the [Alberta Chambers of Commerce](#) advocated specific pension-related changes, such as increasing the age of 70 that currently exists in respect of CPP retirement benefits to 75, providing incentives to individuals who postpone receipt of their pension, amending registered retirement savings plan (RRSP) rules to provide greater flexibility for retirement saving after age 72, and

developing harmonized and flexible pension policies in relation to part-time employment that would provide Canadians with incentives to transition out of the labour force after age 65.

Regarding training and educational initiatives to address skills gaps in the labour force, the [Greater Kitchener Waterloo Chamber of Commerce](#) cited the need for increased investments in skills development as complex technological advances are continuously implemented by manufacturers seeking higher productivity. As well, the [Canadian Alliance of Students Associations](#) and the [University of Manitoba](#) suggested that training programs should be targeted to industries where skills gaps exist, and that the benefits of education in the technical professions that are in the greatest demand across Canada should be advertised. The [Canadian Restaurant and Foodservices Association](#) spoke about the importance of working in collaboration with community colleges and universities to improve their understanding of labour market needs, and to ensure that students are successful in obtaining employment upon graduation.

In support of trade professions and apprenticeships, the [Canadian Association of University Teachers](#) suggested that employers should be provided with incentives to hire apprentices, while the [Building and Construction Trades Department, AFL-CIO](#) advocated an extension of the Apprenticeship Incentive Grant to cover the third and fourth years of the apprenticeship program, as well as an increase in the amount of the grant. [Polytechnics Canada](#) suggested that employers that are willing to retain an apprentice through completion of his/her certification should be provided with tax credits. The [Association of Canadian Community Colleges](#) advocated a national vision for skills development, specifically in relation to trades, while the [Building and Construction Trades Department, AFL-CIO](#) noted the importance of national coordination in relation to the public funding of education and training programs, suggesting that — throughout the education system — skilled trades should be promoted as a valuable career path, and argued for enhanced support of the Skills Canada program.

Regarding the way in which Labour Market Agreements (LMAs) are delivered, [Polytechnics Canada](#) highlighted the need for national standards and for LMAs to address specific challenges, such as attracting Canada's youth to trade professions, as well as enhancing the image of colleges as providers of training and education for the skills that are in demand. The [Building and Construction Trades Department, AFL-CIO](#) suggested that LMAs should prescribe and measure training goals for new Red Seal apprenticeships, and that funding to provincial governments under LMAs should be allocated differently so as to encourage employers to hire construction apprentices.

The [Building and Construction Trades Department, AFL-CIO](#) proposed that the government establish a procurement policy in respect of construction sites under federal contracts that would encourage contractors to hire youth or Aboriginal peoples registered in the Red Seal trades, while [Polytechnics Canada](#) said that retention of registered apprentices should be a positive consideration for purposes of decisions about the employer that will be awarded a procurement contract.

The [Alberta Chambers of Commerce](#), the [Calgary Chamber of Commerce](#), the [Canadian Energy Pipeline Association](#) and the [Mining Association of Canada](#) commented on labour shortages and highlighted the importance of inter-provincial labour mobility. The [Calgary Chamber of Commerce](#) also noted that promotion of Canada's energy sector and its role in the Canadian economy could lead to enhanced labour mobility.

The [Association of Canadian Community Colleges](#) and the [Canadian Association of University Teachers](#) supported initiatives to encourage the transferability of skills across jurisdictions, and proposed that the number of apprenticeships within the Red Seal Program be expanded; similarly, the [Forest Products Association of Canada](#) argued for initiatives to encourage skills transferability. The [Canadian Chamber of Commerce](#) and the [Canadian Association of Oilwell Drilling Contractors](#) advocated reform of the Employment Insurance (EI) system in order to encourage people to relocate to areas where labour shortages exist.

Regarding financial support for companies that incur expenses related to labour mobility and travel, the [Canadian Association of Oilwell Drilling Contractors](#) called for tax credits for worker relocation or seasonal work travel expenses, while the [Petroleum Services Association of Canada](#) proposed two changes: reversal of the decision to phase out the Overseas Employment Tax Credit as a means of encouraging employee retention, and an amendment to subsection 6(6) of the *Income Tax Act* (ITA) to make inter-provincial travel expenses incurred for non-temporary work assignments non-taxable benefits. The [Building and Construction Trades Department, AFL-CIO](#) suggested that the government should consider measures that would encourage labour mobility of skilled trades workers, and noted its willingness to partner with the government in creating a mobility tax credit to benefit companies that provide housing incentives to their employees. [It](#) also supported Bill C-201, An Act to amend the Income Tax Act (travel and accommodation deduction for tradespersons).

Labour Shortages and International Labour Force

In speaking to the Committee about foreign sources of labour, [McGill University](#), the [Forest Products Association of Canada](#), [Engineers Canada](#) and the [Mining Association of Canada](#) argued for improved efficiency of the immigration system as a means of lowering barriers to foreign workers. The [Canadian Restaurant and Foodservices Association](#) suggested that modernization of Canada's immigration laws should focus on the needs of the labour market for both skilled and unskilled workers. As well, [McGill University](#), the [Canadian Institute of Chartered Accountants](#) and [Engineers Canada](#) urged the government to continue or increase support of initiatives that streamline the validation process in respect of foreign education qualifications, professional licences or credentials, and workplace experience.

The [Petroleum Services Association of Canada](#) and the [Canadian Cattlemen's Association](#) advocated more efficiency in relation to the Temporary Foreign Worker Program, as well as initiatives that would facilitate both the retention of temporary foreign workers in Canada and their transition to permanent residence status and citizenship. The [Alberta Chambers of Commerce](#) suggested that the Temporary Foreign Worker

Program should be targeted to address immediate labour shortages; in its view, foreign workers should use other immigration programs for attaining permanent residence status. The [Medicine Hat and District Chamber of Commerce](#) highlighted the importance of the Temporary Foreign Worker Program — which it said should have an increased investment — and the Provincial Nominee Program — which it said should be integrated federally in a different manner; it also identified the need to change the way in which these programs are implemented.

The [Canadian Alliance of Student Associations](#) asked that — like international doctoral students — international master's, undergraduate and college students in specific areas of study be accepted for permanent residence status under the Federal Skilled Worker Program.

Other Employment Supports

In their appearance before the Committee, the [Canadian Association of Community Health Centres](#) and [Canada Without Poverty](#) advocated the design and establishment of a federal poverty reduction and elimination plan, and made particular mention of Bill C-233, An Act to eliminate poverty in Canada; in their view, such a plan should be adopted in collaboration with, and as a complement to, existing provincial/territorial initiatives. In discussing the link among educational attainment, employment and poverty, the [Boys and Girls Clubs of Canada](#) similarly supported a federal poverty reduction plan. As well, [Canada Without Poverty](#) proposed additional measures to alleviate poverty, such as the establishment of a low-income refundable tax credit equal to the difference between a person's total income and the value of the low-income measure of applicable households, and the creation of an anti-poverty competitiveness task force and an anti-poverty impact test similar to the business impact test undertaken by departments to evaluate regulations and regulatory burden.

[Canada Without Poverty](#) and the [Canadian Federation of Nurses Unions](#) supported affordable early childhood education and care programs across Canada, the former in order to address multi-generational poverty in families and the latter in order to encourage female labour force participation. As well, the [Canadian Federation of Nurses Unions](#) proposed that monies currently allocated to the Universal Child Care Benefit be given to provinces/territories to enable expansion of accessible, affordable and high-quality child care spaces. The [Child Care Advocacy Association of Canada](#) suggested that the government should include child care in any national strategy related to training skilled workers to replace retiring workers, and advocated universal, affordable, high-quality child care and education, which — among other effects — would support the education and employment needs of parents.

[Canada Without Poverty](#) highlighted the need to implement social skills and support programs that would help Canadians, particularly those with low incomes, be better equipped to access the labour force, while the [Council of Canadians with Disabilities](#) advocated initiatives to improve employment access for disabled persons, such as the regulation of new information technologies, the creation of a centre of excellence for the

dissemination of information to employers about universal design options, and the inclusion of employment targets in LMAs with the provinces.

The [Boys and Girls Clubs of Canada](#) noted the importance of Canada's Youth Employment Strategy and of high-quality after-school programs in enhancing opportunities for youth employment through skills development. It requested increased funding of the Skills Link program, and argued that funding of this and related programs should be made on a long-term and stable basis.

HEALTH

Health Accord, the *Canada Health Act* and the Health Care System

In speaking to the Committee about the next health accord between the federal government and the provinces/territories, the [Canadian Association of Community Health Centres](#) suggested that the accord should contain stable funding, with a minimum 6% yearly increase, and provide for enforcement of the *Canada Health Act*. [Canadian Doctors for Medicare](#), which highlighted the need for national leadership in maintaining a universal health care system, urged the government to negotiate an accord that reflects the needs of all regions and the shared priorities of Canadians, with new funding conditional on provincial/territorial compliance with the *Canada Health Act*.

As well, [Canadian Doctors for Medicare](#) noted the federal responsibility for enforcing the *Canada Health Act*, and — in identifying the violation of the legislation that is occurring with extra billing — suggested that the government should work with the provinces to prevent extra billing.

The [Canadian Federation of Nurses Unions](#) supported negotiations between the federal and provincial/territorial governments on a new health accord with a duration that exceeds five years.

The [Canadian Medical Association](#) requested that the government recognize the implications of the social determinants of health for the demands placed on the health care system. It also suggested that metrics to link health care spending to health outcomes should be created.

Health Care Delivery

The [Canadian Nurses Association](#) informed the Committee about the use of health system indicators to improve health care delivery and about the work of the Canadian Institute for Health Information (CIHI) in identifying indicators, and suggested that the government should implement a national strategy with five health and health system indicators; the indicators should be selected in cooperation with the provinces/territories after working with the CIHI, health providers and other stakeholders. It also advocated a federal commitment to Canada being among the top five ranking nations for each indicator by 2017.

Table 2 – Possible Indicators for Measuring Health System Outcomes

Indicator	Description
Perceived Health	An indicator of overall health status reported by individuals aged 12 and older
Health Conditions	Information on selected health conditions, such as diabetes and high blood pressure
Birth-related Indicators	Low birth weight and preterm birth
Life Expectancy	Life expectancy at birth and life expectancy at age 65
Premature Mortality	Age-standardized rate of deaths of individuals who are younger than age 75, per 100,000 population
Potential Years of Life Lost	All deaths occurring at each age before 75 multiplied by the number of remaining years to live until age 75
Potentially Avoidable Mortality	Age-standardized rate of premature deaths before age 75 that could potentially have been avoided through all levels of prevention (primary, secondary, tertiary), per 100,000 population
Mortality From Preventable Causes	Age-standardized rate of premature deaths that could potentially have been prevented through primary prevention efforts, per 100,000 population
Mortality From Treatable Causes	Age-standardized rate of premature deaths that could potentially have been avoided through secondary or tertiary prevention, per 100,000 population
Health Utility Index	An index for measuring years lived in good health compared with years lived in poor health
Disability-adjusted Life Expectancy	A comprehensive index of mortality and health status
Wait time	Information on wait times for various procedures including such indicators as hip fracture surgery or diagnostic imaging (that is, MRI and CT scans)
In-hospital Mortality	Information on selected conditions and interventions, including 30-day in-hospital mortality for acute myocardial infarction and stroke
Readmission	Information on readmission for selected conditions and interventions
Repeat Hospitalization for Mental Illness	A proxy measure for aspects of appropriateness of services

Source: Prepared using information from Canadian Institute for Health Information, *Developing a Model for Measuring the Efficiency of the Health System in Canada*, October 2012.

[Canadian Doctors for Medicare](#) said that the federal role in health care should not be limited to transferring funds to the provinces, and proposed that the government set national standards — such as best practices — for health care delivery. [It](#) also noted that certain best practices are limited to hospitals and clinics, and requested federal leadership to identify health care innovations that could be used throughout Canada.

Regarding innovation and models of best practices, such as optimal nurse staffing, integrating care beyond the hospital and measures identified by the Premiers' working group on health care innovation, the [Canadian Federation of Nurses Unions](#) called for the government to establish a health innovation fund that would finance the identification and

implementation of such models, and to obtain information through the National Survey of the Work and Health of Nurses that was previously conducted by the CIHI and Statistics Canada.

In order to increase hospital efficiency, improve health care, reduce health care spending and create jobs, [St. Boniface Hospital](#) advocated the use of Lean quality transformation methods, and the creation of a Canadian centre for innovation in the delivery of health care that would provide training and advice on the implementation of such methods to other health care facilities.

The use of inter-professional primary health care teams, such as those used in community health centres, was highlighted by the [Canadian Association of Community Health Centres](#). It suggested that investments should be made in a pan-Canadian network of such centres, and advocated a national vision to integrate services across the country.

Regarding the funding of health care for refugees, the [Canadian Federation of Nurses Unions](#) shared its view that recent reductions in federal funding of such health care would result in increased use of emergency services, which are funded by provincial/territorial governments, and argued for a reversal of the reductions.

The [Canadian Medical Association](#) called for targeted investments in health infrastructure to address the lack of long-term care accommodations.

Health Research

In informing the Committee about the limited research on the issue of the transfer of health-related research to public policy and practice, the [Canadian Cancer Society](#) suggested that all governments should make a commitment to conducting such research and to investments that would support health research.

The [Canadian Cancer Society](#) also commented on the impact of cancer and other chronic diseases on the economy, and said that investments in cancer prevention could also reduce the incidence of other diseases. It urged the government to increase investments in prevention research, and to integrate such research into policies and programs that would empower Canadians to make decisions that would have a positive impact on their health.

The [Réseau québécois d'action pour la santé des femmes](#) noted that Health Canada's Women's Health Contribution Program is being abolished in March 2013, and requested permanent funding of \$4 million annually for independent and specialized research centres so that the health of women could be improved.

Regarding the health of military personnel, veterans and their families, the [Canadian Institute for Military and Veterans Health Research](#) requested a federal investment of \$15 million over five years. It commented that the investment would fund direct research and research with industry partners through public-private partnerships, and would reduce the costs of health care insurance and benefits provided by Veterans Affairs Canada.

People with Disabilities or Other Medical Conditions, Seniors and Women

The [Council of Canadians with Disabilities](#) informed the Committee that grants provided to national disability organizations through the Social Development Partnerships Program were recently reduced and that, in future, grants will be provided to all not-for-profit groups in a competitive process. It proposed that funds for national disability organizations be allocated through a separate competitive process.

The [Canadian Cancer Society](#) commented that a multi-sectoral approach is important in addressing chronic diseases, and urged the government to take a leadership role in bringing non-governmental organizations, governments and the private sector together to advance shared practices.

Regarding seniors' health, the [Canadian Nurses Association](#) noted that social determinants of health — such as income — play a large role in the health of Canadians. It proposed the implementation of a healthy aging strategy, as well as expanded federal tax credits and home care benefits so that older Canadians could stay in their homes and remain independent longer. The [Canadian Medical Association](#) spoke about the need to develop a pan-Canadian strategy for long-term care, home care and palliative care, as well as a dementia strategy.

In speaking about the health of women, the [Réseau québécois d'action pour la santé des femmes](#) requested a \$100 million investment in prevention programs that aim to improve daily living conditions for women.

Mental Health

In informing the Committee about a coordinated national strategy for mental illness and mental health with federal leadership and provincial partnerships, the [Canadian Association of Social Workers](#) supported specific recommendations in the federal government's mental health strategy for Canada and said that the strategy should be implemented immediately. In particular, it mentioned increasing the proportion of health and social spending that is devoted to mental health, creating an innovation fund to assist provinces/territories in developing sustainable mental health infrastructure and ensuring that mental health services comply with the five key principles of the *Canada Health Act*. The [Canadian Psychological Association](#) also supported the creation of an innovation fund to assist provinces/territories in developing sustainable mental health infrastructure.

Regarding access to psychologists in the federal health sector as well as in rural and remote communities, the [Canadian Psychological Association](#) urged the creation of federal residency placements within federal departments that provide health services as well as loan forgiveness under the CSLP for psychologists who relocate to rural and remote communities.

In commenting that it is difficult for federal public service employees to obtain psychological services, the [Canadian Psychological Association](#) suggested that extended health care insurance plans for such employees should be examined, and urged the

removal of the requirement for a referral by a medical doctor before reimbursement of psychological services fees by an insurance plan.

Purchase of Pharmaceutical Drugs

The [Canadian Federation of Nurses Unions](#) told the Committee that the purchase of pharmaceutical drugs in bulk by the provinces/territories could lower health care costs, and suggested that the government should provide leadership in respect of this type of purchasing. Similarly, the [Canadian Association of Community Health Centres](#) supported a national bulk purchasing program and the [Canadian Medical Association](#) recognized the need for a national pharmaceutical strategy so that Canadians can afford essential drugs.

RETIREMENT SAVINGS AND INCOME

General

In speaking to the Committee about Canada's demographic change, which will mean a higher proportion of retirement-age Canadians, the [Financial Executives International Canada](#) suggested that the government should conduct a study and develop a national framework regarding retirement income security.

Government-sponsored Benefits

The [Professional Institute of the Public Service of Canada](#) spoke to the Committee about the CPP, and requested mandatory CPP contribution and retirement benefit increases as a means to provide Canadians with a secure option for retirement savings. The [Canadian Labour Congress](#) and the [Canadian Union of Public Employees](#) suggested that future CPP retirement benefits should be doubled, with this change phased in on a fully pre-funded basis, while the [Canadian Federation of Independent Business](#) supported a supplementary voluntary CPP that would allow eligible Canadians to increase their CPP contributions in order to receive additional CPP retirement benefits.

In order to address what they deemed to be the growing income inequality gap in Canada, the [Canadian Association of Social Workers](#) suggested that the recent increase in the age of eligibility for Old Age Security (OAS) benefits from 65 to 67 should be reversed. The [Canadian Association of Retired Persons](#) noted that, since eligibility for Guaranteed Income Supplement (GIS) benefits depends on eligibility for OAS benefits, GIS benefits that will be lost as a result of the increase in the age of eligibility should be reimbursed.

Privately Financed Benefits

The [Portfolio Management Association of Canada](#) informed the Committee about the difficulties encountered by Canadians seeking to invest their retirement savings in stock exchanges located in "emerging market" countries. In particular, the list of designated stock exchanges that are approved for purposes of RRSP investments includes only three exchanges that are located in emerging markets; from that

perspective, it proposed that the government update the list of designated stock exchanges.

The [Canadian Institute of Chartered Accountants](#) urged the government to provide additional incentives to save for retirement. It made particular mention of reducing or eliminating the income tax on personal savings, increasing limits on Tax-Free Savings Account (TFSA) contributions and reviewing the limits for RRSP contributions.

The [Professional Institute of the Public Service of Canada](#) called for the government to encourage employers to provide defined benefit pension plans.

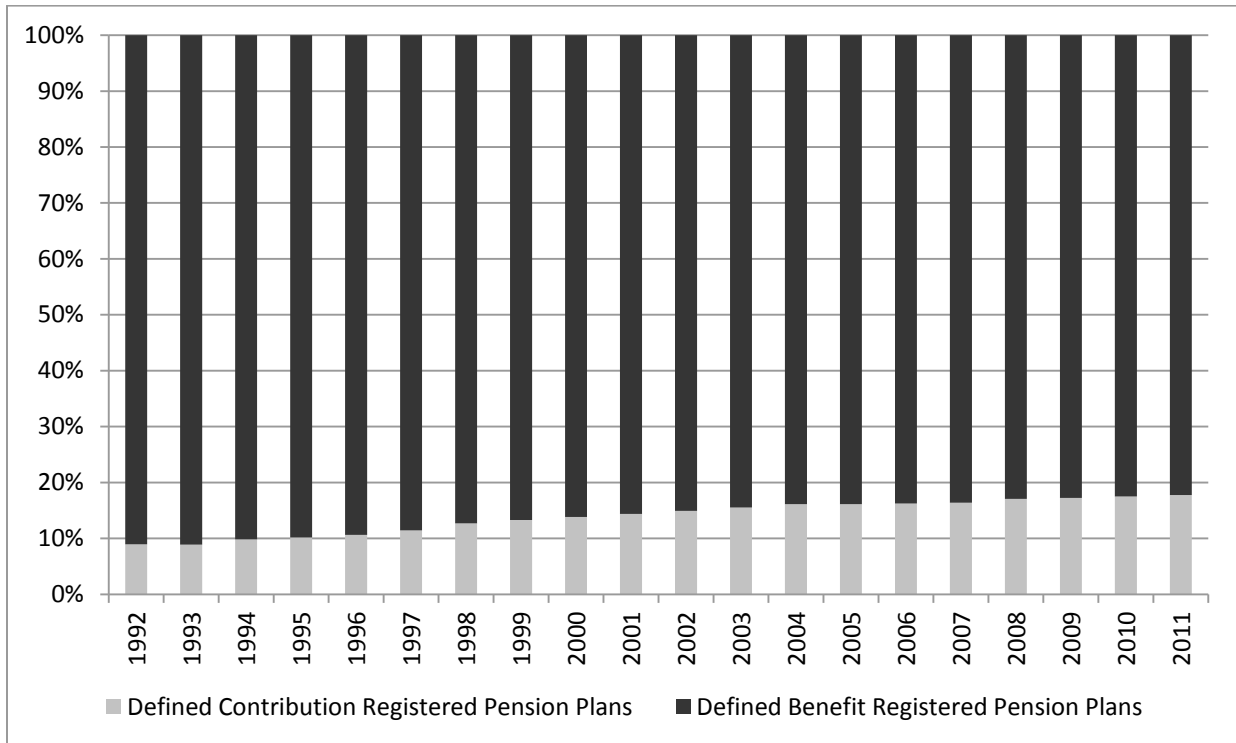
The [Alberta Chambers of Commerce](#) stated that, in 1995, the government changed the ITA's provisions regarding the transferability of severance payments to an RRSP; it asked that these provisions be reinstated, thus ensuring that Canadians are not burdened with higher-than-normal levels of taxation during times of personal financial hardship.

In noting that the introduction of the Harmonized Sales Tax (HST) affected management fees for financial services, the [Portfolio Management Association of Canada](#) urged the government to simplify the taxation of these fees when they are related to retirement savings.

Recognizing that the ITA provisions in relation to the capital gains exemption for small business owners are rarely changed and that almost one half and three quarters of Canadian entrepreneurs plan to leave their businesses in the next 5 and 10 years respectively, the [Canadian Federation of Independent Business](#) suggested that the level of the lifetime capital gains exemption should be indexed to inflation.

In speaking about the requirement that provincial governments adopt legislation that would enable pooled registered pension plans (PRPPs) to be offered by provincially regulated employers, the [Canadian Bankers' Association](#) encouraged the government to continue working with provincial governments to that end. According to the [Portfolio Management Association of Canada](#), there is a strong likelihood that many provinces will not implement legislation that would require employers to offer PRPPs. From that perspective, it encouraged the government to introduce specific tax incentives for employers to establish PRPPs or other retirement savings vehicles.

Figure 4 – Proportion of Total Canadian Registered Pension Plans that are Defined Benefit and Defined Contribution, Canada, 1992–2011



Source: Prepared using data from Statistics Canada, CANSIM, Table 280-0010 (accessed 23 November 2012).

[Fair Pensions for All](#) commented on the differences between the private and public sectors and among generations in terms of pension coverage, and encouraged the government to reform the federal public pension system and pension entitlements to enhance equity between sectors and across generations.

The [Canadian Federation of Independent Business](#) said that the normal retirement age should be increased to 65 for all federal public servants, and that the bridge benefit that ensures that retiring federal public servants receive an amount equivalent to full CPP retirement benefits until age 65 should be eliminated. It also believed that parliamentarians and individuals who join the federal public service should be members of a defined contribution pension plan, which it characterized as the standard in the private sector.

CHAPTER 4: BUSINESSES

In their appearance before the Committee, the witnesses spoke about a variety of issues related to Canadian businesses. For example, they discussed a range of tax considerations, regulatory matters, business financing and development, research, innovation and commercialization, and trade.

TAX CONSIDERATIONS

Capital Cost Allowance Rates

The [Canadian Institute of Chartered Accountants](#) informed the Committee that, in certain cases, capital cost allowance (CCA) rates do not correspond to actual depreciation rates. For that reason, it proposed that the rates be continuously adjusted to reflect the true economic life of the asset, which could encourage investment and increase productivity.

Regarding the CCA rates for assets used in natural gas liquefaction, the [Canadian Association of Petroleum Producers](#) called for the harmonization of these rates with manufacturing and processing assets in Class 43; with this change, existing Canadian liquefied natural gas (LNG) exports would be more competitive with LNG exports from the United States and Australia, and investment in new liquefaction facilities in Canada could increase.

Table 3 – Selected Capital Cost Allowance Classes and Associated Rates, Canada, 2012

Class	Rate (%)	Description
3	5	Most buildings acquired before 1988 (or 1990, subject to certain conditions). Also includes the cost of additions or alterations made after 1987.
8	20	Property used in the business that is not included in another class. Also includes data network infrastructure equipment and systems software for that equipment acquired before 23 March 2004.
10	30	Motor vehicles, automobiles and some passenger vehicles.
17	8	Roads, parking lots, sidewalks, airplane runways, storage areas or similar surface construction.
29	25 in the first and third years, 50 in the second year	Eligible machinery and equipment used for the manufacturing and processing in Canada of goods for sale or lease acquired after 18 March 2007 and before 2012 that would otherwise be included in Class 43.
43	30	Eligible machinery and equipment used for the manufacturing and processing in Canada of goods for sale or lease that are not included in Class 29.
52	100	General-purpose electronic data processing equipment (commonly called computer hardware) and systems software for that equipment, including ancillary data-processing equipment acquired after 27 January 2009 and before February 2011.

Source: Prepared using information from Canada Revenue Agency, CCA classes.

In commenting on the role of the temporary accelerated CCA for manufacturing and processing in encouraging investment in Canada, increasing productivity and enhancing the competitiveness of Canadian business, [Canadian Manufacturers & Exporters](#) and the [Greater Kitchener Waterloo Chamber of Commerce](#) suggested that the measure should be made permanent, while the [Canadian Steel Producers Association](#) and the [Chemistry Industry Association of Canada](#) argued for an extension of the measure.

The [Green Budget Coalition](#) noted that the accelerated CCA is being phased out for the oil sands sector, and indicated that it should also be phased out for the mining sector.

Tax Rates

Regarding the general corporate income tax rate, the [Investment Industry Association of Canada](#) told the Committee that the current rate, which has not resulted in a decline in corporate tax revenue, should remain unchanged. The [Canadian Bankers Association](#) said that provincial governments should be encouraged to achieve and maintain a 10% corporate income tax rate.

The [Canadian Labour Congress](#) noted that businesses have accumulated \$500 billion in capital because of the relatively low tax rate; it proposed that the rate be increased, with the resulting corporate tax revenue used to help businesses in strategic sectors. Similarly, the [Réseau SOLIDARITÉ Itinérance du Québec](#) requested a reduction in tax measures that benefit corporations, with the resulting corporate tax revenue used to help the homeless and the poor. The [Professional Institute of the Public Service of Canada](#) suggested that further corporation tax rate reductions should be eliminated.

Corporate Group Taxation

The [Tax Executives Institute, Inc.](#) commented that income taxation of affiliated corporations as a group would reduce the group's borrowing costs and improve liquidity; as well, it would eliminate both the group's costs associated with current tax planning strategies and enforcement of such strategies by the Canada Revenue Agency (CRA). In highlighting that Canada is the only G7 country that prohibits the sharing of tax losses among affiliated entities, it suggested that Canada — similar to the United States — should implement an elective tax loss or attribute transfer system that would allow the transfer of losses and tax credits among affiliated corporations; the election would be made annually. The [Canadian Institute of Chartered Accountants](#) advocated a loss transfer system among corporate group members.

Taxation of Small and Family Businesses

In its appearance before the Committee, the [Canadian Federation of Independent Business](#) noted that small businesses have a higher tax burden as a percentage of total revenue than do larger businesses, and proposed either that the small business tax rate be reduced to one half of the general corporate income tax rate or that the government aim for a combined federal-provincial rate of 12%.

Moreover, regarding the total tax burden imposed on small businesses, the [Canadian Federation of Independent Business](#) indicated that payroll taxes have the greatest impact on business growth, as all businesses must pay them regardless of their level of profitability. As well, it requested that the hiring credit for small businesses be extended until EI rates remain stable and argued that CPP premiums should not be increased.

Believing that a complex tax code can affect the growth of small businesses and the ability to attract investors, the [Edmonton Chamber of Commerce](#) suggested that the government should conduct a review of the ITA and other federal tax legislation.

The [Edmonton Chamber of Commerce](#) also said that transferring ownership of a family business to a family member is difficult due to the imposition of tax on the capital gains of the business' assets at the time of transfer. In that context, it called for a comprehensive federal review of tax provisions affecting estate and succession planning to ensure that such familial transfers are treated fairly for tax purposes; the review should occur in the next 24 months.

Customs and Excise Tax

The [Retail Council of Canada](#) informed the Committee that certain goods sold in Canada are at a competitive disadvantage when compared to identical goods sold in the United States; this situation leads Canadian retailers near the Canada-U.S. border to have relatively less revenue, as U.S. retailers experience higher sales. It advocated the elimination of tariffs on certain goods that are not produced domestically, and highlighted that the customs revenue that would be lost would be offset by increased taxable income as well as GST revenue from Canadian retailers.

In speaking about competition between meals prepared in restaurants and prepared meals sold in grocery stores, the [Canadian Restaurant and Foodservices Association](#) noted that the former incur the GST while the latter are tax-exempt. According to it, the exemption in relation to prepared meals sold in grocery stores should be removed.

Regarding the harmonization of provincial sales tax and the GST in certain provinces, the [Medicine Hat and District Chamber of Commerce](#) highlighted that investors are paying HST on asset management services, and requested that such services be GST-exempt.

International Taxation

Regarding proposed foreign affiliate dumping rules that impose a tax on certain investments made by a Canadian corporation in a foreign affiliate, the [Tax Executives Institute, Inc.](#) told the Committee that, while the government's targeting of abusive tax-motivated foreign affiliate dumping transactions will be beneficial, the proposed rules will reduce Canada's attractiveness as a destination for foreign investment.

As well, the [Tax Executives Institute, Inc.](#) mentioned two *Income Tax Regulations* that affect the taxation of non-residents and/or payments to non-residents that were previously highlighted by the Advisory Panel on Canada's System of International Taxation. Regarding Regulation 102, it said that the waiver system in respect of the withholding tax is cumbersome for non-residents. It also noted that, due to the difficulty and delay in obtaining a waiver from paying the withholding tax as prescribed in Regulation 105, non-resident service providers charge higher fees to Canadian businesses to offset the tax. Regarding both regulations, it suggested that a self-certification system based on current information reporting requirements should be implemented in order to shift compliance costs to the non-resident party.

The [Canadian Institute of Chartered Accountants](#) urged the general adoption of policies suggested by the Advisory Panel on Canada's System of International Taxation.

Tax Administration

[Financial Executives International Canada](#) informed the Committee that the CRA's auditor incentive system, which measures total taxes reassessed by auditors, results in a high number of audits; it proposed an incentive system based on additional tax revenue

collected by reassessments of taxpayers, which would increase the effectiveness of the monitoring of audits.

As well, [Financial Executives International Canada](#) spoke about the administrative costs associated with CRA audits and the resolution of disputes, and noted that field auditors do not have the authority to apply a range of outcomes when settling disputes with taxpayers; from that perspective, in order to prevent litigation of minor tax issues, it requested that these auditors be granted the power to settle disputes.

Regarding the administrative burden imposed on businesses that report income for both income tax purposes and for collection of the GST/HST, [Financial Executives International Canada](#) proposed that consolidated tax reporting be permitted.

In order to provide certainty, fairness and transparency in respect of the limitation period for taxpayer reassessments, the [Edmonton Chamber of Commerce](#) suggested that tax returns should be deemed assessed by the CRA on the 120th day after filing of the return.

Tax Simplification

In its appearance before the Committee, the [Certified General Accountants Association of Canada](#) argued that the complexity of Canada's tax system must be addressed if Canada is to remain competitive, attract investment, and create jobs and economic growth. From that perspective, it proposed that all levels of government work together with a view to modernizing and simplifying the ITA in a revenue-neutral manner; the result could be increased compliance by and lower compliance costs for taxpayers, as well as lower administrative costs for government and a more secure tax base with predictable revenue. In particular, it felt that the Committee should determine the scope of the review, with an expert panel created to review the ITA and, subsequently, to make recommendations about modernization and simplification of the tax system.

Regarding unlegislated tax proposals that add uncertainty and unpredictability to the tax system, the [Certified General Accountants Association of Canada](#) suggested that a technical tax amendment bill should be introduced and/or that a sunset provision should be implemented in respect of proposed changes to the ITA in order to ensure that tax amendments are legislated after a prescribed period of time and to prevent legislative backlogs.

The [Edmonton Chamber of Commerce](#) noted that tax incentives complicate the tax system, increase compliance costs, and allow for tax evasion and avoidance. It also commented that a broader tax base would facilitate lower taxes for all taxpayers. Consequently, it advocated the establishment of a royal commission to undertake a comprehensive review of tax statutes; the review should focus on reducing compliance costs, and ensuring neutrality, simplicity, efficiency and fairness.

Similarly, [Financial Executives International Canada](#) proposed that the Minister of Finance establish a task force to undertake a comprehensive review of the ITA, with the objective of reducing complexity and compliance costs.

In commenting that a simplified tax system would increase productivity and improve Canada's competitiveness, the [Canadian Institute of Chartered Accountants](#) suggested a two-stage approach to simplification: establish an independent office that would provide advice on reducing both legislative and administrative complexity, perhaps modelled on the U.K. Office of Tax Simplification; and create an expert panel that could examine a wide range of areas in relation to taxation, such as language, the costs and benefits of various provisions and the use of anti-avoidance rules.

[Financial Executives International Canada](#) indicated that certain sections of the ITA no longer achieve the desired policy objectives and should be eliminated. As well, it advocated a consolidation of measures that contain too many provisions, such as the CCA classes.

REGULATORY MATTERS

Co-operatives

The [Canadian Co-operative Association](#) told the Committee that co-operatives are businesses that employ Canadians, pay taxes, create jobs and operate in almost every sector of the economy; for these reasons, they should not be regulated at the federal level by Agriculture and Agri-Food Canada. In its view, a more suitable federal department, such as Industry Canada, should have responsibility for co-operatives.

In noting the recent reduction in the size of the Rural and Co-operatives Secretariat, which coordinates federal programs that affect co-operatives, [Desjardins Group](#) similarly argued that Industry Canada should have federal responsibility for co-operatives; it believed that the Department should create a co-operative secretariat. It also proposed that co-operatives be eligible for federal programs that support businesses, such as those administered by Industry Canada.

[Desjardins Group](#) also spoke about demutualization applications, and suggested that the government should have safeguards to prevent unjustified monetary gain by a member or members of a mutual insurance company or co-operative as a consequence of demutualization.

Securities

The [Portfolio Management Association of Canada](#) told the Committee that the establishment of a common securities regulator could help to protect investors against fraud and could increase confidence in Canadian capital markets. It supported funding for the Canadian Securities Transition Office for at least an additional fiscal year and urged the government, in cooperation with the provinces, to develop legislation in light of the December 2011 Supreme Court of Canada ruling. Similarly, the [Canadian Bankers Association](#) supported the creation of a common securities regulator.

Supply-managed Commodities

In speaking to the Committee about milk prices set by the Canadian Dairy Commission, the [Canadian Restaurant and Foodservices Association](#) noted that high milk prices in Canada have prompted Canadians to buy milk in states along the Canada-U.S. border; as well, it noted that milk and cheese smuggling operations have developed. It urged the government to modernize the supply management system so as to increase the market for dairy and poultry products.

Payment Systems

The [Canadian Restaurant and Foodservices Association](#) and the [Retail Council of Canada](#) informed the Committee that merchants incur higher processing fees for certain credit cards, which results in higher consumer prices and lower profit margins. The former called for changes to the Code of Conduct for the Credit and Debit Card Industry in Canada in order to eliminate the honour-all-cards rule and to permit surcharging.

Restaurant Sector

In speaking to the Committee, the [Canadian Restaurant and Foodservices Association](#) noted that the restaurant sector is not represented by a government department. In its view, an assistant deputy minister in Industry Canada should be responsible for the restaurant sector in order to ensure that policy decisions consider the sector's views.

Burden

In its appearance before the Committee, and in recognition that — in some cases — provinces and/or municipalities have regulations that duplicate federal regulations, the [Canadian Construction Association](#) suggested that the government should conclude inter-jurisdictional agreements for harmonized regulations and create a single federal-provincial entity to administer these regulations.

Regarding the regulatory burden faced by small financial institutions, [Credit Union Central of Canada](#) noted that one half of all credit unions are very small financial institutions, with implications for compliance costs; it requested that the situation of small financial institutions be considered when the recommendations in the Red Tape Reduction Action Plan report are implemented. [Desjardins Group](#) indicated that affiliated co-operatives face a high individual compliance burden, and suggested that such co-operatives could comply at the group level in meeting certain statutory reporting requirements.

The [Canadian Convenience Stores Association](#) advocated implementation of the recommendation in the Red Tape Reduction Action Plan report that would require the government to remove an existing regulation that imposes administrative costs on businesses in each instance where a new regulation would increase such costs.

In commenting on foreign investment in Canada's oil and gas sector, the [Canadian Association of Oilwell Drilling Contractors](#) argued for a stable and competitive regulatory regime that would make Canada an attractive place for investments by global oil and gas producers.

According to the [Canadian Institute of Chartered Accountants](#), federal forms should use standardized business reporting language, known as XBRL, which would reduce compliance costs for taxpayers and enhance federal data collection.

BUSINESS FINANCING AND DEVELOPMENT

Co-operatives, Social Economy Enterprises and Small Businesses

In speaking about the ability of co-operatives to raise capital, the [Canadian Co-operative Association](#) told the Committee that the RRSP rules in the ITA prohibit co-operative members who own more than 10% of the shares of a co-operative from purchasing additional shares of that co-operative to hold within their RRSP; it suggested that the rules should be revoked. It also advocated the creation of a national investment fund to support existing and new co-operatives.

The [Social Economy Working Group](#) indicated that the Quebec co-operative investment plan — the Régime d'investissement coopératif — provides income tax incentives for workers to invest in the companies that employ them, and requested a similar federal program so that co-operatives could remain well-funded.

As well, the [Social Economy Working Group](#) commented on social economy enterprises, stating that such enterprises benefit the community rather than specific individuals. In its view, they should be eligible for federal support programs that currently help small and medium-sized businesses.

In order to promote business ownership by young entrepreneurs and to support business succession, the [Regroupement des jeunes chambres de commerce du Québec](#) proposed that potential entrepreneurs be able to use their RRSP funds — without penalty — to finance the purchase of their first business, provided the amount is repaid within 10 or 15 years.

Flow-through Shares and the Mineral Exploration Tax Credit

The [Small Explorers and Producers Association of Canada](#) informed the Committee that the ITA's flow-through shares program is an important financing mechanism for small oil and gas companies, and suggested two measures that it believed would enhance benefits for investors and could increase the level of financing for such companies: raising the annual Canadian development expense conversion limit to \$4 million from \$1 million, and changing the taxable capital threshold for conversion eligibility to \$50 million from \$15 million. In its view, these changes could offset higher development and exploration costs in the junior oil and gas sector.

[Financial Executives International Canada](#) and the [Investment Industry Association of Canada](#) said that the flow-through share program has been successful in encouraging private investment in the oil and gas and mining sectors, and advocated an expansion of the program to other sectors. According to [Financial Executives International Canada](#), the program may increase the commercialization of innovation, and expansion to other sectors would not increase the program's federal fiscal cost since it only transfers tax deductions between taxpayers. The [Investment Industry Association of Canada](#) indicated that the program could be expanded to include the biotechnology and green sectors.

The [Prospectors and Developers Association of Canada](#) noted that the temporary Mineral Exploration Tax Credit (METC) provides Canada with a competitive advantage when compared to other countries, as it reduces the risk faced by investors in Canadian exploration activities. It believed that, in order to facilitate the implementation of long-term exploration projects, the METC should be made permanent.

According to the [Mining Association of Canada](#), it is difficult for junior mining companies to raise capital; from that perspective, it advocated the extension of the METC and the flow-through shares program for an additional year.

In order to increase tax neutrality, the [Green Budget Coalition](#) suggested that the METC for flow-through shares should not be renewed.

Financing for High-risk Businesses

In its appearance before the Committee, the [Investment Industry Association of Canada](#) requested a range of measures to help generate capital at various stages of business development, especially for businesses that are capital-intensive and/or high-risk. For example, it supported the creation of angel networks for Canadian businesses, public-private partnerships, financial literacy for entrepreneurs, changes to the taxation of capital gains, lower regulatory costs, and a better balance between securities and tax rules.

The [Canadian Institute of Chartered Accountants](#) suggested that an angel tax credit should be created to support investments in innovative start-up companies.

Taxation of Investment Dealers

In highlighting that income tax changes in 2008 that required investment dealers to treat unrealized income — such as broker warrants — as taxable income affected the dealers' ability to receive warrants instead of cash for payment of underwriting fees incurred when shares are issued, the [Investment Industry Association of Canada](#) urged an amendment to the current rule so that such income is not taxable.

RESEARCH, INNOVATION AND COMMERCIALIZATION

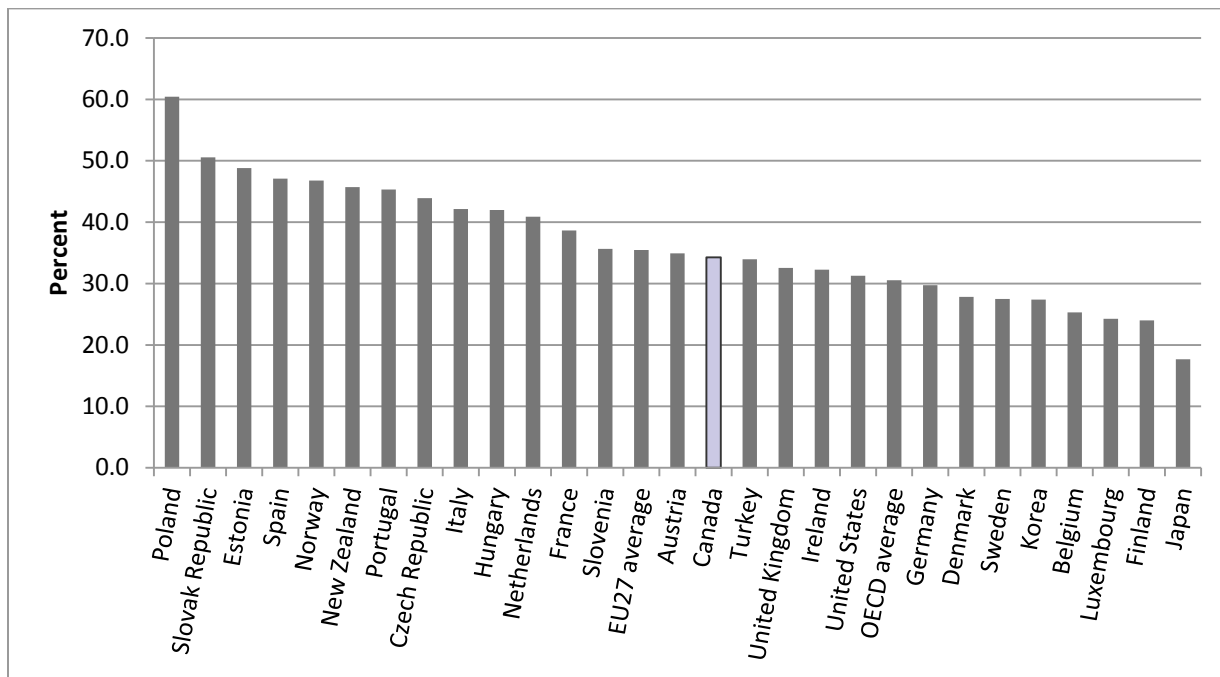
Government Funding

In their appearance before the Committee, the [Canadian Federation for the Humanities and Social Sciences](#), the [University of Manitoba](#) and the [Association of Universities and Colleges of Canada](#) proposed that the funding for the three federal granting agencies — the Canadian Institutes of Health Research (CIHR), the Natural Sciences and Engineering Research Council of Canada (NSERC), and the Social Sciences and Humanities Research Council (SSHRC) — and for the Canada Foundation for Innovation (CFI) be increased. [McGill University](#) advocated renewed, stable and predictable support for the granting agencies in light of variable funding in the past two years, and the [Canadian Association of University Teachers](#) suggested that their funding should be increased by \$500 million annually.

The [Canadian Federation for the Humanities and Social Sciences](#) said that a greater proportion of increased funding of the granting agencies should be allocated to SSHRC, while the [Association of Universities and Colleges of Canada](#) indicated that grant funding should include the indirect costs incurred by institutions when conducting research.

Regarding the administration of the federal granting agencies and their grants, the [Canadian Association of University Teachers](#) proposed that grant applications be reviewed by the scientific community and that the agencies be more arm's length from the government. The [Canadian Alliance of Student Associations](#) called for agency-funded research to be available to the public in an open-access format.

Figure 5 – Percentage of Gross Domestic Expenditure on R&D (GERD) Financed by Government, Selected Organisation for Economic Co-operation and Development (OECD) Countries, 2009



Source: Prepared using data from Organisation for Economic Co-operation and Development, *Main Science and Technology Indicators, Volume 2012 Issue 1, 6 July 2012.*

[Polytechnics Canada](#) highlighted that the College and Community Innovation Program, which is administered by NSERC, is one of the few programs focused on applied research; it requested that the program’s funding be increased by \$15 million annually.

In order to foster innovation, the [Canadian Chamber of Commerce](#) suggested that a new national innovation strategy should be created; the strategy should include research, commercialization, training and retraining. Similarly, the [University of Saskatchewan](#) advocated such a strategy to support human, physical and technological capital through investments in advanced education, research, knowledge transfer and business development.

[McGill University](#) requested greater funding for research infrastructure through the CFI, and both it and the [Association of Canadian Community Colleges](#) called for renewed funding for the Knowledge Infrastructure Program. The [Council of Ontario Universities](#) also spoke about research infrastructure, and requested funding of data infrastructure, as well as the creation of a national framework for such infrastructure so that data collected by academic researchers could be used for policy and economic development purposes. The [University of Toronto](#) proposed direct funding of large capital projects to modernize facilities and to maintain Canada’s international competitiveness.

The [Canadian Psychological Association](#) suggested that projects funded by the granting agencies should recognize the role of psychological factors in research conducted in relation to health and neurosciences.

In speaking about direct funding of applied research, [Canadian Manufacturers & Exporters](#) commented that such funding has high administrative costs and shared its view that governments do not always make the best decisions regarding the type of technology to support. The [Toronto Board of Trade](#) and the [Association of Universities and Colleges of Canada](#) advocated direct grants for this type of research.

[Polytechnics Canada](#) highlighted the voucher programs in Alberta, the Netherlands and Australia for late-stage applied research, and proposed the creation of a national voucher program for late-stage commercialization support at approved research and development service providers. Similarly, a voucher program was supported by [Canadian Manufacturers & Exporters](#), which indicated that businesses could choose the support services they need for innovation.

The [Association of Universities and Colleges of Canada](#) spoke about methods to increase links between the private sector and academic institutions to further innovation. In its view, there should be more federal research funding for university students to work in the private sector. Similarly, the [University of Toronto](#) requested greater funding of industry internships involving university students.

Sector-specific Government Support

The [Canadian Renewable Fuels Association](#) told the Committee that 60% of the \$500 million in the Sustainable Development Technology Canada NextGen Biofuels Fund has been allocated to projects, and requested that the objectives of the program not be changed to fund projects outside the renewable fuels sector.

The [Grain Farmers of Ontario](#) commented that plant-breeding research is more successful when it occurs in the region where the plant will ultimately be grown; from that perspective, it advocated greater federal funding for the development of wheat varieties for Ontario. It also suggested that Agriculture and Agri-Food Canada should change its winter wheat research efforts so that research is conducted for wheat varieties that could be grown throughout Canada.

The [Canadian Cattlemen's Association](#) proposed an increase in funding for beef research, asked that federal research funding be for a minimum of five years, and supported the maintenance of such funding in relation to animal health and welfare, the environment, plant breeding and food safety.

In the view of the [Mining Association of Canada](#), innovation is needed to address declining ore reserves, meet regulatory standards and manage higher operating costs. It advocated an \$18 million annual investment over five years for the Canadian Mining Innovation Council, which facilitates mining-related research and development (R&D).

The [Forest Products Association of Canada](#) called for continued federal support for research and innovation so that novel paper and wood products can be commercialized and exported.

Collaboration and Partnerships

In its appearance before the Committee, the [Canadian Federation for the Humanities and Social Sciences](#) proposed that the government invest in cross-sector collaborations among academic institutions, governments, communities and not-for-profit entities. [McGill University](#) requested support for international and inter-sectoral partnerships that would strengthen links between Canadian and international universities and between Canadian universities and foreign businesses, as well as funding for bilateral or multilateral research initiatives. [Canadian Manufacturers & Exporters](#) advocated an increase in federal funding for collaborative research between businesses and academic institutions.

[International Science and Technology Partnerships Canada](#) and the [Canada-Israel Industrial Research and Development Foundation](#) noted that international partnerships stimulate the commercialization of technology, and said that the government should promote collaboration among researchers when the objective is commercialization. [International Science and Technology Partnerships Canada](#) requested an increase in funding to \$20 million annually for five years.

In speaking about the contribution of colleges to the development of small and medium-sized enterprises (SMEs), the [Association of Canadian Community Colleges](#) noted that colleges provide businesses with expertise, equipment and students for applied projects. It called for an increase in government funding for partnerships between community colleges and small businesses, suggesting that support should be between 1.25% and 5% of the total federal investment in research at post-secondary institutions.

The [University of Manitoba](#) suggested that federal investments in partnership programs, like those administered through the granting agencies that foster research partnerships between SMEs and universities, should be increased.

Scientific Research and Experimental Development Investment Tax Credit

[Canadian Manufacturers & Exporters](#) told the Committee that reduced federal support for the Scientific Research and Experimental Development (SR&ED) investment tax credit could lead companies to invest in countries other than Canada. [It](#) suggested that the CRA should simplify the administration of the credit, that the credit should be partially refundable and that an accelerated depreciation rate for investments in capital equipment that are used in R&D should be applied.

The [Canadian Steel Producers Association](#) highlighted recent changes to the SR&ED tax credit that it believed will reduce support for capital-intensive projects. It advocated a refundable credit for large corporations as well as the introduction of R&D programs for such projects.

The [Canadian Institute of Chartered Accountants](#) also commented on these recent changes, and proposed that the measure support all businesses that conduct R&D, regardless of size. In its view, the changes that reduce the general tax credit rate and that exclude capital expenditures should be repealed, and the credit should be made partially refundable in order to encourage foreign investment.

The [Association of Universities and Colleges of Canada](#) requested that the balance between the SR&ED tax credit and direct spending on research be adjusted, while the [Canadian Association of University Teachers](#) said that the SR&ED tax credit is a blunt instrument. According to the latter, direct funding of applied research should be increased and an independent scientific review panel should be created to select funding recipients.

Intellectual Property

In speaking to the Committee about intellectual property (IP) protection in Canada, [McGill University](#) commented that its international business partners would like stronger protection; consequently, it proposed that Canada develop a stronger IP regime. Regarding international IP treaties, the [Alliance of Canadian Cinema, Television and Radio Artists](#) urged Canada to sign the World Intellectual Property Organization Beijing Treaty on Audiovisual Performances.

TRADE

Trade and Investment Agreements

In their appearance before the Committee, the [Toronto Board of Trade](#), the [Canadian Institute of Chartered Accountants](#) and the [Canadian Chamber of Commerce](#) identified the ability to compete globally for trade and investment — particularly in the European Union, the Asia-Pacific region and other emerging markets — as a benefit for Canadian businesses and workers. The [Toronto Board of Trade](#) also suggested that the federal, provincial and municipal governments should coordinate their efforts designed to promote trade and investment abroad.

The [Regroupement des jeunes chambres de commerce du Québec](#) and the [Canadian Federation of Independent Business](#) encouraged the government to enter into free trade agreements to help eliminate barriers to trade and to develop new export markets for SMEs.

According to [Canadian Manufacturers & Exporters](#), Canada should have a series of coordinated investment agreements that ensure fair treatment of Canadian investors in foreign markets and that provide effective dispute resolution measures. The [Canadian Labour Congress](#) and the [Canadian Union of Public Employees](#) asked that all investment agreements promote high labour and social standards, focus on strategic industries and contribute to sustainable global economic development.

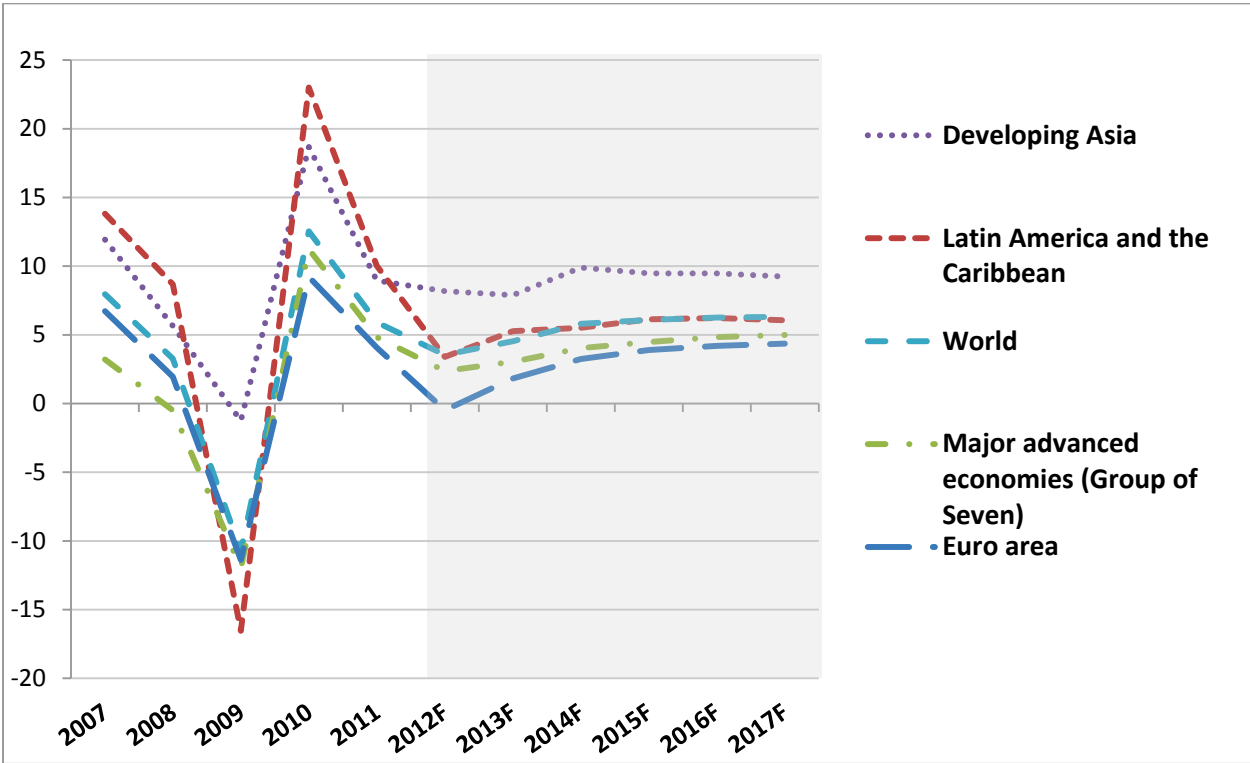
The [Canadian Steel Producers Association](#) identified a need to address the illegal dumping of products in the Canadian economy and unfair trade practices, to support

penalties for customs violations, and to provide adequate resources for the Canada Border Services Agency and the Canadian International Trade Tribunal.

The [Medicine Hat and District Chamber of Commerce](#) asked that the government invest in commercial services at border crossings so as to ensure consistency with the United States. It also urged the government to expand the border services provided at the Wild Horse Port of Entry in order to increase activity at this trade corridor and to provide Alberta with a second 24 hours-per-day port of entry for commercial transport trucks.

The [Canadian Bankers Association](#) highlighted that the U.S. *Foreign Account Tax Compliance Act* applies to Canadian financial institutions and account holders. In its view, future trade agreements concluded by Canada should prohibit the extra-territorial application of foreign laws to Canadian financial institutions.

Figure 6 – Volume of Imports of Goods and Services, Selected Country Groups, 2007–2017 (annual percentage growth)



Notes: "F" indicates forecast.

The G7 nations are Canada, France, Germany, Italy, Japan, the United Kingdom and the United States.

Source: Prepared using data from International Monetary Fund, *World Economic Outlook Database*, October 2012.

Investment Canada Act

Regarding legislation addressing foreign investment and taxes, the [Calgary Chamber of Commerce](#) requested that the government conduct a comprehensive, stand-alone review of the *Investment Canada Act* and, in particular, clarify the net benefit test as well as set criteria within that test for foreign, state-owned companies wishing to invest in Canada. It also suggested that the review should address parameters in relation to mutual concessions between countries in relation to foreign investment, an increase in the threshold for automatic review by the government, and improved transparency in respect of decisions made by the government regarding foreign investment.

Sector-specific Trade Issues

From the perspective of Canada's agricultural and agri-food sector, the [Grain Farmers of Ontario](#) asked that imported grain products be subject to the same environmental and regulatory standards as domestic grain products, while the [Canadian Cattlemen's Association](#) argued for increased investments in market development for beef exports. The [Grain Growers of Canada](#) indicated that access to markets for Canadian crops should be developed through Canada's participation in the Trans-Pacific Partnership negotiations and in the European Union, Morocco, India, China and Japan. The [Canadian Restaurant and Foodservices Association](#) asked for fewer subsidies and for free trade in all agricultural products.

Regarding the petroleum sector, the [Canadian Gas Association](#) and the [Canadian Association of Oilwell Drilling Contractors](#) suggested that the government should focus on access to natural gas and crude oil markets in Asia. The former indicated that the government must act quickly, as other countries with natural gas reserves will also be pursuing market access opportunities within the next 10 years, while the latter highlighted that market access to the United States and Eastern Canada is also required, as petroleum products are being sold in Western Canada at a discounted price when compared to other petroleum price benchmarks, resulting in a loss of revenue for the industry and the government.

The [Forest Products Association of Canada](#) suggested that, when Canadian paper products are being promoted in new markets, Canada's certified world leadership in terms of sustainably managed forests should be a focus.

According to the [Canadian Association of Community Health Centres](#), health care should be exempted from an eventual comprehensive economic and trade agreement between Canada and the European Union, as well as from all other trade agreements.

CHAPTER 5: COMMUNITIES

The Committee's witnesses shared their views on a range of issues related to the communities in which people live and businesses operate. For example, they spoke about national economic development as well as the development of particular sectors and geographic regions, infrastructure, energy, the environment, arts and culture, housing, and national security and crime.

ECONOMIC DEVELOPMENT

General

In its appearance before the Committee, [Financial Executives International Canada](#) advocated business incentives that would encourage infrastructure investments, including in equipment that would increase efficiency and decrease pollution, as well as initiatives that involve the community, such as public-private partnerships. It also called for a review of accelerated CCA rates to encourage businesses to increase their investments in capital that will improve productivity.

The [Greater Kitchener Waterloo Chamber of Commerce](#) encouraged the government to extend the FedDev Ontario program beyond its original five-year mandate, while the [Toronto Board of Trade](#) urged the government to work in partnership with it, perhaps through the FedDev Ontario program, to establish an initiative aimed at developing particular industry "clusters" in the Toronto region.

In commenting on the benefits of diversification of products and production in the economy, [Desjardins Group](#) suggested that diversification is required in terms of both geography and corporate structure, and encouraged the government to consider alternative corporate structures — such as co-operatives — to a greater extent when making program and policy decisions. The [Canadian Union of Public Employees](#) stated that more support should be given to industries that add value to goods before they are sold, rather than to those that sell raw materials.

Sector-specific

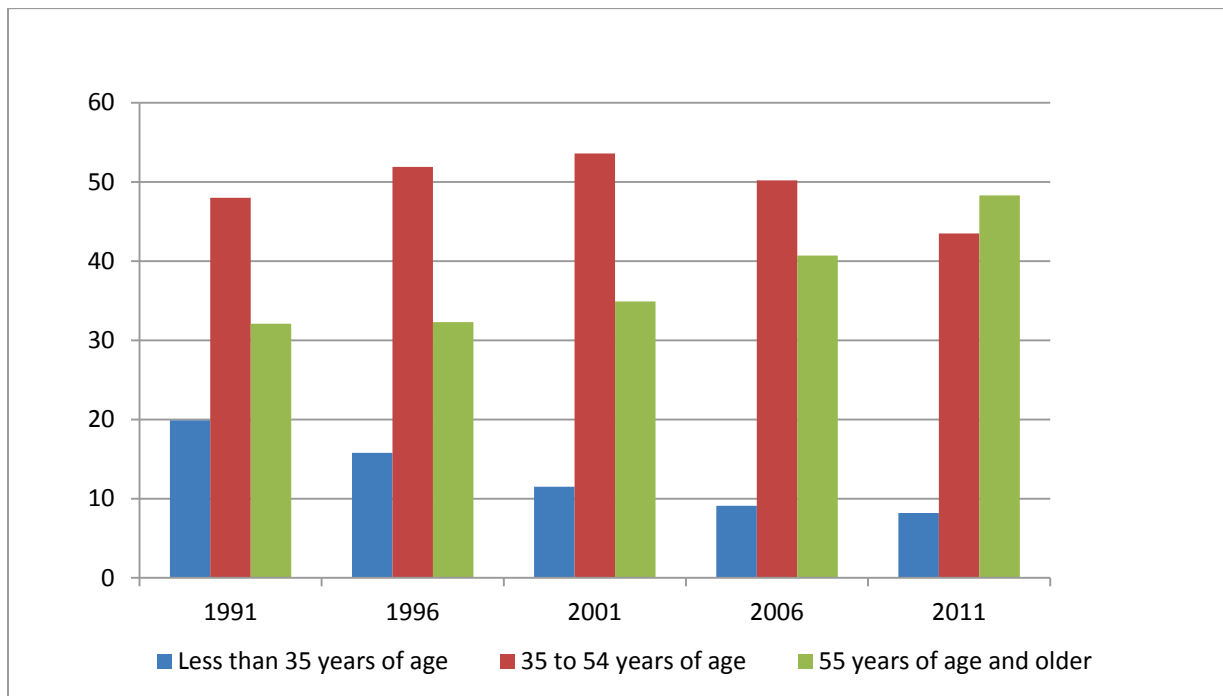
In speaking to the Committee about the ability of grain farmers to compete internationally, the [Grain Growers of Canada](#) requested that the federal government adjust regulations for the Canadian Grain Commission with a view to reducing costs to farmers, facilitating grain exports and modernizing the process through which breeders of wheat register a new variety federally.

In discussing the costs incurred since 2007 by Canadian cattle producers, processors and veterinarians associated with the removal of specified risk material, the [Medicine Hat and District Chamber of Commerce](#) requested that the government work with the cattle industry to implement regulatory reforms that would offset these costs and harmonize regulations with the United States.

The [Grain Farmers of Ontario](#) said that, in 2010, 70% of the funds provided through the Growing Forward framework for agricultural support were used for investments in Western Canada, the largest of which was specific to crops grown there. Consequently, it stated that the Growing Forward 2 framework should ensure equity among producers of different agricultural commodities as well as among the provinces; in its view, the government should establish clear program objectives and guidelines, with the aim of ensuring equity. The [Canola Council of Canada](#) suggested that the Growing Forward 2 framework should be focused on research, market development and market access.

In the context of intergenerational farm transfers, the [Fédération de la relève agricole du Québec](#) urged the government to implement incentives that would encourage farmers to transfer farm ownership to family members; in its view, incentives could include the creation of a transfer savings account that would be similar to a registered education savings plan, renewed funding of the Canadian Young Farmers' Forum beyond 2013, and a relaunch — by the Canadian Young Farmers' Forum — of the National Future Farmers Network, which was discontinued after the federal minister who founded the program was defeated in the 2011 election. The [Grain Growers of Canada](#) and the [Fédération de la relève agricole du Québec](#) asked the government to consider a capital gains exemption for farmers in the case of inter-generational transfers of farm ownership.

Figure 7 – Canadian Farm Owners, by Age Group, 1991–2011



Source: Prepared using data from Statistics Canada, *Census of Agriculture*, 1991 to 2011.

The [Forest Products Association of Canada](#) and the [Grain Growers of Canada](#) urged the government to conduct a review of rail service in Canada with the aim of allowing shippers to have a better opportunity to negotiate, with the railways, on issues such as reciprocal penalties. Stating that a one-sided penalty system is in place, whereby

shippers are charged penalties for such incidents as delays while the railways are not charged for similar occurrences, they advocated the implementation of a fair dispute resolution and arbitration process.

As well, the [Forest Products Association of Canada](#) urged the government to support renewal of Canada's forest sector and the Investments in Forestry Industry Transformation program. It also believed that existing federal procurement practices should be modified in order to increase the proportion of "next-generation" forest products — such as biofuels — purchased by the government.

The [Green Budget Coalition](#) highlighted the federal tax incentives that are available to the Canadian mining sector, and urged the government to modify the Canadian Exploration Expenditures income tax deduction to make mining companies that are successful in their exploration activity ineligible for the deduction. In its view, the accelerated CCA rates that are currently available for certain depreciable properties associated with mining activity should be ended and the METC for flow-through shares should not be renewed.

Northern Canada

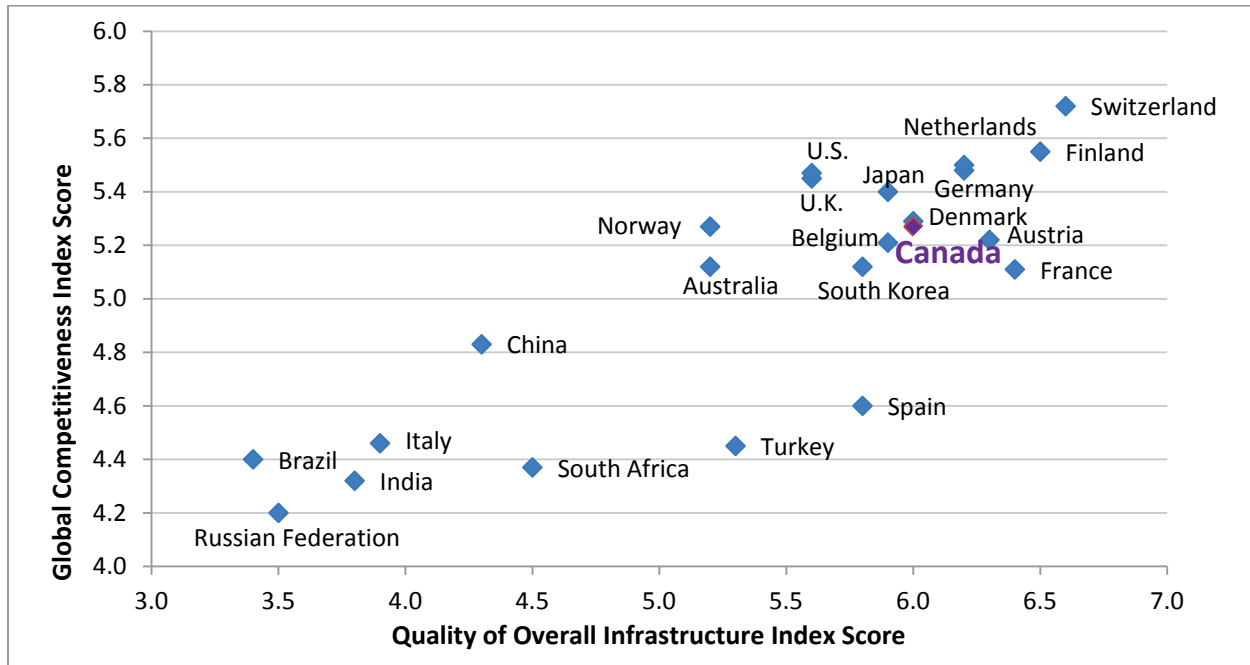
The [Inuit Tapiriit Kanatami](#) told the Committee that projects in Canada's North must strike an appropriate balance among economic, environmental, social and cultural objectives. It urged the government to engage with Inuit communities in an active manner.

INFRASTRUCTURE

Federal Infrastructure Plan

The [Canadian Construction Association](#), [Engineers Canada](#), the [Federation of Canadian Municipalities](#), the [Toronto Board of Trade](#), the [Société de transport de Montréal](#) and the [Canadian Union of Public Employees](#) informed the Committee that they support a continuation of long-term federal funding of the construction and repair of critical public infrastructure, which would aid the economic recovery and help to maintain Canada's competitiveness as well as the quality of life of Canadians.

Figure 8 – Index Scores for Global Competitiveness and Quality of Overall Infrastructure, Selected Countries, 2012–2013



Note: According to the World Economic Forum (WEF), the Global Competitiveness Index (GCI) Score measures the microeconomic and macroeconomic foundations of national competitiveness. The WEF defines competitiveness as the set of institutions, policies and factors that determine the level of productivity of a country. The GCI Score calculation is based on the weighted average of 12 pillars of competitiveness: institutions, infrastructure, macroeconomic environment, health and primary education, higher education and training, goods market efficiency, labour market efficiency, financial market development, technological readiness, market size, business sophistication and innovation. The GCI Score ranges from 1 to 7.

Source: Prepared using data from World Economic Forum, *The Global Competitiveness Report 2012–2013*.

In particular, they supported the creation of a federal long-term national infrastructure plan to replace the \$33 billion Building Canada Plan that is set to expire on 31 March 2014, and urged an announcement of the Plan’s successor as soon as possible in order to provide certainty; other levels of government and the private sector would provide matching funds.

The [Federation of Canadian Municipalities](#), the [Toronto Board of Trade](#) and the [Canadian Union of Public Employees](#) emphasized the need to address municipal infrastructure challenges. The [Federation of Canadian Municipalities](#) underscored the need for flexibility in the design of federal-municipal infrastructure programs in order to meet the goals of different cities and communities.

Furthermore, the [Toronto Board of Trade](#) urged the government to introduce a mechanism to increase the value of the federal Gas Tax Fund in accordance with rising costs, while the [Société de transport de Montréal](#) proposed that federal excise taxes on fuel be transferred to the Gas Tax Fund.

In highlighting that the viability of mining projects may be linked to the availability of core public infrastructure, the [Mining Association of Canada](#) advocated more public-private investment in transportation and energy facilities.

The [Canadian Union of Public Employees](#) supported the elimination of incentives and requirements to engage in public-private partnerships. According to it, these incentives and requirements increase the burden on future taxpayers.

Administration, Partnerships and Tendering

The [Canadian Construction Association](#), the [Federation of Canadian Municipalities](#) and [Merit Canada](#) spoke to the Committee about improved administration of federal infrastructure programs. The [Canadian Construction Association](#) and the [Federation of Canadian Municipalities](#) highlighted the need to reduce “red tape” in order to avoid costly project delays; the former cited, in particular, high transaction costs — such as legal agreements — associated with public-private partnerships.

According to the [Canadian Construction Association](#), Canadian firms are generally at a disadvantage when competing with European contractors, which are typically in a better financial position. From that perspective, it argued that different financial arrangements in respect of public-private partnerships should be explored, and supported an expanded mandate for Export Development Canada.

[Merit Canada](#) focused on the need to tender federally funded infrastructure projects in an open and competitive manner. It argued that union-only worker arrangements should not be allowed, as this approach increases costs and disadvantages a majority of the workers in the construction industry.

First Nations Communities

The [Green Budget Coalition](#) told the Committee that the economic health and quality of life of First Nations communities could be improved by integrating green infrastructure considerations into program policies. While it recognized that progress has been made in many First Nations communities, it said that significant challenges remain; from that perspective, it urged investments in water and waste water systems as well as in residential and non-residential energy conservation and efficiency programs. Also, it indicated that diesel fuel consumption could be reduced through increased use of green energy.

Transportation

In their appearance before the Committee, the [Toronto Board of Trade](#), the [Société de transport de Montréal](#), the [Agence métropolitaine de transport](#) and the [Canadian Union of Public Employees](#) identified such problems as congested highways and delays in the transportation of goods. Consequently, they underscored the need for federal funding of transportation infrastructure and urged the government to make transportation infrastructure a key element in the successor to the Building Canada Plan.

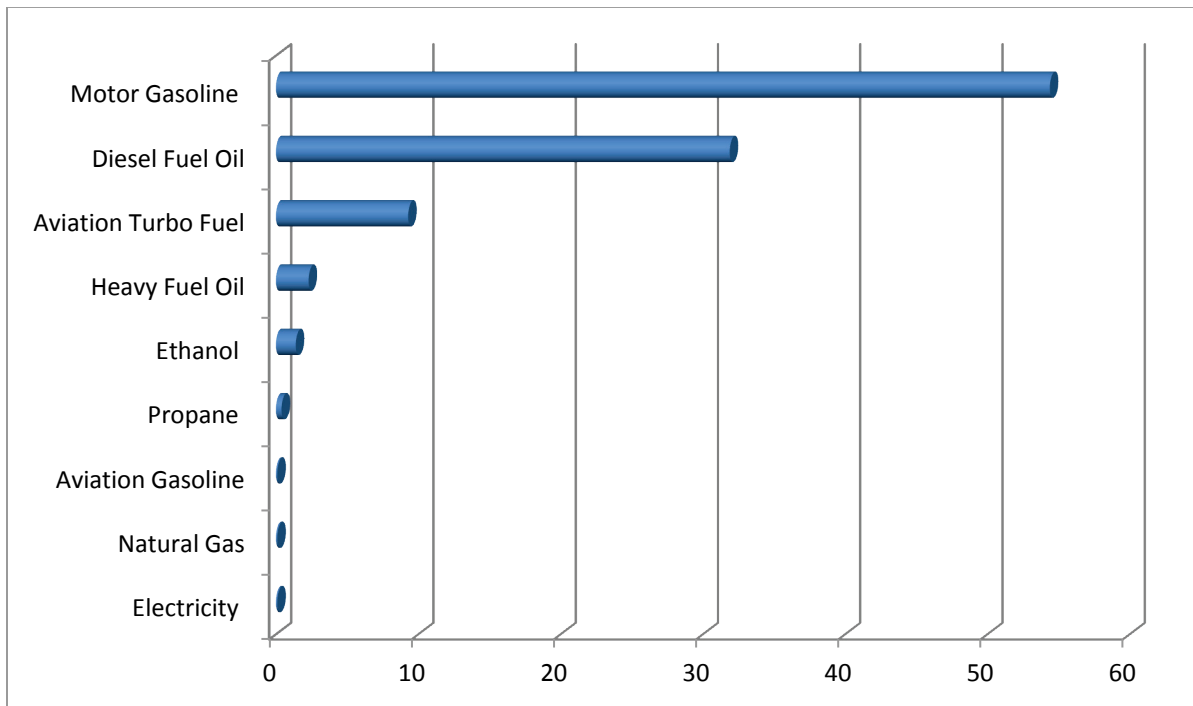
The [Agence métropolitaine de transport](#) advocated the creation of a \$1 billion public transport investment fund over 7 to 10 years, and argued that the eligibility of transportation projects for existing infrastructure programs should be maintained; it also urged the government to introduce economic development guidelines for public transit through a 10-year action plan. The [Société de transport de Montréal](#) supported federal transportation infrastructure funding that is dedicated, recurring and indexed to inflation.

ENERGY

Diversifying Energy Use in Transportation

In speaking to the Committee, the [Canadian Natural Gas Vehicle Alliance](#), the [Canadian Gas Association](#) and the [Canadian Association of Oilwell Drilling Contractors](#) supported a larger federal role in expanding the use of medium-duty and heavy-duty natural gas vehicles in Canada in order to reduce carbon emissions, take advantage of abundant North American natural gas supplies and benefit from relatively lower natural gas prices when compared to other transportation fuels, such as gasoline and diesel. According to the [Canadian Natural Gas Vehicle Alliance](#), with the United States having already started to develop its natural gas vehicle market, including the construction of liquefied natural gas stations and transportation corridors, federal support is needed in order that Canada does not miss opportunities to diversify energy use in the transportation sector.

Figure 9 – Transportation Energy Use in Canada, by Fuel Source, 2009 (petajoule)



Source: Prepared using data from Natural Resources Canada, *Comprehensive Energy Use Database Table*.

The [Canadian Natural Gas Vehicle Alliance](#) and the [Canadian Gas Association](#) highlighted the need for targeted federal incentives, including tax credits and accelerated depreciation, aimed at increasing the affordability of natural gas medium-duty and heavy-duty vehicles, which are more costly than gasoline or diesel vehicles. According to the [former](#), the federal fiscal cost of incentives could be financed by the introduction of a natural gas transportation levy.

Energy Strategy

The [Canadian Association of Oilwell Drilling Contractors](#), the [Calgary Chamber of Commerce](#) and the [Alberta Chambers of Commerce](#) spoke to the Committee about the development of energy resources within a Canadian energy strategy. The [Canadian Association of Oilwell Drilling Contractors](#) advocated a natural gas strategy to promote and expand the use of natural gas, while the [Calgary Chamber of Commerce](#) and the [Alberta Chambers of Commerce](#) argued that an energy strategy is needed in order to encourage value-added domestic production and diversification of energy export markets across a range of renewable and non-renewable natural resources. The [Alberta Chambers of Commerce](#) also highlighted the need to expand pipeline capacity for marine shipments in order to address the current price discount that exists in Western Canadian oil commodities due to the lack of access to world oil markets.

Renewable Energy

The [Canadian Association of Social Workers](#) and the [Canadian Renewable Fuels Association](#) told the Committee that the government should increase its support for renewable energy and related technologies.

In particular, the [Canadian Renewable Fuels Association](#) advocated additional federal assistance to promote renewable diesel production in Canada, including through an extension to the ecoENERGY for Biofuels program for new renewable diesel production projects to 31 March 2017 and for existing projects that were not substantially completed by the program's September 2012 deadline, as well as through the introduction of additional program conditions, such as an obligation for applicants to prove the financial viability of their projects. As well, it proposed an operating incentive of 15¢ per litre for next-generation ethanol projects funded through unused revenue remaining in the ecoENERGY for Biofuels program, which it estimated to be approximately \$50 million.

Energy Retrofits

In speaking to the Committee about the ecoENERGY Home Retrofit program for households, the [Canadian Union of Public Employees](#) urged the government to introduce a similar plan for public-sector buildings.

ENVIRONMENT

Enforcement Information

In their appearance before the Committee, [Ecojustice Canada](#) and the [Green Budget Coalition](#) advocated better access to, and more transparency in respect of, federal environmental enforcement and compliance information. The former indicated that this access and transparency would be good public policy and would assist investors contemplating the purchase of an asset or an entity.

Specifically, they proposed the creation of a searchable online database that would include environmental enforcement and compliance information. According to [Ecojustice Canada](#), the database would not entail any marginal federal cost, as this type of information would no longer be the subject of access-to-information requests.

Regulatory Reform

The [Canadian Energy Pipeline Association](#) and the [Canadian Mining Association](#) spoke to the Committee about environmental regulatory reform, with the former underscoring the need for the federal government to commit sufficient resources to implement the recently legislated changes to the environmental assessment process, including in respect of the policies and regulations that it believed have not been completed. The latter noted that uncertainty exists about how different authorities will work together to implement the legislation, and urged the government to implement a functional permitting system for the *Species at Risk Act*, as well as to modernize and complete the environmental legislation governing Canada's North.

Safety and Mitigation

[Ecojustice Canada](#) told the Committee that the current \$40 million legislated cap on liability for offshore drilling in cases of a major spill is insufficient, considering that the 20 April 2010 oil spill in the Gulf of Mexico was estimated to cost approximately \$40 billion in damages and remediation costs. From that perspective, it urged the government to raise the current cap so as to be consistent with that in other jurisdictions, such as the United States and the United Kingdom.

The [Canadian Energy Pipeline Association](#) argued that the biggest safety risk to the pipeline industry is damages incurred by third parties and noted that, while extensive regulatory tools exist to address pipeline integrity, Canada lacks the legislative means to enforce the physical protection of pipelines from third parties. It urged stronger federal regulation that would require any party that is planning to dig near a pipeline in Canada to call the pipeline operator before digging occurs, with fines imposed if this requirement is violated.

Carbon Mitigation and Management

The [Canadian Renewable Fuels Association](#), the [Greater Kitchener Waterloo Chamber of Commerce](#) and the [Calgary Chamber of Commerce](#) spoke to the Committee

about methods for reducing greenhouse gas emissions, indicating their preference for the current regulatory emission reduction approach applied on a sector-by-sector basis; they did not support a carbon tax as a means of reducing these emissions.

The [Green Budget Coalition](#) shared its view that putting a price on carbon, through either a carbon tax or a cap-and-trade system, is the most efficient and cost-effective method of reducing greenhouse gas emissions. [Canadian Manufacturers & Exporters](#) said that an increased investment in new technology is the best approach, and preferred programs that provide companies with an incentive to invest in carbon-reducing technologies; it did not support approaches involving regulation or a carbon tax.

Climate Change Adaptation

In its appearance before the Committee, the [Canadian Climate Forum](#) identified the need for an increased policy focus on the potential impacts of climate change on key sectors and regions in Canada, including the energy and agriculture sectors as well as the Arctic region. It emphasized climate adaptation, and spoke about investments in research facilities, training, and information networks that can leverage different resources across Canada and through international partnerships. According to [it](#), the government should create a climate change weather disaster risk-reduction strategy; the strategy should focus on investing in critical infrastructure to reduce economic and societal risks associated with climate change.

Conservation

The [Green Budget Coalition](#) informed the Committee about a national conservation plan, which was announced in the 3 June 2011 Speech from the Throne, and advocated the plan's creation. In its opinion, this plan should value and conserve nature for the benefit of current and future generations of Canadians.

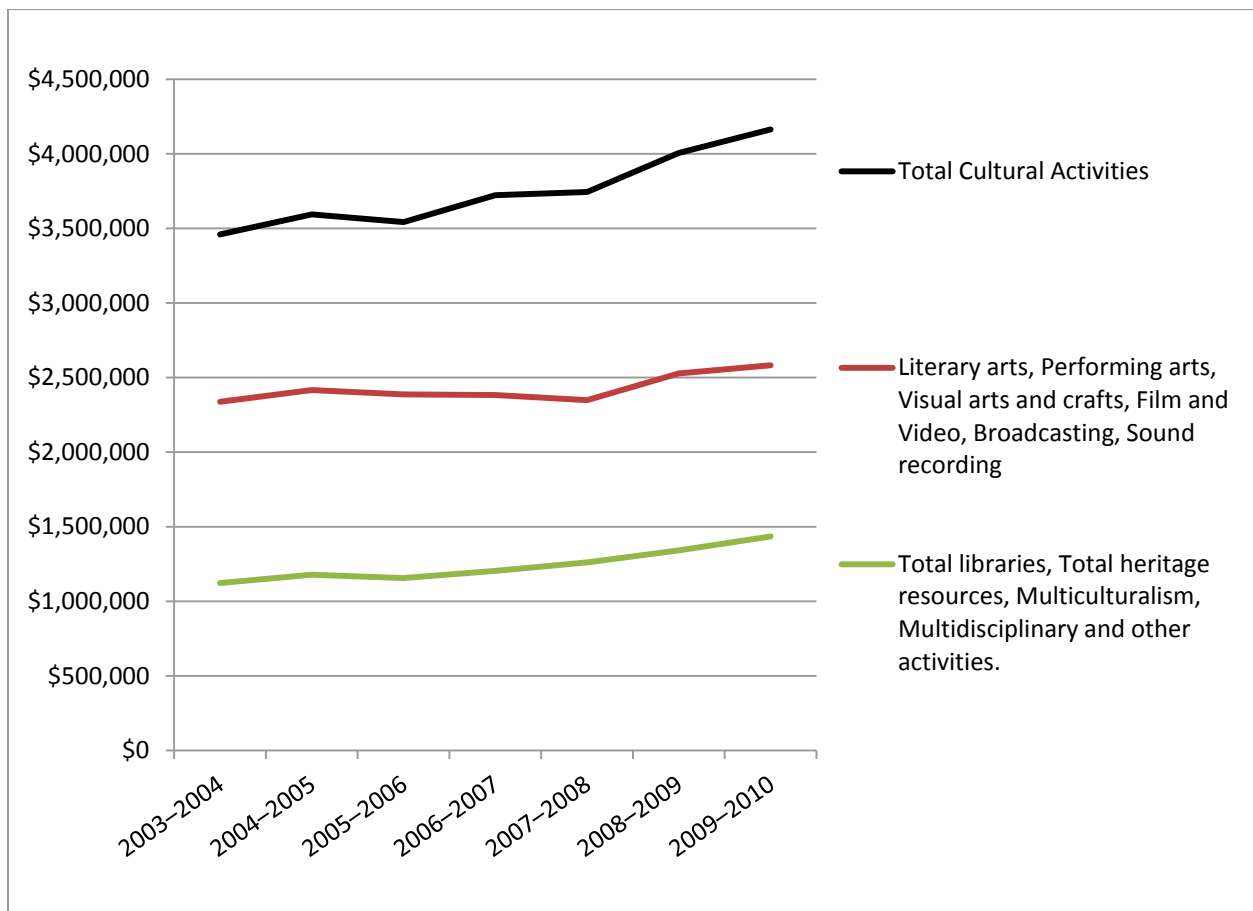
ARTS AND CULTURE

Funding and Credits

In its appearance before the Committee, the [Alliance of Canadian Cinema, Television and Radio Artists](#) requested that federal support for Canadian content be renewed through restoration of Telefilm Canada's parliamentary appropriation, reversal of the National Film Board's budgetary reduction and an increase — to \$40 — in the per-capita parliamentary allocation to the Canadian Broadcasting Corporation/Radio Canada. The [Association des producteurs de films et de télévision du Québec](#) called for increased funding of audiovisual programs managed under Canadian Heritage, in particular of Telefilm Canada and of programs under the Canada Media Fund. It also suggested that the government should support the continued existence of the Canada Media Fund, increase investments through the creation of a specific fund to support the production of digital content, and finalize, implement and adequately fund Canada's Policy on Audiovisual Treaty Coproduction.

The [Association des producteurs de films et de télévision du Québec](#) spoke about the importance of stable and long-term financing for Radio-Canada, and noted that the government could use a portion of the proceeds from an eventual auction of some broadcast frequencies in the 700 MHz band to provide financial assistance to the industry. In advocating government support for the production of television programming and digital media content, the [Writers Guild of Canada](#) suggested that the government should increase funding of the Canada Media Fund. The [Canadian Arts Coalition](#) urged the government to renew its investment in the Canada Arts Training Fund, the Canada Arts Presentation Fund, the Canada Cultural Spaces Fund and the Canada Cultural Investment Fund; as well, it argued that funding of the Canada Council for the Arts should be maintained at \$300 million annually, although it felt that funding should be increased if possible.

Figure 10 – Federal Expenditures on Culture, By Cultural Activity, 2003–2004 to 2009–2010 Fiscal Years (\$ thousands)



Source: Prepared using data from Statistics Canada, CANSIM, Table 505-0003 (accessed 23 November 2012).

As a complement to enhanced public funding, the [Alliance of Canadian Cinema, Television and Radio Artists](#) proposed measures to attract private sources of funding. It advocated changes to the Canadian Film or Video Production Tax Credit that would

allow production services tax credits to be applied against the production's entire budget and not solely against labour costs, and supported the creation of federal labour-based tax credits for digital and interactive media. The [Association des producteurs de films et de télévision du Québec](#) suggested that eligibility for the Canadian Film or Video Production Tax Credit should be extended to labour expenses linked to the production of digital content, while the [Writers Guild of Canada](#) proposed an extension of the credit to digital distribution.

As well, the [Alliance of Canadian Cinema, Television and Radio Artists](#) urged support for Bill C-427, An Act to amend the Income Tax Act (income averaging for artists), which it felt would address the inequity in taxation that it believed exists between artists whose incomes are volatile and employees whose incomes are relatively stable over time.

In speaking about the importance of support for the Canadian Tourism Commission (CTC) as Canada's national marketer of cultural and recreational attractions, the [Association québécoise de l'industrie touristique](#) suggested that the CTC's budget should be increased to between \$120 million and \$130 million annually.

[Skate Canada](#) requested \$10 million and the government's partnership as preparations for its upcoming 100th anniversary celebration in 2014 are being made.

Regarding the structure of federal funding for culture in Canada, [Sport Manitoba Inc.](#) argued that the inclusion of support for sport-based research and innovation, as well as infrastructure facilities in the Building Canada Fund, has often resulted in investments in the former being under-prioritized. Consequently, it proposed that the government provide funding for this research and innovation outside of the Building Canada Fund.

Linguistic

The [Fédération des communautés francophones et acadienne du Canada](#) spoke to the Committee about cultural heritage and francophonie, and emphasized the importance of continued federal support for communities where an official language is spoken by a minority of the residents. It argued for renewal of the Roadmap for Canada's Linguistic Duality, with investments focused on the three priorities of population, space and development; the roadmap is set to expire on 31 March 2013. In addition, it advocated funding increases for organizations and institutions that ensure the provision of services to Francophone citizens, particularly for the Community Life component of Canadian Heritage's Official Languages Support Programs, and called for increased jurisdictional accountability — in future federal-provincial/territorial agreements — in relation to the allocation and use of investment funds. It specifically mentioned the inclusion of strong linguistic clauses, as well as the identification and dedication of specific funding for services intended for French-speaking citizens of the province/territory with which an agreement is being signed.

HOUSING

Strategy

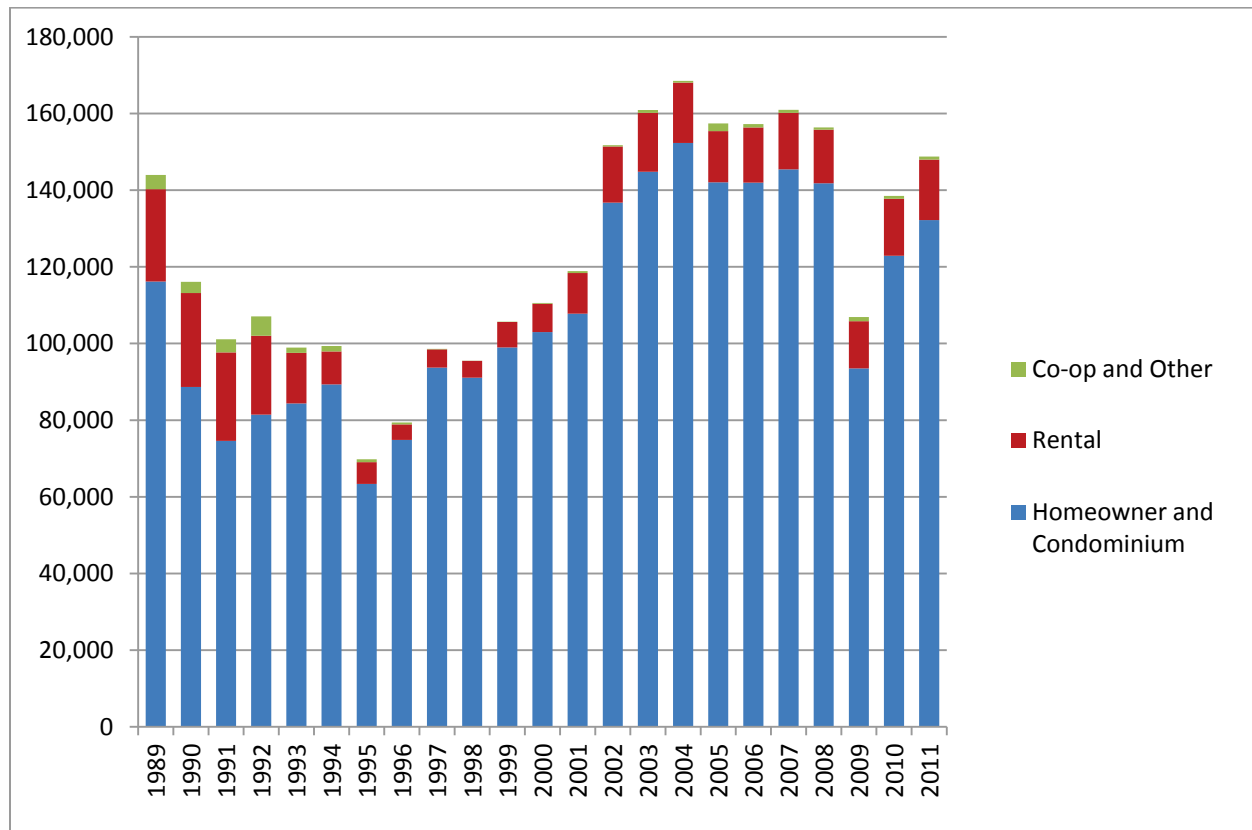
In its appearance before the Committee, the [Canadian Association of Community Health Centres](#) supported the establishment of a federal housing strategy through the adoption and implementation of Bill C-400, An Act to ensure secure, adequate, accessible and affordable housing for Canadians.

Homelessness

Regarding homelessness, the [Réseau SOLIDARITÉ Itinérance du Québec](#) informed the Committee about the Homelessness Partnering Strategy, and requested that funding for it be increased from \$20 million to \$50 million for 2014 and beyond for the province of Quebec. It also suggested that public investment in social housing should be renewed, and advocated an enhanced role for the National Secretariat on Homelessness to promote discussions on homelessness. To improve the management and efficiency of the Homelessness Partnering Strategy, it called for the government to reduce “red-tape-related” delays in accessing available funding.

The [Kamloops Homelessness Action Plan](#) presented a plan for reducing the flow of people to homeless shelters; this plan would redirect a portion of the funds currently under the Canada Mortgage and Housing Corporation’s Affordable Housing Initiative to support the introduction of a housing tax credit for private or not-for-profit developers that construct affordable rental housing. In its view, this tax credit would have an estimated maximum federal fiscal cost of \$50 million in the first year and of up to \$500 million in the 10th year.

Figure 11 – Housing Starts by Intended Market, Canada – Census Metropolitan Areas, 1989–2011



Source: Prepared using data from Statistics Canada, CANSIM, Table 027-0034 (accessed 26 November 2012).

New Housing Tax Rebates

In its appearance before the Committee, the [Medicine Hat and District Chamber of Commerce](#) urged the government to consider indexation of the GST and the HST rebates in relation to new home purchases to inflation.

NATIONAL SECURITY AND CRIME

Defence

Regarding defence spending, the [Rideau Institute](#) told the Committee that the government should further reduce such expenditures over time to reach the level that existed prior to the 11 September 2001 terrorist attacks. It also argued for improved parliamentary oversight of the military procurement process through the creation of a dedicated parliamentary committee or subcommittee for major Crown projects, and — in an effort to support economic recovery — for a mechanism to ensure that defence procurement provides support to Canadian industries.

The [Medicine Hat and District Chamber of Commerce](#) indicated that Canadian Forces bases attract foreign investment to Canada by providing training to other countries' military forces. From that perspective, it suggested that the government should ensure the existence of adequate support for Canadian Forces bases to continue these activities, particularly in respect of Commonwealth military forces.

Crime

In speaking to the Committee, the [Canadian Convenience Stores Association](#) stated that an increased presence of law enforcement agents at the port of entry in Cornwall, Ontario will be required to combat the escalation in contraband tobacco activity that will occur when the Cornwall border crossing is moved to New York. As well, it urged the government to establish – by the end of 2013 – a new Royal Canadian Mounted Police anti-contraband task force.

Table 4 – Number and Value of Seizures of Contraband Items by the Canada Border Services Agency, 1 April 2012–30 June 2012

Contraband Item	Number of Seizures	Value of Seizures
Firearms	143	Not available
Weapons	1,894	Not available
Drugs	2,873	\$102,682,555
Tobacco	515	\$1,202,313
Child Pornography	20	Not available
Currency	298	\$5,670,283

Source: Prepared using data from Canada Border Services Agency, *National Statistics — April 1, 2012 to June 30, 2012*, 27 August 2012.

The [Boys and Girls Clubs of Canada](#) asked for increased support for the National Crime Prevention Strategy, the Youth Justice Fund and the Youth Gang Prevention Fund; support for the strategy and these funds would help to prevent youth from engaging in criminal activity.

CHAPTER 6: RECOMMENDATIONS

- 1. That the federal government, acknowledging the current fiscal situation, restrict new spending commitments in the upcoming budget and continue to reject new costly and irresponsible spending.**
- 2. That the federal government remain focused on its plan to return to balanced budgets in the medium term.**
- 3. That the federal government vigorously and continually review spending of taxpayers' money to eliminate all waste and inefficiencies, including through the elimination of government programs that no longer serve their purpose or achieve their intended results. This should include an ongoing review of corporate assets to obtain the most effective and efficient use of government resources, ensuring value for taxpayers.**
- 4. That the federal government reaffirm its commitment, as it seeks to return to budgetary balance, not to reduce transfers to persons, including those for seniors, children and the unemployed, or transfers to other levels of government in support of health care and social services, equalization and the gas tax transfer to municipalities.**
- 5. That the federal government reaffirm its already strong commitment to keep taxes low and not impose new taxes on Canadians, especially any form of a carbon tax that would harm key sectors of the economy, while passing the costs on to Canadian families.**
- 6. That the federal government review public sector compensation and benefits to ensure their ongoing financial sustainability, and align them more closely and make them more competitive with other public- and private-sector employers.**
- 7. That the federal government and the Bank of Canada continue to support the current inflation-targeting framework.**

- 8. That the federal government, in collaboration with the provinces and territories, continue its strong support and promotion of the skilled trades, such as exploring the feasibility and cost of new support programs or tax incentives to help skilled workers and their mobility. This should include continued support for Skills Canada to ensure the continued promotion of trades in secondary schools and to address youth unemployment and underemployment.**
- 9. That the federal government explore options to reform and reorient Labour Market Agreements with the provinces and territories to better promote skills training and more effectively respond to labour market needs, such as in the construction sector.**
- 10. That the federal government continue its modernization of Canada's immigration system to a "fast and flexible" system better focused on labour market needs, thus supporting economic prosperity for all Canadians. The government should also review the minimum language thresholds of the Federal Skilled Worker Program.**
- 11. That the federal government review the Temporary Foreign Worker Program to ensure that it better and more accurately responds to Canada's labour market needs.**
- 12. That the federal government, working with provinces and territories, continue to improve foreign credential recognition for immigrants to Canada.**
- 13. That the federal government continue its efforts committed to make targeted, common-sense changes to make Employment Insurance a more efficient program focused on job creation and labour market needs.**
- 14. That the federal government review the upcoming report of the Panel on Labour Market Opportunities of Persons with Disabilities to identify ways to increase the labour market participation of disabled persons.**
- 15. That the federal government continue programs that help to ensure that older workers have access to the training they need to secure new employment.**
- 16. That the federal government continue to acknowledge the even greater contribution that Aboriginal peoples can make to the labour market by reducing barriers to their increased participation in Canada's economy.**

- 17. That the federal government implement a jobs plan by providing continued support to the Aboriginal Skills and Employment Training Strategy model and other proven programs to help First Nations and other Aboriginal groups fill the skilled job shortages. Furthermore, the government should continue to work with First Nations to address our shared priority of improving First Nations educational outcomes and to fulfill its commitment to having in place, for September 2014, a First Nations education act while also exploring mechanisms to ensure stable, predictable and sustainable funding for First Nations education.**
- 18. That the federal government continue to work towards improving financial literacy as outlined in Motion M-269, which was proposed by James Rajotte, M.P. and was supported by the House of Commons.**
- 19. That the federal government continue to implement pooled retirement pension plans, including through working cooperatively with provinces and territories on the introduction of such plans.**
- 20. That the federal government continue to ensure a competitive tax system to promote job creation and attract new investments, including through a continued commitment to the recently implemented corporate tax rate reductions and ensuring competitive personal income tax rates.**
- 21. That the federal government explore ways to simplify the Income Tax Act to reduce the complexity and inefficiency of its administration, including through the establishment of a royal commission to undertake a comprehensive review. Additionally, the government should ensure the timely assessment of income tax returns and explore the possibility of permitting consolidated reporting.**
- 22. That the federal government undertake a comprehensive review of the tax system and ensure its fairness as well as neutrality by continuing to close tax loopholes that allow select taxpayers to avoid paying their fair share of tax.**
- 23. That the federal government examine further ways to better equip the Canada Revenue Agency to combat tax evasion while working collaboratively with law enforcement agencies to prosecute tax evaders.**
- 24. That the federal government examine tax provisions in relation to estate and succession planning and their impact on the transfer of family-owned businesses.**

- 25. That the federal government remain vigilant in examining ways to improve Canada's international tax competitiveness, including through the continued implementation of the recommendations of the Advisory Panel on Canada's System of International Taxation.**
- 26. That the federal government continue to implement the recommendations of the Red Tape Reduction Commission, such as the "One-for-One" Rule, to reduce irritants to business that impede growth, competitiveness and innovation. This could include exploring the possibility of standardizing business reporting language, known as XBRL, to reduce compliance costs for taxpayers and enhance federal data collection.**
- 27. That the federal government continue to review the recent report of the Advisory Panel on Canada's International Education Strategy to identify ways that Canada, working with the provinces and territories, can become a leader in international education and contribute to Canada's long-term prosperity.**
- 28. That the federal government continue its work to promote linkages between the private sector and academic institutions to further economic growth and innovation. This should include working with provinces and territories, school boards, colleges and universities to facilitate an improved understanding of labour market needs, such as encouraging graduate student internships in a range of disciplines.**
- 29. That the federal government explore the feasibility and cost of exempting additional in-study income from the Canada Student Loans Program assessment of borrowers' assets.**
- 30. That the federal government continue to support research and development to help ensure Canada's ongoing competitiveness.**
- 31. That the federal government continue to refocus the National Research Council toward research that assists Canadian entrepreneurs in developing innovative products and services.**
- 32. That the federal government continue its efforts to streamline and improve the Scientific Research and Experimental Development tax incentive program, including through implementation of its commitment to direct savings generated by these actions to more direct support for innovative private-sector businesses.**
- 33. That the federal government move forward with its commitment to enhance access to venture capital financing.**

- 34. That the federal government consider how to include co-operatives and new forms of social enterprise and social finance in policies and programs.**
- 35. That, in order to improve opportunities for cooperative development, the federal government create a new partnership with the co-operative sector and Industry Canada.**
- 36. That the federal government continue to pursue its aggressive trade agenda, including through continued pursuit of free trade agreements and the conclusion of tax treaties with foreign governments, to help eliminate barriers for Canadian goods and services in new export markets.**
- 37. That the federal government continue to implement the Perimeter Security and Economic Competitiveness Action Plan and the Regulatory Cooperation Council Joint Action Plan to facilitate trade and investment with the United States.**
- 38. That the federal government review the relevance of the current tariff regime on consumer goods, especially those not produced domestically, and examine the impact of their removal on household costs and government revenue.**
- 39. That the federal government continue to work cooperatively with willing provinces and territories towards establishing a common securities regulator in order to better protect Canadians and promote the integrity of Canada's financial system.**
- 40. That the federal government continue to encourage provinces and territories to eliminate internal barriers to trade and mobility within Canada.**
- 41. That the federal government continually review all relevant legislation and regulations to ensure the safety and security of the financial sector, thereby maintaining Canada's standing as having the soundest banking system in the world.**
- 42. That the federal government continue to examine ways to better protect consumers of financial sector products and services.**
- 43. That the federal government further enhance the neutrality of the tax system by eliminating inefficient fossil fuel subsidies, in line with Canada's recent Group of Twenty commitment.**
- 44. That the federal government continue to promote tax incentives to encourage the development and use of clean energy generation.**

- 45. That the federal government, in conjunction with the provincial and territorial governments, continue to support clean energy projects, including the Lower Churchill hydroelectric project.**
- 46. That the federal government continue to explore methods to encourage value-added domestic production in the energy sector.**
- 47. That the federal government explore the cost and feasibility of expanding the accelerated capital cost allowance (ACCA) to encourage the construction of domestic infrastructure in relation to downstream activities in the oil and gas sector, such as transportation, refining and upgrading.**
- 48. That the federal government expeditiously encourage and support the development of infrastructure in relation to liquefied natural gas exports.**
- 49. That the federal government consider extending the temporary 15% Mineral Exploration Tax Credit for flow-through share investors for an additional year to support junior mineral exploration.**
- 50. That the federal government, in order to remain competitive in the North American market, explore the cost and feasibility of tax incentives, such as the accelerated capital cost allowance, or other support programs to improve the affordability of commercial natural gas vehicles and the use of natural gas as transportation fuel to reduce air pollutants and support economic growth.**
- 51. That the federal government continue to work to further strengthen Canada's traditional industries, like agriculture, manufacturing and forestry, with innovative ways to support their productivity and competitiveness.**
- 52. That the federal government, as most recently committed in the 2012 budget, continue to engage provinces and territories, the Federation of Canadian Municipalities and other stakeholders on the development of a long-term plan for public infrastructure that extends beyond the expiry of the Building Canada plan in 2014, with a focus on economic infrastructure that supports long-term growth.**
- 53. That the federal government continue to promote public-private partnerships, or P3s, for public infrastructure, where they can produce better value for taxpayers' dollars.**
- 54. That the federal government continue to improve health research for the health care sector and health professions to further improve health care delivery for patients and reduce costs through**

- improved efficiency, including through consideration of the development of pan-Canadian health indicators and promotion of best practices, such as the St. Boniface Hospital's Lean transformation program and the Canadian Centre for Innovation in Health Care.
- 55. That the federal government, building on recent actions for family physicians, nurses and nurse practitioners, examine the cost and feasibility of forgiving a portion of loans under the Canada Student Loans Program for new psychologists and other under-represented health care professionals who practise in underserved rural or remote communities.**
 - 56. That the federal government consider additional funding for the Canadian Institute for Military and Veteran Health Research.**
 - 57. That the federal government continue with and strengthen its efforts to combat contraband tobacco by working to reduce its trafficking, including through the establishment of a Royal Canadian Mounted Police anti-contraband force.**
 - 58. That the federal government renew the Roadmap for Canada's Linguistic Duality, with a special focus on efficient and targeted support for minority language communities.**
 - 59. That the federal government commemorate Skate Canada's 100th anniversary celebration, including through consideration of additional support for the organization and its development of amateur figure skating in Canada.**
 - 60. That the federal government continue to facilitate greater charitable giving by Canadians, including through examination of the forthcoming recommendations in relation to the House of Commons Standing Committee on Finance's study on tax incentives for charitable donations.**

CHAPTER 7: CONCLUSION

The Committee believes in the fundamental strength of Canada: its fiscal and monetary situation and outlook, its people, its businesses and its communities. We realize, however, that the nation is affected by a range of uncontrollable factors occurring in the rest of the world. While the Canadian economy performed well during the recent global financial and economic crisis — and is expected to continue to do so, particularly when compared to other developed countries — global economic, financial and fiscal uncertainties will affect the nation to at least some extent.

As presented in the five questions that informed our pre-budget consultations this year, the Committee believes that it is important that the nation have a sustained economic recovery and growth, that jobs be created for the benefit of residents and businesses, that needed actions are taken to address the aging of Canada's population and skill shortages, that productivity improvements occur as contributors to growth and competitiveness, and that the various individuals, businesses and communities facing particular challenges are supported as they address their challenges.

From that perspective, and bearing in mind the importance of a sound fiscal situation, the Committee — in developing the recommendations presented in Chapter 6 — was mindful of the actions that are needed to support Canada's people, businesses and communities. Ultimately, it is their strength that will determine the nation's strength.

APPENDIX A LIST OF WITNESSES

Organizations and Individuals	Date	Meeting
<p>Agence métropolitaine de transport Daniel Bergeron, Vice-President, Strategic Data and Metropolitan Affairs</p> <p>Association québécoise de l'industrie touristique Claude Péroquin, Vice-President, Board of Directors</p> <p>Canadian Cattlemen's Association Andrea Brocklebank, Research Manager Martin Unrau, President</p> <p>Canadian Energy Pipeline Association Kim McCaig, Vice-President, Chief Operating Officer</p> <p>Canadian Federation of Independent Business Corinne Pohlmann, Vice-President, National Affairs</p> <p>Canadian Labour Congress Sylvain Schetagne, National Director, Chief Economist, Social and Economic Policy</p> <p>Certified General Accountants Association of Canada Denis St-Pierre, Chair of the Tax and Fiscal Policy Advisory Group</p> <p>Forest Products Association of Canada David L. Lindsay, President and Chief Executive Officer</p> <p>Social Economy Working Group Patrick Duguay, President, Board of Directors</p> <p>St. Boniface Hospital Michel Tétreault, President and Chief Executive Officer</p> <p>Tax Executives Institute, Inc. Bonnie Dawe, Chair, Canadian Income Tax Committee</p>	2012/10/15	76
<p>As an individual Luc Godbout</p> <p>Canada Without Poverty Leilani Farha, Executive Director Harriett McLachlan, President, Board of Directors</p>	2012/10/16	77

Organizations and Individuals	Date	Meeting
Canada-Israel Industrial Research and Development Foundation	2012/10/16 77	
Henri Rothschild, President and Chief Executive Officer, International Science and Technology Partnerships Canada		
Canadian Cancer Society		
Daniel Demers, Director, National Public Issues Office		
Canola Council of Canada		
Patti Miller, President		
Desjardins Group		
Bernard Brun, Director, Government Relations		
Réseau SOLIDARITÉ Itinérance du Québec		
Pierre Gaudreau, President		
Toronto Board of Trade		
Juan Gomez, Director, Policy		
University of Manitoba		
John Alho, Associate Vice-President (External), Government Relations		
Big Brothers Big Sisters of Canada	2012/10/17 78	
Bruce MacDonald, President, Chief Executive Officer		
Canadian Construction Association		
Michael Atkinson, President		
Canadian Natural Gas Vehicle Alliance		
Alicia Milner, President		
Canadian Nurses Association		
Barb Mildon, President		
Ecojustice Canada		
Robert Peterson, Staff Lawyer		
Fédération de la relève agricole du Québec		
Magali Delomier, Director General		
Grain Farmers of Ontario		
Henry Van Ankum, Chair		
Professional Institute of the Public Service of Canada		
Shannon Bittman, Vice-President		
Peter Bleyer, Senior Advisor, Policy and Communications		

Organizations and Individuals	Date	Meeting
Prospectors and Developers Association of Canada Tom King, Co-Chair, Finance and Taxation Committee, Associate Partner, Tax, KPMG LLP	2012/10/17	78
Association of Canadian Community Colleges James Knight, President and Chief Executive Officer	2012/10/18	79
Canadian Association of Community Health Centres Simone Thibault, Member of the Board Scott Wolfe, Federal Coordinator		
Canadian Federation for the Humanities and Social Sciences Graham Carr, President		
Canadian Gas Association Timothy M. Egan, President and Chief Executive Officer		
Council of Canadians with Disabilities Tony Dolan, National Chairperson		
Credit Union Central of Canada Gary Rogers, Vice-President, Financial Policy		
Edmonton Chamber of Commerce Robin Bobocel, Vice-President, Public Affairs		
Financial Executives International Canada Michael Conway, Chief Executive and National President Peter Effer, Chair, Taxation Committee		
Sport Manitoba Inc. Jeff Hnatiuk, President and Chief Executive Officer		
Alberta Chambers of Commerce Brad Severin, Chair Elect	2012/10/22	80
Canadian Association of Petroleum Producers David Collyer, President		
Canadian Convenience Stores Association Alex Scholten, President		
Canadian Doctors for Medicare Danyaal Raza, Board Member		
Canadian Federation of Nurses Unions Pamela Foster, Policy Advisor		

Organizations and Individuals	Date	Meeting
<p>Canadian Steel Producers Association Ron Watkins, President</p> <p>Canadian Union of Public Employees Toby Sanger, Senior Economist</p> <p>McGill University Rose Goldstein, Vice-Principal, Research and International Relations</p> <p>Public Service Alliance of Canada Chris Aylward, National Executive Vice-President</p> <p>Regroupement des jeunes chambres de commerce du Québec Guillaum Dubreuil, Vice-President</p> <p>Société de transport de Montréal Bernard Blanchet, Board Member, City Councillor, Lachine Borough, Montréal</p> <p>University of Saskatchewan Ilene Busch-Vishniac, President and Vice-Chancellor</p>	2012/10/22	80
<p>Alliance of Canadian Cinema, Television and Radio Artists Barry Blake, National Councillor, Actor</p> <p>Canadian Association of Retired Persons Susan Eng, Vice-President, Advocacy</p> <p>Canadian Chamber of Commerce Warren Everson, Senior Vice-President, Policy</p> <p>Canadian Federation of Students Adam Awad, National Chairperson</p> <p>Canadian Institute of Chartered Accountants Gabe Hayos, Vice-President, Taxation</p> <p>Chemistry Industry Association of Canada Richard Paton, President and Chief Executive Officer</p> <p>Engineers Canada Kim Allen, Chief Executive Officer</p> <p>Fédération des communautés francophones et acadienne du Canada Marie-France Kenny, President</p> <p>Kamloops Homelessness Action Plan Tangie Genshorek, Coordinator</p>	2012/10/23	81

Organizations and Individuals	Date	Meeting
Mining Association of Canada Pierre Gratton, President and Chief Executive Officer Brendan Marshall, Director, Economic Affairs	2012/10/23	81
Petroleum Services Association of Canada Elizabeth Aquin, Senior Vice-President Kathy Marasco, Vice-President, Corporate Human Resources, Sanjel Corporation		
Calgary Chamber of Commerce Ben Brunnen, Director, Policy and Government Affairs and Chief Economist	2012/10/24	82
Canadian Alliance of Student Associations Zachary Dayler, National Director		
Canadian Association of Oilwell Drilling Contractors Mark A. Scholz, President Doug Strong, President, Precision Drilling Corporation		
Canadian Association of Social Workers Fred Phelps, Executive Director		
Canadian Renewable Fuels Association W. Scott Thurlow, President		
Greater Kitchener Waterloo Chamber of Commerce Art Sinclair, Vice-President		
Investment Industry Association of Canada Barbara Amsden, Director		
Portfolio Management Association of Canada Katie Walmsley, President		
Rideau Institute Steven Staples, President		
Small Explorers and Producers Association of Canada Gary C. Leach, Executive Director		
Association of Universities and Colleges of Canada Paul Davidson, President	2012/10/29	84
Canadian Association of University Teachers James L. Turk, Executive Director		
Canadian Co-operative Association Shawn Murphy, Manager, Government Relations		

Organizations and Individuals	Date	Meeting
<p>Canadian Manufacturers and Exporters Jayson Myers, President and Chief Executive Officer, National Office</p>	2012/10/29 84	
<p>Federation of Canadian Municipalities Brock Carlton, Chief Executive Officer Karen Leibovici, President</p>		
<p>Green Budget Coalition Andrew Van Iterson, Manager</p>		
<p>Inuit Tapiriit Kanatami Terry Audla, President</p>		
<p>Merit Canada Terrance Oakey, President</p>		
<p>National Association of Career Colleges Serge Buy, Chief Executive Officer</p>		
<p>Polytechnics Canada Nobina Robinson, Chief Executive Officer</p>		
<p>Boys and Girls Clubs of Canada Rachel Gouin, Manager, Research and Public Policy</p>	2012/11/19 92	
<p>Building and Construction Trades Department, AFL-CIO Christopher Smillie, Senior Advisor, Government Relations and Public Affairs</p>		
<p>Canadian Bureau for International Education Scott McAlpine, Board Member, President, Douglas College</p>		
<p>Canadian Climate Forum Gordon McBean, Chairman, Board of Directors</p>		
<p>Canadian Institute for Military and Veteran Health Research Alice Aiken, Director</p>		
<p>Canadian Psychological Association Karen Cohen, Chief Executive Officer</p>		
<p>Canadian Restaurant and Foodservices Association Joyce Reynolds, Executive Vice-President, Government Affairs</p>		
<p>Council of Ontario Universities Steven Liss, Vice-Principal of Research, Queen's University</p>		
<p>Grain Growers of Canada Richard Phillips, Executive Director</p>		

Organizations and Individuals	Date	Meeting
Nature Conservancy of Canada John Lounds, President and Chief Executive Officer	2012/11/19 92	
Retail Council of Canada Diane J. Brisebois, President and Chief Executive Officer		
Association des producteurs de films et de télévision du Québec Claire Samson, President and Chief Executive Officer	2012/11/20 93	
Canadian Arts Coalition Shannon Litzenberger, Artist, Arts Policy Fellow and Steering Committee Member		
Canadian Bankers Association Terry Campbell, President and Chief Executive Officer		
Canadian Medical Association Anna Reid, President		
Child Care Advocacy Association of Canada Shellie Bird, Member, Board of Directors		
Fair Pensions for All William Tufts, Founder and Executive Director		
Food Secure Canada Diana Bronson, Executive Director		
Medicine Hat and District Chamber of Commerce Jason Melhoff, Chair		
Réseau québécois d'action pour la santé des femmes Lyda Assayag, Director		
Skate Canada Benoit Lavoie, President Joannie Rochette, Olympic Bronze Medalist		
University of Toronto Judith Wolfson, Vice-President, University Relations		
Writers Guild of Canada Kelly Lynne Ashton, Director, Policy		

APPENDIX B LIST OF BRIEFS

Organizations and Individuals

A Port in the Storm Inc.

ABC Life Literacy Canada

Accipiter Radar Technologies Inc.

Aerospace Industries Association of Canada

Ainstey, Beatrice

Alarie, Nathalie

Alberta Chambers of Commerce

Alford, Tina

Alliance of Canadian Cinema, Television and Radio Artists

April, Laura

Armitage, Kathleen

Arthritis Alliance of Canada

Askew, James

Assembly of First Nations

Association des producteurs de films et de télévision du Québec

Association of Atlantic Universities

Association of Canadian Academic Healthcare Organizations

Association of Canadian Community Colleges

Association of Canadian Publishers

Association of Canadian Search, Employment and Staffing Services

Association of Consulting Engineering Companies - Canada

Association of Faculties of Medicine of Canada

Organizations and Individuals

Association of Fundraising Professionals

Association of Professional Computer Consultants

Association of Seafood Producers

Association of Universities and Colleges of Canada

Association québécoise de l'industrie touristique

Athabasca University Graduate Students' Association

Atlantic Policy Congress of First Nations Chiefs Secretariat

Atlantic Provinces Community College Consortium

Automotive Industries Association of Canada

Baartman, Rick

Badiuk, Blaine

Balfour and District Business and Historic Association

Barclay, Reid

Barlett, Elese

Barletta, Francesco

Bartosinski, Elizabeth

Bayerl, Francis

Beauregard, Frédéric

Beck Buttedahl, Maria Jose

Beingessner, Naomi

Benjamin, Chris

Berkman, Marten

Bernier, François

Bertocchi, Tony

Organizations and Individuals

Big Brothers Big Sisters of Canada

BIOTECanada

Blumberg Segal LLP

Boehme, Nels

Boily, France

Bolduc, Gontran

Boughen, Ray

Bourgault, Danielle

Bow Valley College

Bowen, Gary

Boys and Girls Clubs of Canada

Bradfield, Suellen

Brault, Olivier

Braun, Raymond

Bray, Mike

Brekke, David

Brickwood, Jim

Brillon, Erin

Brinkman, Jason

Brockner, Josie

Brooks, Brad

Brown, Darcy

Bryanton, Shane

Buchanan, Matthew

Organizations and Individuals

Budd, Jim

Building and Construction Trades Department, AFL-CIO

Burns, Tracy

Burnstick, Brent

Burwell, Patrick

Butler, Cameron

Calder, Katarzyna

Calgary Chamber of Commerce

Calgary Zoological Society

Calhoun, Kristina

Callan, Sharon

Camosun College

Campaign 2000 End Child Poverty in Canada

Campbell-Conlon, Kathlene

Campus Stores Canada

Canada Foundation for Innovation

Canada Without Poverty

Canada-Israel Industrial Research and Development Foundation

Canada's Research-Based Pharmaceutical Companies (Rx & D)

Canadian Airports Council

Canadian Alliance of Student Associations

Canadian Alliance on Mental Illness and Mental Health

Canadian Arts Coalition

Canadian Arts Presenting Association

Organizations and Individuals

Canadian Association for Graduate Studies

Canadian Association of Fire Chiefs

Canadian Association of Mutual Insurance Companies

Canadian Association of Occupational Therapists

Canadian Association of Oilwell Drilling Contractors

Canadian Association of Petroleum Producers

Canadian Association of Physicists

Canadian Association of Research Libraries

Canadian Association of Retired Persons

Canadian Association of Social Workers

Canadian Association of Speech-Language Pathologists and Audiologists

Canadian Association of Student Financial Aid Administrators

Canadian Association of University Teachers

Canadian Automobile Dealers Association

Canadian Bankers Association

Canadian Bureau for International Education

Canadian Cancer Society

Canadian Cattlemen's Association

Canadian Chamber of Commerce

Canadian Climate Forum

Canadian Coalition for Action on Tobacco

Canadian Community Economic Development Network

Canadian Conference of the Arts

Canadian Construction Association

Organizations and Individuals

Canadian Convenience Stores Association

Canadian Co-operative Association

Canadian Council of Chief Executives

Canadian Crafts Federation

Canadian Dental Hygienists Association

Canadian Diabetes Association

Canadian Doctors for Medicare

Canadian Electricity Association

Canadian Energy Pipeline Association

Canadian Federation for the Humanities and Social Sciences

Canadian Federation of Agriculture

Canadian Federation of Apartment Associations

Canadian Federation of Independent Business

Canadian Federation of Medical Students

Canadian Federation of Nurses Unions

Canadian Federation of Students

Canadian Federation of Students (Manitoba)

Canadian Federation of Students (Newfoundland and Labrador)

Canadian Federation of Students (Nova Scotia)

Canadian Federation of Students (Ontario)

Canadian Federation of University Women

Canadian Fertilizer Institute

Canadian Foundation for Healthcare Improvement

Canadian Gas Association

Organizations and Individuals

Canadian Health Food Association

Canadian Healthcare Association

Canadian Home Builders' Association

Canadian Housing and Renewal Association

Canadian Independent Petroleum Marketers Association

Canadian Institute for Military and Veteran Health Research

Canadian Institute of Chartered Accountants

Canadian Institutes of Health Research

Canadian Labour Congress

Canadian Library Association

Canadian Life and Health Insurance Association Inc.

Canadian Literacy and Learning Network

Canadian Manufacturers and Exporters

Canadian Meat Council

Canadian Medical Association

Canadian Museums Association

Canadian National Institute for the Blind

Canadian Natural Gas Vehicle Alliance

Canadian Nurses Association

Canadian Petroleum Products Institute

Canadian Poultry and Egg Processors Council

Canadian Propane Association

Canadian Psychiatric Association

Canadian Psychological Association

Organizations and Individuals

Canadian Public Works Association
Canadian Real Estate Association
Canadian Renewable Fuels Association
Canadian Restaurant and Foodservices Association
Canadian Secular Alliance
Canadian Shipowners Association
Canadian Society for Medical Laboratory Science
Canadian Steel Producers Association
Canadian Union of Public Employees
Canadian Urban Transit Association
Canadian Vehicle Manufacturers' Association
Canadian Wireless Telecommunications Association
Canola Council of Canada
Carbonneau, Maxime
Carleton University
Caron, Danielle
Carrière, Sonia
Carrigan, Andrew
Carroll, Adam
Carson, Isabel
Casselman, Karen Diadick
Cauley, Brian
Cédilot, Catherine
Cement Association of Canada

Organizations and Individuals

Centre de réadaptation en dépendance Le Virage

Certified General Accountants Association of Canada

Certified Management Accountants of Canada

Chant, James

Chanyi, Jason

Charette, Marc

CHC Helicopter Corporation

Chemical Institute of Canada

Chemistry Industry Association of Canada

Chenier, Nicole

Child Care Advocacy Association of Canada

Chisholm, Kenneth

Chislett, Paul

Chong, Louie

Citizens for Public Justice

City of Edmonton

City of London

City of Oshawa

City of Red Deer

City of Revelstoke

City of Salmon Arm

City of Sault Ste. Marie

Clark, Paul

Clavier, Brian

Organizations and Individuals

ClevrU Corporation

Clifton, Sarrah

Coalition for Canadian Astronomy

Coates, Chris

Coleman, Curtis

Colenutt, Brenda

Community Living Essex County

Congress of Aboriginal Peoples

Conroy, Jack

Conroy, Trevor

Conseil canadien de la coopération et de la mutualité

Consumer Health Products Canada

Cool, Jocelyn

Coon, Timothy

Co-operative Housing Federation of Canada

Cory, Ken

Cosmetica Laboratories Inc.

Council of Canadians with Disabilities

Council of Ontario Universities

Cournoyer, Rachelle

Couto, Erika

Cowell, Gary

CropLife Canada

Cross, Michael

Organizations and Individuals

Cross, Sharon

Customs and Immigration Union

Dahmé, Sherolyn

Dame, Elizabeth

Damiao, Anthony

Danahy, Helen

Danek, Darryl

Daniels, Peter

Datta, Ranjan

Dauphinais, Laurence

Davis, Anne

Davis, Mary

Decoda Literacy Solutions

Deloitte & Touche

Demontigny, Louise

Denault, Sebastien

Dendoff, Cheryl

Désautels, Dulciane

Desjardins Group

Desrosiers-Plaisance, Hugo

Doherty, Eric

Dorval, Justine

Driscoll, Cathy

Dubeau, Michel

Organizations and Individuals

Ducks Unlimited Canada

Dueck, Michelle

Dumbrill, Rebecca

Durant, Ross

Dyck, Shannon

Dykman, Kate

Eamer, Claire

Eckford, Michael

Economic Development Winnipeg Inc.

Écotech Québec

Edmonton Chamber of Commerce

Edwards, Doug

Eisenhauer, Jim

Eliot, Loni

Elliott, Don

Elliott, Eric

Encana Corporation

Engineers Canada

Essential Skills Ontario

Everitt, Angelique

Every Woman's Centre Association

Fair Pensions for All

Fanshawe College

Farmers' Markets Canada

Organizations and Individuals

Fédération culturelle canadienne-française

Fédération des communautés francophones et acadienne du Canada

Federation of Canadian Municipalities

Federation of Canadian Music Festivals

Festivals and Major Events Canada

Figueroa, Carmen

Financial Executives International Canada

First Call: BC Child and Youth Advocacy Coalition

Fischer, Doug

Fontaine, Linda

Food and Consumer Products of Canada

Food Secure Canada

Forest Products Association of Canada

Forget, Marie-Josée

Forseth, Paul

Fortier, Nathalie

Fortna, Peter

Fowler, Shirley

Frain, Sara

Frank, Shannon

Fraser, Kirsten

Frontier College

Fugazza, Léo

Fund the Child Coalition

Organizations and Individuals

Funeral Service Association of Canada

Further Poultry Processors Association of Canada

Gagné, Serge

Genome Canada

Gibson, Margaret

Gilani, Maheeb

Glenergy Inc.

Global Compliance Research Project

Goel, Ritika

Goodfellow, Michelle

Goodfellow, Randal

Goodman, Nicole

Gordyn, Nikita

Graham, Hugh

Grain Farmers of Ontario

Grain Growers of Canada

Grames, Panos

Grant, Carmen

Grant, Margo

Greater Kitchener Waterloo Chamber of Commerce

Greater Victoria Visitor and Convention Bureau

Green Budget Coalition

Greetham, Sue

Gregson, Sharon

Organizations and Individuals

Grethen, Julie

Greyell, Leslie

Grondin, Jordan

Guico, Stéphanie

Guy, Duane

Halifax Regional Municipality

Hallmont Foundation

Hamel, Jean-François

Hanna, Bruce

Hanratty, Patrick

Harris, Gillian

Harrison, Mary

Harroun, Thad

Hawkins, Mary

Hayman, Terence

Helfand, David

Henderson, Scott

Herman, Suzanne

Herold, Bob

Hnatiuk, Jeff

Hnatiuk, Joseph

Hodgins, Laurel

Hodgson, Cory

Hoenle, Sandra

Organizations and Individuals

Hoeschele, Tobias

Holland, Erin

Holmes, Krister

Hooper, Kevin

Horkoff, Zachary

Hospitality Newfoundland and Labrador

Hotel Association of Canada

Howard, Chris

Hradowy, Pete

Hudon, Richard

Hudson, Carolyn

Hudson, Julian

Hughes, Elaine

Hung, Winnie

Hurstfield, Deanna

Hussain, Aasiya

Imagine Canada

Imperial Tobacco Canada Limited

Independent Media Arts Alliance

Information Technology Association of Canada

Interagency Coalition on AIDS and Development

International Association of Fire Fighters

International Science and Technology Partnerships Canada

Inuit Tapiriit Kanatami

Organizations and Individuals

Investment Funds Institute of Canada

Investment Industry Association of Canada

Jardine, Susan

Jean, Alain

Jean-Louis, Bonnie

Johnson & Johnson Inc.

Jones, Deborah

Jones, Sebastian

Jones, Wendy

Juvenile Diabetes Research Foundation Canada

Kalisiak, Caterina

Kamloops Homelessness Action Plan

Karais, Krystal

Karl, Gabriel

Keast, Brian

Kennedy, Max

Kerton, Sarah

Kesler, Lindsay

Khare, Rajive

Khennache, Lylia

Killam Chua, Kyly Audry

Kirschenman, Andrew

Kish, Andrew

Kliner, Alex

Organizations and Individuals

Klop, Edward

Klotz, Alex

Kollin, Russell

Kotyk, Phil

Kouri, Denise

Kraus, Danielle

Kuenzlen, Robert

Labelle, Teresa

Lafontaine, Andree

Lagimodiere, Darrin

Lahey, Kathleen A.

Laidley, Jennefer

Lalonde, Rejean

Lathwell, Peggy

Laurin, Wanda

Leclerc, Dominique

Leclerc, Geneviève

Ledbetter, Richard

Lee, Richard

Léger, Richard

Lemieux McClure, Annie-Sara

Lemon, Sue

Lennox, David

Leon, Linda

Organizations and Individuals

Leonard, Deanna

Levsen, Grace

Lewis, David

L'Heureux, Marie-Claude

Little, Brona

Little, Laura

Local Community Food Centre

Longpre, Kirk

Longstaff, Bill

Looy, Heather

Lord, Stella

Lovell, Mary

Lowe, Katy

Lubiniecki, Charlie

Lutherans for Life Canada

MacDonald, Jackie

Macerollo, Anthony

MacKenzie, Tina

MacLean, Jaime

MacLean, Kathleen

MacLeod, Margaret

Magazines Canada

Maher, Janet

Mahoney, Tara

Organizations and Individuals

Majiski, Joyce

Maloney, Michael

March of Dimes Canada

Marchildon, Louis

Marshall, Patricia

Martel, Sylvain

Massam, Katherine

Mastocytosis Society Canada

Maxwell, Emerson

McColl, John

McCormick, Jill

McCullough, Don

McDonald, Jen

McDonnell, Erin

McFarlane, Arlin

McGill University

McGlenn, Stephen

McKay, Dawn

McKenna, Janis

McLaughlin, Murray

McMaster University

McMullen, Carole

McNeil Consumer Healthcare

Medical Reform Group

Organizations and Individuals

Medicine Hat and District Chamber of Commerce

Ménard, Milva

Mendes, Errol

Merck Canada Inc.

Merit Canada

Metcalfe, Isabel

Milchard, David

Miles, Glenna

Millar Drysdale, Jillian

Mining Association of Canada

Minion, Dallas

MITACS

Moen, Sue

Moleski, Cindy

Monro, Matreya

Monster Government Solutions

Mood Disorders Society of Canada

Moon, Harry

Morgan, Shauna

Morgenstern, Mark

Morrison, Heather

Mouvement pour les arts et les lettres

Mowbray, Jan

Moylan, Kate

Organizations and Individuals

Mroz, Daniel

Mueller, Richard

Muench, Annette

Mullally, Conor

Multiple Sclerosis Society of Canada

Myers, David

Myren, Eric

Namink, Bill

National Airlines Council of Canada

National Allied Golf Associations

National Association of Career Colleges

National Association of Computer Consulting Businesses Canada

National Association of Federal Retirees

National Association of Fleet Administrators

National Cattle Feeders' Association

National Coalition Against Contraband Tobacco

National Graduate Caucus

National Marine Manufacturers Association Canada

Natural Sciences and Engineering Research Council of Canada

Nature Conservancy of Canada

Neumann, Lila

Newark, Scott

Newman, Jeffrey

Newman, Maddi

Organizations and Individuals

NextgenID Canada Inc.

Nicholls, Rebecca

Nolan, Joseph

Northwest Territories Literacy Council

Novartis Pharmaceuticals Canada Inc.

Nunavut Tourism

O'Hearn, Hubert

O'Leary, Brigit

Olmstead, Amanda

Olynyk, Oliver

Ontario Cattlemen's Association

Ontario College of Art and Design

Oommen, Frances

Oosterman-Nicholson, Elizabeth

Opera.ca

Orchestras Canada

Osborne, Judy

Ottosen, David

Ouellette, Michel

Pace Law Firm

Paine, Harry

Paquette, Richard A.

Paradis, Claire

Parent, Echo

Organizations and Individuals

Park, Robert

Partnership Group for Science and Engineering

Patterson, Debbie

Payne, Nick

Peacock, Lorie

Pelletier, Genevieve

Pelletier, Rémi

Perel, Shloime

Perrier, André

Peterson, Kirsty

Petroleum Services Association of Canada

Pfizer Canada Inc.

Phillips, Shane

Pilon, Nathalie

Pinder, Herb

Plourde, Jocelyn

Polytechnics Canada

Port Metro Vancouver

Portfolio Management Association of Canada

Potter, James

Power Cloud Coalition

Prashaw, Rick

Prazmowski, Richard

Presby, Melanie

Organizations and Individuals

Procom Consultants Group Ltd.

Professional Association of Canadian Theatres

Professional Institute of the Public Service of Canada

Prospectors and Developers Association of Canada

Proto Manufacturing Ltd

Public Service Alliance of Canada

Purvis, Russ

Quality Urban Energy Systems of Tomorrow

Quebec Employers' Council

Quebecor Media Inc.

Quinn, Iris

Railway Association of Canada

Rainville, Simon

Rajotte, Sébastien

Ramage, Dianne

Ramsey, Tracey

Ranger, Johanne

Rankin, Susan

Real Property Association of Canada

Recreation Vehicle Dealers Association of Canada

Reddin, Tony

Redshaw, Ellen

Redvers, Peter

Regroupement des jeunes chambres de commerce du Québec

Organizations and Individuals

Rehse, Steven

Reid, Alison

Reid-Fraser, Robin

Rental Owners and Managers Society of British Columbia

Research Canada: An Alliance for Health Discovery

Réseau québécois d'action pour la santé des femmes

Retail Council of Canada

Rhein, Werner

Richer, Anie

Rideau Institute

Robblee, Nancy

Roberson, Trisha

Robillard, Roxanne

Roch, Camille

Rogers, Lynn

Romero, Lawrence

Rondeau Saint-Jean, Camille

Roselle, Jeremie

Ross, Andrew

Ross, Katarina England

Rothmans, Benson & Hedges Inc.

Rouette Tétreault, Antonin

Rowe, Brenda

Roy, Benoit

Organizations and Individuals

Roy, René

Roy, Sébastien

Royal Canadian Marine Search and Rescue

Rushant, Jessie

Rutherford, Allan

Sadlemyer, Jim

SafeTracks GPS Solutions Inc.

Saint-Jean, Olivier

Sandbox Project

Sangster, Troy

Sarnia Lambton Chamber of Commerce

Saskatchewan Literacy Network

Savard, Michel

Schenk, Terry

Scholten, Stephanie

Schonberg, Lance

Sefton, James

Semple, Mark

Serda, Victoria

Shanna, Sky

Shaw, Joanne

Shell Canada Limited

Shepherd, Ian

Sikkema, Arnold

Organizations and Individuals

Simard, Suzanne

Simon Fraser University, Departments of Geography and Biomedical Physiology and Kinesiology

Simpson, Grant

Simpson, Pierre

Singh, Robbie

Size, Carol Sandra

Skate Canada

Skene, Ron

Slade, Jenna

Sly, Lillian

Small Explorers and Producers Association of Canada

Smilovic, Mikhail

Smith, Alec

Smith, Daryl

Smith, Kimberly John

Smyth, Tim

Soares, Donna

Social Sciences and Humanities Research Council of Canada

Société de transport de Montréal

Southlake Regional Health Centre

Southwest Nova Biosphere Reserve Association

Sparks Eggs

Spectra Energy

Spence, Madeline

Organizations and Individuals

Spencer-Hallée, Olivier

Spitzer, Aaron

Sport Matters Group

Squamish Off-Road Cycling Association

St. Boniface Hospital Research

St. John's Board of Trade

Stahel, Cheryl Ann

Stalder, Kelly

Stangeland, Andrea

Stasyszyn, Roxanne

Steers, Edward

Stephen, Susan Lee

Stephens-Anderson, Rhonda

St-Hilaire, Djanice

St-Hilaire, Frédéric

St-Louis, Yvon

Stokes, Frank

Stone, Wayne

Strang, Hilary

Sundog Electric

Sustainable Development Technology Canada

Sutton, Justin

Sutton, Tove

Swanson, Anders

Organizations and Individuals

Symons, Maryellen

Synchyshyn, Dallas

Talbot, Annelise

Talbot, Audrey

Tannous, Natalie

Tax Executives Institute, Inc.

Taylor, Chris

Taylor, Kenneth

Taylor, Rob

Tehrani, Sheri

Théâtre des Turcs Gobeurs d'Opium

Thibodeau, Nicolas

Thomas, Heather

Thompson Rivers University Students' Union

Thomson, Taryn

Thorsteinson, Janet

Tiedeman, Conrad

Timmons, Zachary

Torbert, Jeffrey

Toronto Board of Trade

Toupin, Roger

Tourism Burnaby

Tourism Calgary

Tourism Industry Association of British Columbia

Organizations and Individuals

Tourism Industry Association of Canada

Tourism Industry Association of the Yukon

Tourism Jasper

Tourism Vancouver

Town of Blackfalds

Town of Golden

Towsley, Josh

Tracy, Keegan

Trueman, Heather

Tso, Yee Jee

Turchynsky, Dave

Turner, Frank

Tyssen, Richard

Union of National Defence Employees

Université de Montréal

University of Alberta

University of British Columbia

University of Manitoba

University of Saskatchewan

University of Toronto

Urbanczyk, Suzanne

UTEX Scientific Instruments Inc.

Vallieres, Kevin

Van Borek, Hanah

Organizations and Individuals

Van de Veire, Cori

Vancouver Gear Works Ltd.

Vancouver Island University

Varughese, Sugith

Velarde, Eleanor

Vera-De Windows Inc.

Vigneux, Jacqueline

Village of Sicamous

Vlahos, Nick

Wachiay Friendship Centre Society

Wagner, Neil

Wagner, Susan

Walbourne, Rick

Webster, Linda

Weckwerth, Brian

Weight Watchers Canada

Wellesley Institute

Weniger, Ian

White, Erinn

Whiteside, David

Williams, Ron

Witteman, Cassandra

Woods, Jeri-Lynn

Wound Care Alliance Canada

Organizations and Individuals

Writers Guild of Canada

Writers' Union of Canada

Yanchula, Marlene

Yukon Art Society - Arts Underground

YWCA Canada

Zalinko, Lara

Zubalik, Steven

APPENDIX C: RESPONSES TO ONLINE QUESTIONNAIRE

1. ECONOMIC RECOVERY AND GROWTH

Given the current climate of federal and global fiscal restraint, what specific federal measures do you feel are needed for a sustained economic recovery and enhanced economic growth in Canada?

Aboriginal Peoples

[Assembly of First Nations](#)

[Association of Atlantic Universities](#)

[Association of Canadian Community Colleges](#)

[Association of Canadian Publishers](#)

[Association of Faculties of Medicine of Canada](#)

[Association of Universities and Colleges of Canada](#)

[Atlantic Policy Congress Of First Nations Chiefs Secretariat](#)

[Campaign 2000 End Child Poverty in Canada](#)

[Canadian Community Economic Development Network](#)

[Canadian Dental Hygienists Association](#)

[Colenutt, Brenda](#)

[Congress of Aboriginal Peoples](#)

[Danek, Darryl](#)

[Food Secure Canada](#)

[Fortier, Nathalie](#)

[Fortna, Peter](#)

[Fowler, Shirley](#)

[Green Budget Coalition](#)

[Inuit Tapiriit Kanatami](#)

[MacLean, Jaime](#)

[Metcalf, Isabel](#)

[Moen, Sue](#)

[Newman, Jeffrey](#)

[Northwest Territories Literacy Council](#)

[Ontario College of Art and Design](#)

[Redvers, Peter](#)

[Reid-Fraser, Robin](#)

[Spectra Energy](#)

[Vancouver Island University](#)

[Wachiay Friendship Centre](#)

[Whiteside, David](#)

Agricultural Sector

[Bowen, Gary](#)

[Canadian Cattlemen's Association](#)

[Canadian Federation of Agriculture](#)

[Canadian Meat Council](#)

[Canola Council of Canada](#)

[Diadick Casselman, Karen](#)

[Dorval, Justine](#)

[Dyck, Shannon](#)

[Edwards, Doug](#)

[England Ross, Katarina](#)

[Farmers' Markets Canada](#)

[Food Secure Canada](#)

[Fralin, Sara](#)

[Global Compliance Research Project](#)

[Grain Farmers of Ontario](#)

[Grain Growers of Canada](#)

[Guico, Stéphanie](#)

[Looy, Heather](#)

[Majiski, Joyce](#)

[Massam, Katherine](#)

[Medicine Hat and District Chamber of Commerce](#)

[Moen, Sue](#)

[National Cattle Feeders' Association](#)

[Newman, Maddi](#)

[O'Hearn, Hubert](#)

[Ontario Cattlemen's Association](#)

[Purvis, Russ](#)

[Reid-Fraser, Robin](#)

[Retail Council of Canada](#)

[Torbert, Jeffrey](#)

[Urbanczyk, Suzanne](#)

Artistic and Cultural Sector

[Alford, Tina](#)

[Alliance of Canadian Cinema,
Television and Radio Artists](#)

[Association des producteurs de
films et de télévision du Québec](#)

[Association of Canadian Publishers](#)

[Benjamin, Chris](#)

[Berkman, Marten](#)

[Bernier, Francois](#)

[Boily, France](#)

[Bowen, Gary](#)

[Brault, Olivier](#)

[Burwell, Patrick](#)

[Canadian Arts Coalition](#)

[Canadian Arts Presenting
Association](#)

[Canadian Association of Petroleum
Producers](#)

[Canadian Conference of the Arts](#)

[Canadian Crafts Federation](#)

[Canadian Museums Association](#)

[Carbonneau, Maxime](#)

[Cédilot, Catherine](#)

[Charette, Marc](#)

[Cory, Ken](#)

[Danek, Darryl](#)

[Daniels, Peter](#)

[Dauphinais, Laurence](#)

[Désautels, Dulciane](#)

[Dyck, Shannon](#)

[Elliott, Don](#)

[Fédération culturelle canadienne-
française](#)

[Federation of Canadian Music
Festivals](#)

[Festivals and Major Events Canada](#)

[Forget, Marie-Josée](#)

[Fortier, Nathalie](#)

[Grant, Carmen](#)

[Hamel, Jean-François](#)

[Hayman, Terence](#)

[Hudon, Richard](#)

[Hung, Winnie](#)

[Independent Media Arts Alliance](#)

[Jardine, Susan](#)

[Jean, Alain](#)

[Kesler, Lindsay](#)

[Kliner, Alex](#)

[Leclerc, Dominique](#)

[Leonard, Deanna](#)

[Lovell, Mary](#)

[Lubiniecki, Charlie](#)

[MacKenzie, Tina](#)

[Magazines Canada](#)

[Mahoney, Tara](#)

[Majiski, Joyce](#)

[Ménard, Milva](#)

[Milchard, David](#)

[Monro, Matreya](#)

[Morgan, Shauna](#)

[Morgenstern, Mark](#)

[Mouvement pour les arts et les](#)

[lettres](#)

[Mroz, Daniel](#)

[Newman, Jeffrey](#)

[Opera.ca](#)

[Orchestras Canada](#)

[Ouellette, Michel](#)

[Patterson, Debbie](#)

[Pelletier, Genevieve](#)

[Professional Association of
Canadian Theatres](#)

[Quinn, Iris](#)

[Rajotte, Sébastien](#)

[Reid, Alison](#)

[Robillard, Roxanne](#)

[Romero, Lawrence](#)

[Rondeau Saint-Jean, Camille](#)

[Roy, Benoit](#)

[Roy, Sébastien](#)

[Serda, Victoria](#)

[Shanna, Sky](#)

[Simard, Suzanne](#)

[Simpson, Pierre](#)

[Singh, Robbie](#)

[Smilovic, Mikhail](#)

[Smith, Kimberly](#)

[Soares, Donna](#)

[Stephen, Susan Lee](#)

[St-Hilaire, Frédéric](#)

[Strang, Hilary](#)

[Sutton, Justin](#)

[Sutton, Tove](#)

[Talbot, Audrey](#)

[Taylor, Kenneth](#)

[Théâtre des Turcs Gobeurs
d'Opium](#)

[Thomson, Taryn](#)

[Timmons, Zachary](#)

[Tracy, Keegan](#)

[Tso, Yee Jee](#)

[Turner, Frank](#)

[Varughese, Sugith](#)

[Weniger, Ian](#)

[Writers Guild of Canada](#)

[Writers' Union of Canada](#)

[Yukon Art Society - Arts
Underground](#)

Charitable/Not-for-profit Sector

[A Port in the Storm Inc.](#)

[Association of Fundraising
Professionals](#)

[Big Brothers Big Sisters of Canada](#)

[Blumberg Segal LLP](#)

[Canadian Community Economic
Development Network](#)

[Canadian Secular Alliance](#)

[Hallmont Foundation](#)

[Imagine Canada](#)

[Leon, Linda](#)

[Medicine Hat and District Chamber
of Commerce](#)

[National Association of Federal
Retirees](#)

[Serda, Victoria](#)

[Sikkema, Arnold](#)

[Sport Matters Group](#)

[Vigneux, Jacqueline](#)

[Wachiay Friendship Centre](#)

[Whiteside, David](#)

Children and Youth, including parenting, families and child care

[Association of Canadian
Community Colleges](#)

[Bayerl, Francis](#)

[Bourgault, Danielle](#)

[Boys and Girls Clubs of Canada](#)

[Bradfield, Suellen](#)

[Brockner, Josie](#)

[Campaign 2000 End Child Poverty
in Canada](#)

[Canadian Association of Speech-
Language Pathologists and
Audiologists](#)

[Canadian Association of University
Teachers](#)

[Canadian Federation of University
Women](#)

[Canadian Labour Congress](#)

[Carrière, Sonia](#)

[Carson, Isabel](#)

[Child Care Advocacy Association of
Canada](#)

[Colenutt, Brenda](#)

[Datta, Ranjan](#)

[Dauphinais, Laurence](#)

[Diadick Casselman, Karen](#)

[Eamer, Claire](#)

[First Call: BC Child and Youth
Advocacy Coalition](#)

[Fowler, Shirley](#)

[Gibson, Margaret](#)

[Gregson, Sharon](#)

[Harris, Gillian](#)

[Hayman, Terence](#)

[Hodgins, Laurel](#)

[Hooper, Kevin](#)

[Jardine, Susan](#)

[Kouri, Denise](#)

[Laidley, Jennefer](#)

[Ledbetter, Richard](#)

[Lord, Stella](#)

[Lowe, Katy](#)

[MacLeod, Margaret](#)

[McKenna, Janis](#)

[Moen, Sue](#)

[Morgan, Shauna](#)

[Nicholls, Rebecca](#)

[Northwest Territories Literacy
Council](#)

[O'Leary, Brigit](#)

[Oosterman-Nicholson, Elizabeth](#)

[Parent, Echo](#)

[Rankin, Susan](#)

[Regroupement des jeunes
chambres de commerce du Québec](#)

[Rutherford, Allan](#)

[Sandbox Project](#)

[Scholten, Stephanie](#)

[Stokes, Frank](#)

[Wachiay Friendship Centre](#)

[White, Erinn](#)

Collaboration, Partnerships, Networks and Clusters

[ABC Life Literacy Canada](#)

[Association of Atlantic Universities](#)

[Association of Canadian Academic Healthcare Organizations](#)

[Bow Valley College](#)

[Canadian Arts Presenting Association](#)

[Canadian Cattlemen's Association](#)

[Canadian Community Economic Development Network](#)

[Canadian Manufacturers and Exporters](#)

[Goel, Ritika](#)

[Gordyn, Nikita](#)

[Grain Growers of Canada](#)

[Interagency Coalition on AIDS and Development](#)

[International Science Technology Partnerships Canada](#)

[Khennache, Lyliia](#)

[McGill University](#)

[McMaster University](#)

[Merck Canada Inc.](#)

[Multiple Sclerosis Society of Canada](#)

[Ontario College of Art and Design](#)

[Pfizer Canada Inc.](#)

[Professional Association of Canadian Theatres](#)

[Southlake Regional Health Centre](#)

[Thorsteinson, Janet](#)

[Université de Montréal](#)

[University of Alberta](#)

[University of Saskatchewan](#)

Community and Communities, including regions, Francophone, language rights, rural, northern and remote

[ABC Life Literacy Canada](#)

[Atlantic Provinces Community College Consortium](#)

[Balfour and District Business and Historic Association](#)

[Barletta, Francesco](#)

[Bernier, Francois](#)

[Boily, France](#)

[Braun, Raymond](#)

[Brickwood, Jim](#)

[Building and Construction Trades Department, AFL-CIO](#)

[Burns, Tracy](#)

[Calhoun, Kristina](#)

[Canadian Arts Presenting Association](#)

[Canadian Community Economic Development Network](#)

[Canadian Conference of the Arts](#)

[Canadian Labour Congress](#)

[Canadian Library Association](#)

[Canadian Meat Council](#)

[Cédilot, Catherine](#)

[City of Red Deer](#)

[Clifton, Sarrah](#)

[Datta, Ranjan](#)

[Decoda Literacy Solutions](#)

[Desjardins Group](#)

[Diadick Casselman, Karen](#)

[Dorval, Justine](#)

[Ducks Unlimited Canada](#)

[Eisenhauer, Jim](#)

[Elliott, Eric](#)

[England Ross, Katarina](#)

[Fanshawe College](#)

[Fédération culturelle canadienne-française](#)

[Fédération des communautés francophones et acadienne du Canada](#)

[Federation of Canadian Music Festivals](#)

[First Call: BC Child and Youth Advocacy Coalition](#)

[Food Secure Canada](#)

[Forget, Marie-Josée](#)

[Fortna, Peter](#)

[Global Compliance Research Project](#)

[Gordyn, Nikita](#)

[Grethen, Julie](#)

[Hudson, Carolyn](#)

[Jean-Louis, Bonnie](#)

[Jones, Wendy](#)

[Keast, Brian](#)

[Khennache, Lylia](#)

[Lemieux McClure, Annie-Sara](#)

[Leon, Linda](#)

[Looy, Heather](#)

[Medicine Hat and District Chamber of Commerce](#)

[Morgan, Shauna](#)

[Moylan, Kate](#)

[Neumann, Lila](#)

[O'Hearn, Hubert](#)

[Ouellette, Michel](#)

[Paradis, Claire](#)

[Port Metro Vancouver](#)

[Prashaw, Rick](#)

[Public Service Alliance of Canada](#)

[Ranger, Johanne](#)

[Redvers, Peter](#)

[Reid-Fraser, Robin](#)

[Serda, Victoria](#)

[Simon Fraser University, Departments of Geography and Biomedical Physiology and Kinesiology](#)

[Simpson, Pierre](#)

[Small Explorers and Producers Association of Canada](#)

[Smith, Kimberly](#)

[St. John's Board of Trade](#)

[St-Hilaire, Djanice](#)

[Sundog Electric](#)

[Sustainable Development Technology Canada](#)

[The Local Community Food Centre](#)

[Torbert, Jeffrey](#)

[Turchynsky, Dave](#)

[Vancouver Island University](#)

[Wachiy Friendship Centre](#)

[Webster, Linda](#)

[Witteman, Cassandra](#)

Cooperative Sector

[Burns, Tracy](#)

[Canadian Association of Mutual Insurance Companies](#)

[Canadian Community Economic Development Network](#)

[Canadian Co-operative Association](#)

[Chislett, Paul](#)

[Conseil canadien de la coopération et de la mutualité](#)

[Co-operative Housing Federation of Canada](#)

Corporate Governance, Corporate Behaviour and Executive Compensation

[Demontigny, Louise](#)

[Richer, Anie](#)

Disabled and Disability Issues

[Canadian Association of Speech-Language Pathologists and Audiologists](#)

[Canadian Community Economic Development Network](#)

[Canadian Institute for Military and Veteran Health Research](#)

[Canadian Library Association](#)

[Community Living Essex County](#)

[Council of Canadians with Disabilities](#)

[Grondin, Jordan](#)

[Hradowy, Pete](#)

[Jones, Deborah](#)

[Looy, Heather](#)

Economic Issues and the Economy, including uncertainty, development and market structures

[Brault, Olivier](#)

[Bray, Mike](#)

[Callan, Sharon](#)

[Canadian Arts Presenting](#)

[Association](#)

[Canadian Chamber of Commerce](#)

Canadian Climate Forum	Forseth, Paul	Newman, Maddi
Canadian Community Economic Development Network	Gontran Bolduc, Gontran	Paine, Harry
Canadian Council of Chief Executives	Grant, Margo	Park, Robert
Canadian Fertilizer Institute	Green Budget Coalition	Payne, Nick
Canadian Home Builders' Association	Greyell, Leslie	Peacock, Lorie
Canadian Union of Public Employees	Hoeschele, Tobias	Quebecor Media Inc.
Carbonneau, Maxime	Holmes, Krister	Ramsey, Tracey
Caron, Danielle	Howard, Chris	Reid, Alison
Cournoyer, Rachelle	Jardine, Susan	Smith, Daryl
Desjardins Group	Kennedy, Max	Smith, Kimberly
Doherty, Eric	Lennox, David	Southwest Nova Biosphere Reserve Association
Dorval, Justine	Longstaff, Bill	Stangeland, Andrea
Dubeau, Michel	MacKenzie, Tina	Writers Guild of Canada
Everitt, Angélique	Maloney, Michael	Zalinko, Lara
Every Woman's Centre Association	McMullen, Carole	
	Mendes, Errol	
	Myren, Eric	

Education and Skills Training, including apprenticeships and mentoring

ABC Life Literacy Canada	Campaign 2000 End Child Poverty in Canada	Canadian Federation of Independent Business
Association of Canadian Community Colleges	Canada Foundation for Innovation	Canadian Federation of Nurses Unions
Association of Canadian Publishers	Canadian Alliance of Student Associations	Canadian Federation of Students (Manitoba)
Association of Canadian Search, Employment and Staffing Services	Canadian Arts Presenting Association	Canadian Institute for Military and Veteran Health Research
Atlantic Provinces Community College Consortium	Canadian Association of Oilwell Drilling Contractors	Canadian Labour Congress
Bourgault, Danielle	Canadian Association of Petroleum Producers	Canadian Literacy and Learning Network
Bow Valley College	Canadian Association of Physicists	Canadian Meat Council
Boys and Girls Clubs of Canada	Canadian Association of Social Workers	Canadian Museums Association
Brockner, Josie	Canadian Association of Student Financial Aid Administrators	Canadian Society for Medical Laboratory Science
Building and Construction Trades Department, AFL-CIO	Canadian Association of University Teachers	Canadian Union of Public Employees
Calder, Katarzyna	Canadian Conference of the Arts	Carson, Isabel
Calhoun, Kristina		
Camosun College		

[Centre de réadaptation en dépendance Le Virage](#)
[Certified Management Accountants of Canada](#)
[Chong, Louie](#)
[Citizens for Public Justice](#)
[Clifton, Sarrah](#)
[Coon, Timothy](#)
[Cosmetica Laboratories Inc.](#)
[Council of Canadians with Disabilities](#)
[Council of Ontario Universities](#)
[Cournover, Rachelle](#)
[Cross, Michael](#)
[Davis, Anne](#)
[Dorval, Justine](#)
[Dumbrill, Rebecca](#)
[England Ross, Katarina](#)
[Essential Skills Ontario](#)
[Fédération culturelle canadienne-française](#)
[Fédération des communautés francophones et acadienne du Canada](#)
[First Call: BC Child and Youth Advocacy Coalition](#)
[Forget, Marie-Josée](#)
[Frontier College](#)
[Gagné, Serge](#)
[Gibson, Margaret](#)
[Glenergy Inc.](#)
[Grames, Panos](#)
[Greater Victoria Visitor and Convention Bureau](#)
[Hamel, Jean-François](#)
[Harroun, Thad](#)
[Helfand, David](#)

[Hudson, Carolyn](#)
[International Science Technology Partnerships Canada](#)
[Jean-Louis, Bonnie](#)
[Jones, Wendy](#)
[Kalisiak, Caterina](#)
[Karl, Gabriel](#)
[Klop, Edward](#)
[Laidley, Jennefer](#)
[Lemon, Sue](#)
[Leon, Linda](#)
[Lowe, Katy](#)
[Lubiniecki, Charlie](#)
[MacLean, Jaime](#)
[MacLeod, Margaret](#)
[McGill University](#)
[McKay, Dawn](#)
[McKenna, Janis](#)
[Medicine Hat and District Chamber of Commerce](#)
[Millar Drysdale, Jillian](#)
[Mining Association of Canada](#)
[Morgenstern, Mark](#)
[Morrison, Heather](#)
[Mowbray, Jan](#)
[Moylan, Kate](#)
[Nicholls, Rebecca](#)
[Northwest Territories Literacy Council](#)
[O'Leary, Brigit](#)
[Olynyk, Oliver](#)
[Ontario College of Art and Design](#)
[Osborne, Judy](#)
[Petroleum Services Association of Canada](#)

[Presby, Melanie](#)
[Public Service Alliance of Canada](#)
[Purvis, Russ](#)
[Rainville, Simon](#)
[Ramsey, Tracey](#)
[Ranger, Johanne](#)
[Redshaw, Ellen](#)
[Redvers, Peter](#)
[Rehse, Steven](#)
[Reid-Fraser, Robin](#)
[Rental Owners and Managers Society of British Columbia](#)
[Rideau Institute](#)
[Roberson, Trisha](#)
[Rogers, Lynn](#)
[Sangster, Troy](#)
[Serda, Victoria](#)
[Shaw, Joanne](#)
[Slade, Jenna](#)
[Smith, Alec](#)
[Spectra Energy](#)
[Sport Matters Group](#)
[Stephens-Anderson, Rhonda](#)
[The Local Community Food Centre](#)
[Thompson Rivers University Students' Union](#)
[Thorsteinson, Janet](#)
[Torbert, Jeffrey](#)
[Tourism Burnaby](#)
[University of Saskatchewan](#)
[Vancouver Gear Works Ltd.](#)
[Vigneux, Jacqueline](#)
[Wachiay Friendship Centre](#)
[Weniger, Ian](#)

[White, Erinn](#)

[Williams, Ron](#)

[Yanchula, Marlene](#)

[YWCA Canada](#)

Employment, Unemployment and Job Creation, including employers, part-time work, labour markets, labour market information and labour mobility

[ABC Life Literacy Canada](#)

[Association of Canadian
Community Colleges](#)

[Association of Canadian Publishers](#)

[Association of Canadian Search,
Employment and Staffing Services](#)

[Atlantic Provinces Community
College Consortium](#)

[Bourgault, Danielle](#)

[Bow Valley College](#)

[Boys and Girls Clubs of Canada](#)

[Brockner, Josie](#)

[Building and Construction Trades
Department, AFL-CIO](#)

[Calder, Katarzyna](#)

[Calhoun, Kristina](#)

[Camosun College](#)

[Campaign 2000 End Child Poverty
in Canada](#)

[Canada Foundation for Innovation](#)

[Canadian Alliance of Student
Associations](#)

[Canadian Arts Presenting
Association](#)

[Canadian Association of Oilwell
Drilling Contractors](#)

[Canadian Association of Petroleum
Producers](#)

[Canadian Association of Physicists](#)

[Canadian Association of Social
Workers](#)

[Canadian Association of Student
Financial Aid Administrators](#)

[Canadian Association of University
Teachers](#)

[Canadian Conference of the Arts](#)

[Canadian Federation of
Independent Business](#)

[Canadian Federation of Nurses
Unions](#)

[Canadian Federation of Students
\(Manitoba\)](#)

[Canadian Institute for Military and
Veteran Health Research](#)

[Canadian Labour Congress](#)

[Canadian Literacy and Learning
Network](#)

[Canadian Meat Council](#)

[Canadian Museums Association](#)

[Canadian Society for Medical
Laboratory Science](#)

[Canadian Union of Public
Employees](#)

[Carson, Isabel](#)

[Centre de réadaptation en
dépendance Le Virage](#)

[Certified Management Accountants
of Canada](#)

[Chong, Louie](#)

[Citizens for Public Justice](#)

[Clifton, Sarrah](#)

[Coon, Timothy](#)

[Cosmetica Laboratories Inc.](#)

[Council of Canadians with
Disabilities](#)

[Council of Ontario Universities](#)

[Cournover, Rachelle](#)

[Cross, Michael](#)

[Davis, Anne](#)

[Dorval, Justine](#)

[Dumbrill, Rebecca](#)

[England Ross, Katarina](#)

[Essential Skills Ontario](#)

[Fédération culturelle canadienne-
française](#)

[Fédération des communautés
francophones et acadienne du
Canada](#)

[First Call: BC Child and Youth
Advocacy Coalition](#)

[Forget, Marie-Josée](#)

[Frontier College](#)

[Gagné, Serge](#)

[Gibson, Margaret](#)

[Glenergy Inc.](#)

[Grames, Panos](#)

[Greater Victoria Visitor and
Convention Bureau](#)

[Hamel, Jean-François](#)

[Harroun, Thad](#)

[Helfand, David](#)

[Hudson, Carolyn](#)

[International Science Technology
Partnerships Canada](#)

[Jean-Louis, Bonnie](#)

[Jones, Wendy](#)

[Kalisiak, Caterina](#)

[Karl, Gabriel](#)

[Klop, Edward](#)

[Laidley, Jennefer](#)

[Lemon, Sue](#)

Leon, Linda	Osborne, Judy	Smith, Alec
Lowe, Katy	Petroleum Services Association of Canada	Spectra Energy
Lubiniecki, Charlie	Presby, Melanie	Sport Matters Group
MacLean, Jaime	Public Service Alliance of Canada	Stephens-Anderson, Rhonda
MacLeod, Margaret	Purvis, Russ	The Local Community Food Centre
McGill University	Rainville, Simon	Thompson Rivers University Students' Union
McKay, Dawn	Ramsey, Tracey	Thorsteinson, Janet
McKenna, Janis	Ranger, Johanne	Torbert, Jeffrey
Medicine Hat and District Chamber of Commerce	Redshaw, Ellen	Tourism Burnaby
Millar Drysdale, Jillian	Redvers, Peter	University of Saskatchewan
Mining Association of Canada	Rehse, Steven	Vancouver Gear Works Ltd.
Morgenstern, Mark	Reid-Fraser, Robin	Vigneux, Jacqueline
Morrison, Heather	Rental Owners and Managers Society of British Columbia	Wachiy Friendship Centre
Mowbray, Jan	Rideau Institute	Weniger, Ian
Moylan, Kate	Roberson, Trisha	White, Erinn
Nicholls, Rebecca	Rogers, Lynn	Williams, Ron
Northwest Territories Literacy Council	Sangster, Troy	Yanchula, Marlene
O'Leary, Brigit	Serda, Victoria	YWCA Canada
Olynyk, Oliver	Shaw, Joanne	
Ontario College of Art and Design	Slade, Jenna	

Environment and Energy, including climate change, “green” measures, various types of energy and Dutch disease

Alberta Chambers of Commerce	Bourgault, Danielle	Canadian Association of Oilwell Drilling Contractors
Askew, James	Bradfield, Suellen	Canadian Association of Petroleum Producers
Automotive Industries Association of Canada	Brault, Olivier	Canadian Climate Forum
Bartman, Rick	Bray, Mike	Canadian Electricity Association
Bayerl, Francis	Brinkman, Jason	Canadian Energy Pipeline Association
Beingessner, Naomi	Bryanton, Shane	Canadian Gas Association
Benjamin, Chris	Burnstick, Brent	Canadian Home Builders' Association
Berkman, Marten	Butler, Cameron	Canadian Independent Petroleum Marketers Association
Bernier, Francois	Calhoun, Kristina	
Bertocchi, Tony	Canadian Arts Presenting Association	

[Canadian Labour Congress](#)

[Canadian Manufacturers and Exporters](#)

[Canadian Natural Gas Vehicle Alliance](#)

[Canadian Petroleum Products Institute](#)

[Canadian Propane Association](#)

[Canadian Renewable Fuels Association](#)

[Canadian Union of Public Employees](#)

[Canadian Vehicle Manufacturers' Association](#)

[Carbonneau, Maxime](#)

[Caron, Danielle](#)

[Carrière, Sonia](#)

[Carrigan, Andrew](#)

[Cauley, Brian](#)

[Cédilot, Catherine](#)

[Cement Association of Canada](#)

[Chant, James](#)

[Charette, Marc](#)

[Chemistry Industry Association of Canada](#)

[Chislett, Paul](#)

[Chong, Louie](#)

[Citizens for Public Justice](#)

[City of Edmonton](#)

[Clark, Paul](#)

[Clifton, Sarrah](#)

[Coleman, Curtis](#)

[Coon, Timothy](#)

[Cowell, Gary](#)

[Cross, Michael](#)

[Cross, Sharon](#)

[Damiao, Anthony](#)

[Daniels, Peter](#)

[Dauphinais, Laurence](#)

[Davis, Anne](#)

[Davis, Mary](#)

[Dorval, Justine](#)

[Ducks Unlimited Canada](#)

[Dyck, Shannon](#)

[Dykman, Kate](#)

[Eamer, Claire](#)

[Écotech Québec](#)

[Eliot, Loni](#)

[Everitt, Angelique](#)

[Federation of Canadian Music Festivals](#)

[First Call: BC Child and Youth Advocacy Coalition](#)

[Fortna, Peter](#)

[Fowler, Shirley](#)

[Fralin, Sara](#)

[Frank, Shannon](#)

[Global Compliance Research Project](#)

[Goodfellow, Randal](#)

[Goodman, Nicole](#)

[Grames, Panos](#)

[Grant, Carmen](#)

[Green Budget Coalition](#)

[Greetham, Sue](#)

[Greyell, Leslie](#)

[Guico, Stéphanie](#)

[Hanna, Bruce](#)

[Henderson, Scott](#)

[Hoeschele, Tobias](#)

[Holland, Erin](#)

[Holmes, Krister](#)

[Howard, Chris](#)

[Hradowy, Pete](#)

[Hughes, Elaine](#)

[Hurstfield, Deanna](#)

[Jean-Louis, Bonnie](#)

[Jones, Sebastian](#)

[Jones, Wendy](#)

[Keast, Brian](#)

[Kennedy, Max](#)

[Kerton, Sarah](#)

[Kish, Andrew](#)

[Klop, Edward](#)

[Kotyk, Phil](#)

[Kouri, Denise](#)

[Kraus, Danielle](#)

[Labelle, Teresa](#)

[Lathwell, Peggy](#)

[Ledbetter, Richard](#)

[Léger, Richard](#)

[Lemieux McClure, Annie-Sara](#)

[Lennox, David](#)

[Leon, Linda](#)

[Levsen, Grace](#)

[Lewis, David](#)

[Little, Brona](#)

[Little, Laura](#)

[Longstaff, Bill](#)

[Looy, Heather](#)

[Lord, Stella](#)

[Lovell, Mary](#)

[Lubiniecki, Charlie](#)

[MacDonald, Jackie](#)

[MacLean, Jaime](#)

[Mahoney, Tara](#)

[Majiski, Joyce](#)
[Martel, Sylvain](#)
[Massam, Katherine](#)
[Maxwell, Emerson](#)
[McDonnell, Erin](#)
[McGlenn, Stephen](#)
[McMullen, Carole](#)
[Ménard, Milva](#)
[Miles, Glenna](#)
[Millar Drysdale, Jillian](#)
[Minion, Dallas](#)
[Moen, Sue](#)
[Moon, Harry](#)
[Morgan, Shauna](#)
[Morgenstern, Mark](#)
[Moylan, Kate](#)
[Mueller, Richard](#)
[National Association of Fleet Administrators](#)
[Nature Conservancy Canada](#)
[Neumann, Lila](#)
[Newman, Jeffrey](#)
[Nolan, Joseph](#)
[O'Hearn, Hubert](#)
[O'Leary, Brigit](#)
[Olmstead, Amanda](#)
[Oosterman-Nicholson, Elizabeth](#)
[Osborne, Judy](#)
[Perel, Shloime](#)
[Petroleum Services Association of Canada](#)
[Phillips, Shane](#)
[Port Metro Vancouver](#)
[Power Cloud Coalition](#)
[Professional Institute of the Public Service of Canada](#)

[Prospectors and Developers Association of Canada](#)
[Public Service Alliance of Canada](#)
[Quality Urban Energy Systems of Tomorrow](#)
[Ranger, Johanne](#)
[Rankin, Susan](#)
[Real Property Association of Canada](#)
[Reddin, Tony](#)
[Redvers, Peter](#)
[Reid, Alison](#)
[Reid-Fraser, Robin](#)
[Rental Owners and Managers Society of British Columbia](#)
[Rhein, Werner](#)
[Robillard, Roxanne](#)
[Rondeau Saint-Jean, Camille](#)
[Roselle, Jeremie](#)
[Ross, Andrew](#)
[Roy, Sébastien](#)
[Rutherford, Allan](#)
[Sadlemyer, Jim](#)
[Saint-Jean, Olivier](#)
[Sarnia Lambton Chamber of Commerce](#)
[Schenk, Terry](#)
[Sefton, James](#)
[Serda, Victoria](#)
[Shell Canada Limited](#)
[Sikkema, Arnold](#)
[Simon Fraser University, Departments of Geography and Biomedical Physiology and Kinesiology](#)
[Simpson, Grant](#)
[Skene, Ron](#)
[Sly, Lillian](#)

[Small Explorers and Producers Association of Canada](#)
[Smith, Daryl](#)
[Southwest Nova Biosphere Reserve Association](#)
[Spectra Energy](#)
[St. John's Board of Trade](#)
[Stahel, Cheryl Ann](#)
[Stangeland, Andrea](#)
[Stasyszyn, Roxanne](#)
[Steers, Edward](#)
[Stephens-Anderson, Rhonda](#)
[Sustainable Development Technology Canada](#)
[Sutton, Justin](#)
[Sutton, Tove](#)
[Synchyshyn, Dallas](#)
[Taylor, Rob](#)
[Thibodeau, Nicolas](#)
[Timmons, Zachary](#)
[Torbert, Jeffrey](#)
[Toupin, Roger](#)
[Tracy, Keegan](#)
[Trueman, Heather](#)
[Tyssen, Richard](#)
[Van Borek, Hanah](#)
[Vancouver Gear Works Ltd.](#)
[Vancouver Island University](#)
[Varughese, Sugith](#)
[Vera-De Windows Inc.](#)
[Vigneux, Jacqueline](#)
[Wachiay Friendship Centre](#)
[Walbourne, Rick](#)
[Webster, Linda](#)
[Weniger, Ian](#)
[Whiteside, David](#)

[Zalinko, Lara](#)

[Zubalik, Steven](#)

Exchange Rate, Currency and the Cost of Living

[Canadian Chamber of Commerce](#)

[Klop, Edward](#)

[Redshaw, Ellen](#)

[Canadian Steel Producers Association](#)

[Laidley, Jennefer](#)

[Spectra Energy](#)

[Canadian Union of Public Employees](#)

[Lennox, David](#)

[Steers, Edward](#)

[Cosmetica Laboratories Inc.](#)

[Mining Association of Canada](#)

[Wagner, Neil](#)

[Guico, Stéphanie](#)

[Moon, Harry](#)

[Wagner, Susan](#)

[Hradowy, Pete](#)

[Peacock, Lorie](#)

[Ramsey, Tracey](#)

Federal Government, Federal Public Service, Federal Budget and Parliament, including salaries and pensions

[Association of Faculties of Medicine of Canada](#)

[Workers](#)

[CHC Helicopter Corporation](#)

[Barletta, Francesco](#)

[Canadian Association of University Teachers](#)

[Chemistry Industry Association of Canada](#)

[Bayerl, Francis](#)

[Canadian Chamber of Commerce](#)

[City of Oshawa](#)

[Beauregard, Frédéric](#)

[Canadian Conference of the Arts](#)

[Coates, Chris](#)

[Beck Buttedahl, Maria Jose](#)

[Canadian Co-operative Association](#)

[Cool, Jocelyn](#)

[Benjamin, Chris](#)

[Canadian Council of Chief Executives](#)

[Co-operative Housing Federation of Canada](#)

[Boily, France](#)

[Canadian Federation of Independent Business](#)

[Cournoyer, Rachelle](#)

[Boughen, Ray M.P.](#)

[Canadian Institute of Chartered Accountants](#)

[Cross, Michael](#)

[Bowen, Gary](#)

[Canadian Library Association](#)

[Customs and Immigration Union](#)

[Bray, Mike](#)

[Canadian National Institute for the Blind](#)

[Danek, Darryl](#)

[Brown, Darcy](#)

[Canadian Restaurant and Foodservices Association](#)

[Davis, Anne](#)

[Burnstick, Brent](#)

[Canadian Secular Alliance](#)

[Davis, Mary](#)

[Calgary Chamber of Commerce](#)

[Canadian Steel Producers Association](#)

[Demontigny, Louise](#)

[Calhoun, Kristina](#)

[Canadian Union of Public Employees](#)

[Denault, Sebastien](#)

[Campbell-Conlon, Kathlene](#)

[Carrière, Sonia](#)

[Desjardins Group](#)

[Canadian Association of Oilwell Drilling Contractors](#)

[Chanyi, Jason](#)

[Diadick Casselman, Karen](#)

[Canadian Association of Petroleum Producers](#)

[Charette, Marc](#)

[Fair Pensions for All](#)

[Canadian Association of Physicists](#)

[Financial Executives International Canada](#)

[Canadian Association of Social](#)

[Fischer, Doug](#)

[Forseth, Paul](#)

[Fortna, Peter](#)
[Frain, Sara](#)
[Global Compliance Research Project](#)
[Goodfellow, Michelle Lynne](#)
[Grain Growers of Canada](#)
[Grant, Margo](#)
[Greater Kitchener Waterloo Chamber of Commerce](#)
[Greetham, Sue](#)
[Grethen, Julie](#)
[Grondin, Jordan](#)
[Guico, Stéphanie](#)
[Guy, Duane](#)
[Hamel, Jean-François](#)
[Herold, Bob](#)
[Hnatiuk, Joseph](#)
[Hodgson, Cory](#)
[Hoenle, Sandra](#)
[Holmes, Krister](#)
[Horkoff, Zachary](#)
[Investment Funds Institute of Canada](#)
[Investment Industry Association of Canada](#)
[Jardine, Susan](#)
[Kalisiak, Caterina](#)
[Karl, Gabriel](#)
[Khare, Rajive](#)
[Kirschenman, Andrew](#)
[Kollin, Russell](#)
[Kouri, Denise](#)
[Kuenzlen, Robert](#)
[Lafontaine, Andree](#)
[Lagimodiere, Darrin](#)

[Lathwell, Peggy](#)
[Lemon, Sue](#)
[Leon, Linda](#)
[L'Heureux, Marie-Claude](#)
[Little, Laura](#)
[Lutherans for Life Canada](#)
[MacLean, Kathleen](#)
[McCormick, Jill](#)
[McCullough, Don](#)
[Ménard, Milva](#)
[Merit Canada](#)
[Mining Association of Canada](#)
[Moleski, Cindy](#)
[Moon, Harry](#)
[Morgan, Shauna](#)
[Mowbray, Jan](#)
[Mroz, Daniel](#)
[Namink, Bill](#)
[Newark, Scott](#)
[Newman, Jeffrey](#)
[Nolan, Joseph](#)
[O'Leary, Brigit](#)
[Paine, Harry](#)
[Paquette, Richard A.](#)
[Paradis, Claire](#)
[Parent, Echo](#)
[Plourde, Jocelyn](#)
[Prashaw, Rick](#)
[Presby, Melanie](#)
[Professional Institute of the Public Service of Canada](#)
[Public Service Alliance of Canada](#)
[Quebec Employers' Council](#)
[Rehse, Steven](#)

[Reid, Alison](#)
[Rideau Institute](#)
[Robillard, Roxanne](#)
[Royal Canadian Marine Search and Rescue](#)
[Schenk, Terry](#)
[Scholten, Stephanie](#)
[Sefton, James](#)
[Simard, Suzanne](#)
[Small Explorers and Producers Association of Canada](#)
[Spectra Energy](#)
[Spencer-Hallée, Olivier](#)
[Spitzer, Aaron](#)
[St. John's Board of Trade](#)
[Stasyszyn, Roxanne](#)
[Stephen, Susan Lee](#)
[St-Hilaire, Djanice](#)
[Stone, Wayne](#)
[Tannous, Natalie](#)
[Tehrani, Sheri](#)
[The Local Community Food Centre](#)
[Thibodeau, Nicolas](#)
[Timmons, Zachary](#)
[Union of National Defence Employees](#)
[Université de Montréal](#)
[University of Saskatchewan](#)
[Velarde, Eleanor](#)
[Vigneux, Jacqueline](#)
[Webster, Linda](#)
[YWCA Canada](#)

Federal/Provincial-Territorial/Municipal Relationships and Transfers, including for social assistance

[April, Laura](#)

[Association of Canadian Academic Healthcare Organizations](#)

[Bayerl, Francis](#)

[Boughen, Ray M.P.](#)

[Bradfield, Suellen](#)

[Building and Construction Trades Department, AFL-CIO](#)

[Butler, Cameron](#)

[Calhoun, Kristina](#)

[Canadian Alliance on Mental Illness and Mental Health](#)

[Canadian Association of Retired Persons](#)

[Canadian Association of Social Workers](#)

[Canadian Association of University Teachers](#)

[Canadian Bankers Association](#)

[Canadian Doctors for Medicare](#)

[Canadian Federation of Nurses Unions](#)

[Canadian Federation of Students - National Graduate Caucus](#)

[Canadian Federation of Students \(Manitoba\)](#)

[Canadian Federation of Students \(Ontario\)](#)

[Canadian Labour Congress](#)

[Canadian Union of Public Employees](#)

[Certified General Accountants Association of Canada](#)

[Chant, James](#)

[Chemistry Industry Association of Canada](#)

[Citizens for Public Justice](#)

[City of Edmonton](#)

[City of Red Deer](#)

[Consumer Health Products Canada](#)

[Damiao, Anthony](#)

[Danahy, Helen](#)

[Danek, Darryl](#)

[Dumbrill, Rebecca](#)

[Fanshawe College](#)

[Federation of Canadian Municipalities](#)

[Figueroa, Carmen](#)

[Forseth, Paul](#)

[Fund the Child Coalition](#)

[Glenergy Inc.](#)

[Goel, Ritika](#)

[Gordyn, Nikita](#)

[Grondin, Jordan](#)

[Harris, Gillian](#)

[Hughes, Elaine](#)

[Investment Industry Association of Canada](#)

[Jardine, Susan](#)

[Kennedy, Max](#)

[Lagimodiere, Darrin](#)

[Little, Laura](#)

[Looy, Heather](#)

[MacLean, Kathleen](#)

[Maher, Janet](#)

[Mahoney, Tara](#)

[McColl, John](#)

[Medical Reform Group](#)

[Mowbray, Jan](#)

[O'Leary, Brigit](#)

[Olmstead, Amanda](#)

[Oosterman-Nicholson, Elizabeth](#)

[Parent, Echo](#)

[Quebec Employers' Council](#)

[Reid-Fraser, Robin](#)

[Rideau Institute](#)

[Sangster, Troy](#)

[Serda, Victoria](#)

[Spectra Energy](#)

[St. John's Board of Trade](#)

[Stangeland, Andrea](#)

[Thomson, Taryn](#)

[Towsley, Josh](#)

[Trueman, Heather](#)

[Wellesley Institute](#)

[Whiteside, David](#)

Financial Issues, including foreign accounts, service providers, financial education, payment systems, household saving and debt, access to credit and financial products

April, Laura	Desjardins Group	Professional Association of Canadian Theatres
Boehmen, Nels	Dorval, Justine	Railway Association of Canada
Brickwood, Jim	Eliot, Loni	Ramsey, Tracey
Canadian Association of Mutual Insurance Companies	Financial Executives International Canada	Retail Council of Canada
Canadian Association of Petroleum Producers	Fralin, Sara	Saint-Jean, Olivier
Canadian Bankers Association	Hamel, Jean-François	Stahel, Cheryl Ann
Canadian Community Economic Development Network	Herman, Suzanne	St-Hilaire, Djanice
Canadian Convenience Stores Association	Hooper, Kevin	St-Louis, Yvon
Canadian Labour Congress	Investment Industry Association of Canada	Sundog Electric
Canadian Life and Health Insurance Association Inc.	Jardine, Susan	Taylor, Rob
Canadian Propane Association	MacLeod, Margaret	Thibodeau, Nicolas
Canadian Union of Public Employees	Millar Drysdale, Jillian	Torbert, Jeffrey
Carleton University	O'Hearn, Hubert	University of Saskatchewan
Dendoff, Cheryl	Ottosen, David	Yanchula, Marlene
	Potter, James	Zubalik, Steven
	Prazmowski, Richard	

Fisheries Sector

Association of Seafood Producers	Guico, Stéphanie	Vancouver Island University
Global Compliance Research Project	Urbanczyk, Suzanne	Whiteside, David

Food, including affordability, adequacy, safety and security

Canada Without Poverty	Advocacy Coalition	Macerollo, Anthony
Canadian Cattlemen's Association	Food and Consumer Products of Canada	Majiski, Joyce
Canadian Meat Council	Food Secure Canada	Moen, Sue
Chislett, Paul	Kennedy, Max	Neumann, Lila
Danahy, Helen	Ledbetter, Richard	Newman, Maddi
England Ross, Katarina	Leonard, Deanna	Purvis, Russ
Farmers' Markets Canada	MacDonald, Jackie	Reid, Alison
First Call: BC Child and Youth		Reid-Fraser, Robin

[Rowe, Brenda](#)

[Shepherd, Ian](#)

[The Local Community Food Centre](#)

[Vancouver Island University](#)

[Woods, Jeri-Lynn](#)

Forestry Sector

[Forest Products Association of Canada](#)

[Spencer-Hallée, Olivier](#)

Health

[A Port in the Storm Inc.](#)

[Arthritis Alliance of Canada](#)

[Association of Canadian Academic Healthcare Organizations](#)

[Association of Faculties of Medicine of Canada](#)

[Bowen, Gary](#)

[Brault, Olivier](#)

[Calhoun, Kristina](#)

[Canada's Research-Based Pharmaceutical Companies \(RxD\)](#)

[Canadian Alliance on Mental Illness and Mental Health](#)

[Canadian Association of Social Workers](#)

[Canadian Association of Speech-Language Pathologists and Audiologists](#)

[Canadian Association of University Teachers](#)

[Canadian Coalition for Action on Tobacco](#)

[Canadian Diabetes Association](#)

[Canadian Doctors for Medicare](#)

[Canadian Federation of Medical Students](#)

[Canadian Federation of Nurses Unions](#)

[Canadian Health Food Association](#)

[Canadian Healthcare Association](#)

[Canadian Institute for Military and Veteran Health Research](#)

[Canadian Medical Association](#)

[Canadian National Institute for the Blind](#)

[Canadian Nurses Association](#)

[Canadian Psychiatric Association](#)

[Canadian Psychological Association](#)

[Canadian Society for Medical Laboratory Science](#)

[Canadian Union of Public Employees](#)

[Centre de réadaptation en dépendance Le Virage](#)

[City of Revelstoke](#)

[Consumer Health Products Canada](#)

[Dyck, Shannon](#)

[Dykman, Kate](#)

[England Ross, Katarina](#)

[Figueroa, Carmen](#)

[First Call: BC Child and Youth Advocacy Coalition](#)

[Forseth, Paul](#)

[Fralin, Sara](#)

[Frontier College](#)

[Fund the Child Coalition](#)

[Global Compliance Research Project](#)

[Goel, Ritika](#)

[Gordyn, Nikita](#)

[Grames, Panos](#)

[Guico, Stéphanie](#)

[Henderson, Scott](#)

[Hnatiuk, Jeff](#)

[Investment Industry Association of Canada](#)

[Jean-Louis, Bonnie](#)

[Johnson & Johnson Inc.](#)

[Jones, Deborah](#)

[Kamloops Homelessness Action Plan](#)

[Karais, Krystal](#)

[Kennedy, Max](#)

[Laidley, Jennefer](#)

[Leon, Linda](#)

[Looy, Heather](#)

[Lowe, Katy](#)

[Maher, Janet](#)

[Majiski, Joyce](#)

[McDonald, Jen](#)

[McGill University](#)

[Mclaughlin, Murray](#)

[McMaster University](#)

[McNeil Consumer Healthcare](#)

[Medical Reform Group](#)

[Merck Canada Inc.](#)

[Metcalf, Isabel](#)

[Mood Disorders Society of Canada](#)

[Morgan, Shauna](#)

[Multiple Sclerosis Society of](#)

[Canada](#)

[Newman, Jeffrey](#)

[Novartis Pharmaceuticals Canada Inc.](#)

[Olmstead, Amanda](#)

[Pfizer Canada Inc.](#)

[Prashaw, Rick](#)

[Public Service Alliance of Canada](#)

[Purvis, Russ](#)

[Reid, Alison](#)

[Reid-Fraser, Robin](#)

[Research Canada: An Alliance for Health Discovery](#)

[Rowe, Brenda](#)

[Sandbox Project](#)

[Simard, Suzanne](#)

[Simon Fraser University, Departments of Geography and Biomedical Physiology and Kinesiology](#)

[Sport Matters Group](#)

[St. Boniface Hospital Research](#)

[Stasyszyn, Roxanne](#)

[Stephens-Anderson, Rhonda](#)

[St-Hilaire, Djanice](#)

[Swanson, Anders](#)

[Taylor, Chris](#)

[The Local Community Food Centre](#)

[Thomson, Taryn](#)

[Trueman, Heather](#)

[Vigneux, Jacqueline](#)

[Webster, Linda](#)

[Wellesley Institute](#)

[Williams, Ron](#)

[Wound Care Alliance Canada](#)

Homelessness and Housing, including rental

[Bradfield, Suellen](#)

[Canadian Federation of Apartment Associations](#)

[Canadian Housing and Renewal Association](#)

[Canadian Labour Congress](#)

[Canadian Real Estate Association](#)

[Canadian Union of Public Employees](#)

[Carson, Isabel](#)

[Centre de réadaptation en dépendance Le Virage](#)

[Chant, James](#)

[Co-operative Housing Federation of Canada](#)

[Danahy, Helen](#)

[Davis, Anne](#)

[Dueck, Michelle](#)

[Eliot, Loni](#)

[Hamel, Jean-François](#)

[Hodgins, Laurel](#)

[Jones, Deborah](#)

[Kamloops Homelessness Action Plan](#)

[Kerton, Sarah](#)

[Lathwell, Peggy](#)

[Lee, Richard](#)

[Lord, Stella](#)

[Moylan, Kate](#)

[O'Leary, Brigit](#)

[Real Property Association of Canada](#)

[Redshaw, Ellen](#)

[Reid, Alison](#)

[Reid-Fraser, Robin](#)

[Rental Owners and Managers Society of British Columbia](#)

[Rowe, Brenda](#)

[Shepherd, Ian](#)

[Wellesley Institute](#)

[Whiteside, David](#)

Immigrants and Immigration, including visible minorities

[Association of Canadian Community Colleges](#)

[Atlantic Provinces Community College Consortium](#)

[Brockner, Josie](#)

[Canadian Association of Social Workers](#)

[Canadian Community Economic Development Network](#)

[Canadian Manufacturers and Exporters](#)

[Canadian Meat Council](#)

[Canadian Union of Public Employees](#)

[Chemistry Industry Association of Canada](#)

[Chong, Louie](#)

[Colenutt, Brenda](#)

[Cosmetica Laboratories Inc.](#)

[Demontigny, Louise](#)

[Elliott, Eric](#)
[Engineers Canada](#)
[Fanshawe College](#)
[Fund the Child Coalition](#)
[Gilani, Mahebab](#)
[Goel, Ritika](#)
[Gordyn, Nikita](#)
[Investment Industry Association of Canada](#)

[McKay, Dawn](#)
[McKenna, Janis](#)
[Medical Reform Group](#)
[Medicine Hat and District Chamber of Commerce](#)
[Mining Association of Canada](#)
[O'Leary, Brigit](#)
[Ottosen, David](#)
[Pace Law Firm](#)

[Petroleum Services Association of Canada](#)
[St-Hilaire, Dianice](#)
[Stokes, Frank](#)
[Sundog Electric](#)
[Taylor, Rob](#)
[Vancouver Gear Works Ltd.](#)

Infrastructure

[Association of Atlantic Universities](#)
[Association of Consulting Engineering Companies - Canada](#)
[Beauregard, Frédéric](#)
[Bertocchi, Tony](#)
[Bradfield, Suellen](#)
[Brault, Olivier](#)
[Braun, Raymond](#)
[Buchanan, Matthew](#)
[Building and Construction Trades Department, AFL-CIO](#)
[Calhoun, Kristina](#)
[Camosun College](#)
[Canada Foundation for Innovation](#)
[Canada's Research-Based Pharmaceutical Companies \(RxD\)](#)
[Canadian Airports Council](#)
[Canadian Association of University Teachers](#)
[Canadian Bankers Association](#)
[Canadian Construction Association](#)
[Canadian Council of Chief Executives](#)
[Canadian Federation of Students \(Nova Scotia\)](#)
[Canadian Home Builders' Association](#)

[Canadian Labour Congress](#)
[Canadian Library Association](#)
[Canadian Public Works Association](#)
[Canadian Union of Public Employees](#)
[Canadian Urban Transit Association](#)
[Carroll, Adam](#)
[Chant, James](#)
[Chemistry Industry Association of Canada](#)
[Chislett, Paul](#)
[City of Edmonton](#)
[City of Oshawa](#)
[City of Red Deer](#)
[City of Revelstoke](#)
[Coalition for Canadian Astronomy](#)
[Coon, Timothy](#)
[Co-operative Housing Federation of Canada](#)
[Cross, Michael](#)
[Desjardins Group](#)
[Desrosiers-Plaisance, Hugo](#)
[Ducks Unlimited Canada](#)
[Dyck, Shannon](#)
[Dyckman, Kate](#)

[Engineers Canada](#)
[Everitt, Angelique](#)
[Every Woman's Centre Association](#)
[Federation of Canadian Municipalities](#)
[Gagné, Serge](#)
[Goel, Ritika](#)
[Goodfellow, Randal](#)
[Gordyn, Nikita](#)
[Hanna, Bruce](#)
[Harroun, Thad](#)
[Hnatiuk, Jeff](#)
[Hodgson, Cory](#)
[Horkoff, Zachary](#)
[Hudson, Julian](#)
[International Association of Fire Fighters](#)
[Jardine, Susan](#)
[Karl, Gabriel](#)
[Keast, Brian](#)
[Kish, Andrew](#)
[Kotyck, Phil](#)
[Kouri, Denise](#)
[Lagimodiere, Darrin](#)
[Lewis, David](#)

[Maher, Janet](#)
[McGill University](#)
[McKay, Dawn](#)
[Medical Reform Group](#)
[Merit Canada](#)
[Mining Association of Canada](#)
[Newman, Jeffrey](#)
[NextgenID Canada Inc.](#)
[O'Leary, Brigit](#)
[Ontario College of Art and Design](#)
[Oosterman-Nicholson, Elizabeth](#)
[Pace Law Firm](#)
[Plourde, Jocelyn](#)
[Port Metro Vancouver](#)
[Prashaw, Rick](#)
[Railway Association of Canada](#)

[Rainville, Simon](#)
[Rankin, Susan](#)
[Redvers, Peter](#)
[Rhein, Werner](#)
[Roberson, Trisha](#)
[Roy, René](#)
[Sarnia Lambton Chamber of Commerce](#)
[Schonberg, Lance](#)
[Semple, Mark](#)
[Sikkema, Arnold](#)
[Smyth, Tim](#)
[Société de transport de Montréal](#)
[Squamish Off-Road Cycling Association](#)
[St. John's Board of Trade](#)
[Stahel, Cheryl Ann](#)

[Sutton, Justin](#)
[Swanson, Anders](#)
[Talbot, Annelise](#)
[Thibodeau, Nicolas](#)
[Toronto Board of Trade](#)
[Town of Blackfalds](#)
[Towsley, Josh](#)
[Tracy, Keegan](#)
[University of Alberta](#)
[University of Saskatchewan](#)
[University of Toronto](#)
[Varughese, Sugith](#)
[Weniger, Ian](#)
[White, Erinn](#)
[Yanchula, Marlene](#)

Manufacturing and Value-added Processing

[Askew, James](#)
[Bryanton, Shane](#)
[Burns, Tracy](#)
[Canadian Association of Petroleum Producers](#)
[Canadian Manufacturers and Exporters](#)
[Canadian Steel Producers Association](#)
[Canadian Union of Public Employees](#)
[Canadian Vehicle Manufacturers' Association](#)
[Chemistry Industry Association of Canada](#)
[Coalition for Canadian Astronomy](#)
[Colenutt, Brenda](#)
[Davis, Anne](#)
[Désautels, Dulciane](#)

[Eisenhauer, Jim](#)
[Elliott, Eric](#)
[Fowler, Shirley](#)
[Greetham, Sue](#)
[Hoeschele, Tobias](#)
[Holland, Erin](#)
[Kennedy, Max](#)
[Laurin, Wanda](#)
[Ledbetter, Richard](#)
[Lennox, David](#)
[Leon, Linda](#)
[Leonard, Deanna](#)
[Looy, Heather](#)
[Majjiski, Joyce](#)
[Millar Drysdale, Jillian](#)
[Newman, Maddi](#)

[Osborne, Judy](#)
[Paquette, Richard A.](#)
[Petroleum Services Association of Canada](#)
[Purvis, Russ](#)
[Reid-Fraser, Robin](#)
[Rhein, Werner](#)
[Saint-Jean, Olivier](#)
[Sarnia Lambton Chamber of Commerce](#)
[Spencer-Hallée, Olivier](#)
[Steers, Edward](#)
[Sundog Electric](#)
[Taylor, Chris](#)
[Urbanczyk, Suzanne](#)
[Van Borek, Hanah](#)
[Van de Veire, Cori](#)

[Vancouver Gear Works Ltd.](#)

[Wachiay Friendship Centre](#)

[Zalinko, Lara](#)

[Vigneux, Jacqueline](#)

[Weckwerth, Brian](#)

Military and Public Safety/Security, including veterans, emergency services, prisons and illegal activities

[Accipiter Radar Technologies Inc.](#)

[Hayman, Terence](#)

[O'Leary, Brigit](#)

[Benjamin, Chris](#)

[Hoeschele, Tobias](#)

[Olmstead, Amanda](#)

[Bernier, Francois](#)

[Holmes, Krister](#)

[Oosterman-Nicholson, Elizabeth](#)

[Bowen, Gary](#)

[Hughes, Elaine](#)

[Paradis, Claire](#)

[Buchanan, Matthew](#)

[Imperial Tobacco Canada Limited](#)

[Parent, Echo](#)

[Canadian Coalition for Action on Tobacco](#)

[Kamloops Homelessness Action Plan](#)

[Potter, James](#)

[Canadian Convenience Stores Association](#)

[Kennedy, Max](#)

[Professional Institute of the Public Service of Canada](#)

[Canadian Federation of Nurses Unions](#)

[Khennache, Lylia](#)

[Public Service Alliance of Canada](#)

[Canadian Institute for Military and Veteran Health Research](#)

[Kouri, Denise](#)

[Recreation Vehicle Dealers Association of Canada](#)

[Carrière, Sonia](#)

[Leon, Linda](#)

[Rideau Institute](#)

[Cauley, Brian](#)

[Lewis, David](#)

[Rothmans, Benson & Hedges Inc.](#)

[CHC Helicopter Corporation](#)

[L'Heureux, Marie-Claude](#)

[Royal Canadian Marine Search and Rescue](#)

[Conroy, Trevor](#)

[Looy, Heather](#)

[SafeTracks GPS Solutions Inc.](#)

[Cool, Jocelyn](#)

[Lovell, Mary](#)

[Spencer-Hallée, Olivier](#)

[Danek, Darryl](#)

[Majiski, Joyce](#)

[Stephen, Susan Lee](#)

[Davis, Mary](#)

[McDonald, Jen](#)

[Sundog Electric](#)

[Demontigny, Louise](#)

[McDonnell, Erin](#)

[Talbot, Annelise](#)

[Fowler, Shirley](#)

[Medicine Hat and District Chamber of Commerce](#)

[Thomas, Heather](#)

[Frontier College](#)

[Ménard, Milva](#)

[Thorsteinson, Janet](#)

[Global Compliance Research Project](#)

[National Coalition Against Contraband Tobacco](#)

[Turchynsky, Dave](#)

[Hamel, Jean-François](#)

[Newark, Scott](#)

[Vigneux, Jacqueline](#)

[NextgenID Canada Inc.](#)

Other, including unpaid work, skating, social justice, cross-border shopping, individual rights, international development and international aid

[Barclay, Reid](#)

[Development](#)

[Skate Canada](#)

[Fund the Child Coalition](#)

[McCormick, Jill](#)

[Sundog Electric](#)

[Interagency Coalition on AIDS and](#)

[Peterson, Kirsty](#)

[Timmons, Zachary](#)

Outsourcing

[Bernier, Francois](#)

[Desrosiers-Plaisance, Hugo](#)

[Fralin, Sara](#)

[Henderson, Scott](#)

[Khennache, Lylia](#)

[Patterson, Debbie](#)

[Presby, Melanie](#)

[Yanchula, Marlene](#)

Poverty and Inequality, including minimum/”living” wages, the poor, the working poor and the middle-class

[Armitage, Kathleen](#)

[Bayerl, Francis](#)

[Bourgault, Danielle](#)

[Bow Valley College](#)

[Boys and Girls Clubs of Canada](#)

[Bradfield, Suellen](#)

[Brockler, Josie](#)

[Burnstick, Brent](#)

[Campaign 2000 End Child Poverty in Canada](#)

[Canada Without Poverty](#)

[Canadian Association of Retired Persons](#)

[Canadian Association of Social Workers](#)

[Canadian Community Economic Development Network](#)

[Canadian Federation of Nurses Unions](#)

[Canadian Federation of Students](#)

[Canadian Labour Congress](#)

[Canadian Library Association](#)

[Canadian Union of Public Employees](#)

[Citizens for Public Justice](#)

[Colenutt, Brenda](#)

[Community Living Essex County](#)

[Council of Canadians with Disabilities](#)

[Cournoyer, Rachelle](#)

[Danahy, Helen](#)

[Diadick Casselman, Karen](#)

[Dumbrill, Rebecca](#)

[Dykman, Kate](#)

[Every Woman's Centre Association](#)

[First Call: BC Child and Youth Advocacy Coalition](#)

[Food Secure Canada](#)

[Fowler, Shirley](#)

[Frontier College](#)

[Global Compliance Research Project](#)

[Grames, Panos](#)

[Grondin, Jordan](#)

[Harris, Gillian](#)

[Hughes, Elaine](#)

[Jean-Louis, Bonnie](#)

[Laidley, Jennefer](#)

[Lathwell, Peggy](#)

[Looy, Heather](#)

[Lord, Stella](#)

[Lowe, Katy](#)

[Macerollo, Anthony](#)

[Majiski, Joyce](#)

[McGlenn, Stephen](#)

[Olmstead, Amanda](#)

[Prazmowski, Richard](#)

[Reid, Alison](#)

[Reid-Fraser, Robin](#)

[Serda, Victoria](#)

[Smith, Kimberly](#)

[Sparks Eggs](#)

[Stalder, Kelly](#)

[Whiteside, David](#)

[YWCA Canada](#)

Regulation, including harmonization, minimization/elimination and securities

[Alberta Chambers of Commerce](#)

[Canadian Association of Mutual Insurance Companies](#)

[Canadian Association of Oilwell Drilling Contractors](#)

[Canadian Association of Petroleum Producers](#)

[Canadian Cattlemen's Association](#)

[Canadian Chamber of Commerce](#)

[Canadian Convenience Stores Association](#)

[Canadian Council of Chief Executives](#)

[Canadian Energy Pipeline Association](#)

[Canadian Federation of Independent Business](#)

[Canadian Health Food Association](#)

[Canadian Life and Health Insurance Association Inc.](#)

[Canadian Meat Council](#)

[Canadian Petroleum Products Institute](#)

[Canadian Propane Association](#)

[Canadian Vehicle Manufacturers' Association](#)

[Certified General Accountants Association of Canada](#)

[Chemistry Industry Association of Canada](#)

[Consumer Health Products Canada](#)

[Demontigny, Louise](#)

[Financial Executives International Canada](#)

[Food and Consumer Products of Canada](#)

[Goodfellow, Randal](#)

[Graham, Hugh](#)

[Henderson, Scott](#)

[Imperial Tobacco Canada Limited](#)

[Investment Industry Association of Canada](#)

[Johnson & Johnson Inc.](#)

[Kuenzlen, Robert](#)

[Leon, Linda](#)

[Leonard, Deanna](#)

[Magazines Canada](#)

[McNeil Consumer Healthcare](#)

[Medicine Hat and District Chamber of Commerce](#)

[Merck Canada Inc.](#)

[Mining Association of Canada](#)

[Moon, Harry](#)

[National Coalition Against Contraband Tobacco](#)

[Pfizer Canada Inc.](#)

[Port Metro Vancouver](#)

[Professional Institute of the Public Service of Canada](#)

[Quebecor Media Inc.](#)

[Real Property Association of Canada](#)

[Reddin, Tony](#)

[Redvers, Peter](#)

[Scholten, Stephanie](#)

[Serda, Victoria](#)

[Small Explorers and Producers Association of Canada](#)

[Spectra Energy](#)

[St-Louis, Yvon](#)

[Stone, Wayne](#)

[Vigneux, Jacqueline](#)

Research, Development, Innovation and Commercialization, including the Scientific Research and Experimental Development investment tax credit, digital and knowledge strategies/economies, intellectual property and federal granting councils

[Accipiter Radar Technologies Inc.](#)

[Aerospace Industries Association of Canada](#)

[Alford, Tina](#)

[Alliance of Canadian Cinema, Television and Radio Artists](#)

[Arthritis Alliance of Canada](#)

[Association of Atlantic Universities](#)

[Association of Canadian Academic Healthcare Organizations](#)

[Association of Canadian Community Colleges](#)

[Association of Universities and Colleges of Canada](#)

[Athabasca University Graduate Students' Association](#)

[Barletta, Francesco](#)

[Beauregard, Frédéric](#)

[Benjamin, Chris](#)

[Berkman, Marten](#)

[Bow Valley College](#)

[Brault, Olivier](#)

[Brinkman, Jason](#)

[Brooks, Brad](#)

[Camosun College](#)

[Canada Foundation for Innovation](#)

[Canada's Research-Based Pharmaceutical Companies \(RxD\)](#)

[Canadian Alliance of Student Associations](#)

[Canadian Alliance on Mental Illness and Mental Health](#)

[Canadian Arts Presenting Association](#)

[Canadian Association of Oilwell Drilling Contractors](#)

<u>Canadian Association of Physicists</u>	<u>Cory, Ken</u>	<u>Karl, Gabriel</u>
<u>Canadian Association of Research Libraries</u>	<u>Cosmetica Laboratories Inc.</u>	<u>Kerton, Sarah</u>
<u>Canadian Association of University Teachers</u>	<u>Council of Ontario Universities</u>	<u>Khare, Rajive</u>
<u>Canadian Cattlemen's Association</u>	<u>Cross, Sharon</u>	<u>Khennache, Lyli</u>
<u>Canadian Climate Forum</u>	<u>Datta, Ranjan</u>	<u>Klotz, Alex</u>
<u>Canadian Conference of the Arts</u>	<u>Deloitte Touche LLP</u>	<u>Lathwell, Peggy</u>
<u>Canadian Convenience Stores Association</u>	<u>Dyck, Shannon</u>	<u>Léger, Richard</u>
<u>Canadian Federation for the Humanities and Social Sciences</u>	<u>Elliott, Don</u>	<u>Lennox, David</u>
<u>Canadian Federation of Students - National Graduate Caucus</u>	<u>Genome Canada</u>	<u>Leonard, Deanna</u>
<u>Canadian Fertilizer Institute</u>	<u>Goodfellow, Randal</u>	<u>Mahoney, Tara</u>
<u>Canadian Health Food Association</u>	<u>Grain Farmers of Ontario</u>	<u>Majiski, Joyce</u>
<u>Canadian Institute of Chartered Accountants</u>	<u>Grain Growers of Canada</u>	<u>Marchildon, Louis</u>
<u>Canadian Literacy and Learning Network</u>	<u>Grant, Carmen</u>	<u>Massam, Katherine</u>
<u>Canadian Manufacturers and Exporters</u>	<u>Green Budget Coalition</u>	<u>McGill University</u>
<u>Canadian Meat Council</u>	<u>Greetham, Sue</u>	<u>Mclaughlin, Murray</u>
<u>Canadian Propane Association</u>	<u>Greyell, Leslie</u>	<u>McMaster University</u>
<u>Canadian Psychiatric Association</u>	<u>Harroun, Thad</u>	<u>Medicine Hat and District Chamber of Commerce</u>
<u>Canadian Psychological Association</u>	<u>Helfand, David</u>	<u>Merck Canada Inc.</u>
<u>Canadian Vehicle Manufacturers' Association</u>	<u>Hnatiuk, Jeff</u>	<u>Mining Association of Canada</u>
<u>Canadian Wireless Telecommunications Association</u>	<u>Hodgson, Cory</u>	<u>MITACS</u>
<u>Canola Council of Canada</u>	<u>Hoeschele, Tobias</u>	<u>Mood Disorders Society of Canada</u>
<u>Carleton University</u>	<u>Holland, Erin</u>	<u>Mouvement pour les arts et les lettres</u>
<u>Carrière, Sonia</u>	<u>Holmes, Krister</u>	<u>Mroz, Daniel</u>
<u>Cédilot, Catherine</u>	<u>Hooper, Kevin</u>	<u>Multiple Sclerosis Society of Canada</u>
<u>Certified Management Accountants of Canada</u>	<u>Hudson, Julian</u>	<u>Canada</u>
<u>Chemical Institute of Canada</u>	<u>Hughes, Elaine</u>	<u>Newman, Jeffrey</u>
<u>Clark, Paul</u>	<u>Hung, Winnie</u>	<u>Ontario College of Art and Design</u>
<u>Coalition for Canadian Astronomy</u>	<u>Information Technology Association of Canada</u>	<u>Partnership Group for Science and Engineering</u>
	<u>Interagency Coalition on AIDS and Development</u>	<u>Pfizer Canada Inc.</u>
	<u>International Science Technology Partnerships Canada</u>	<u>Polytechnics Canada</u>
	<u>Johnson & Johnson Inc.</u>	<u>Power Cloud Coalition</u>
	<u>Juvenile Diabetes Research Foundation Canada</u>	<u>Professional Association of Canadian Theatres</u>

[Professional Institute of the Public Service of Canada](#)
[Proto Manufacturing Ltd.](#)
[Quebecor Media Inc.](#)
[Railway Association of Canada](#)
[Rainville, Simon](#)
[Reddin, Tony](#)
[Regroupement des jeunes chambres de commerce du Québec](#)
[Rehse, Steven](#)
[Research Canada: An Alliance for Health Discovery](#)
[Retail Council of Canada](#)
[Roberson, Trisha](#)
[Rondeau Saint-Jean, Camille](#)
[Ross, Andrew](#)
[Roy, René](#)
[Rutherford, Allan](#)
[Saint-Jean, Olivier](#)
[Sandbox Project](#)

[Schenk, Terry](#)
[Scholten, Stephanie](#)
[Schonberg, Lance](#)
[Serda, Victoria](#)
[Shanna, Sky](#)
[Sikkema, Arnold](#)
[Simard, Suzanne](#)
[Size, Carol Sandra](#)
[Skene, Ron](#)
[Smilovic, Mikhail](#)
[Smyth, Tim](#)
[Southlake Regional Health Centre](#)
[St. Boniface Hospital Research](#)
[St. John's Board of Trade](#)
[Stahel, Cheryl Ann](#)
[Stalder, Kelly](#)
[Stephens-Anderson, Rhonda](#)
[Sustainable Development Technology Canada](#)

[Talbot, Annelise](#)
[Thorsteinson, Janet](#)
[Timmons, Zachary](#)
[Trueman, Heather](#)
[Tso, Yee Jee](#)
[Université de Montréal](#)
[University of Alberta](#)
[University of British Columbia](#)
[University of Saskatchewan](#)
[University of Toronto](#)
[Van Borek, Hanah](#)
[Vancouver Gear Works Ltd.](#)
[Vancouver Island University](#)
[Wagner, Neil](#)
[Webster, Linda](#)
[Weniger, Ian](#)
[Wound Care Alliance Canada](#)

Seniors, Retirement Age and Pensions

[Canadian Association of Retired Persons](#)
[Canadian Association of Social Workers](#)
[Danahy, Helen](#)
[Diadick Casselman, Karen](#)
[Everitt, Angelique](#)
[Fédération des communautés francophones et acadienne du Canada](#)

[Frontier College](#)
[Fund the Child Coalition](#)
[Investment Funds Institute of Canada](#)
[Investment Industry Association of Canada](#)
[Jones, Deborah](#)
[Looy, Heather](#)
[MacLeod, Margaret](#)

[Medicine Hat and District Chamber of Commerce](#)
[Paradis, Claire](#)
[Portfolio Management Association of Canada](#)
[Regroupement des jeunes chambres de commerce du Québec](#)

Small and Medium-sized Enterprises

[Ainstey, Beatrice](#)
[April, Laura](#)
[Association of Canadian Community Colleges](#)

[Association of Professional Computer Consultants](#)
[Badiuk, Blaine](#)
[Boily, France](#)

[Burns, Tracy](#)
[Canadian Community Economic Development Network](#)
[Canadian Conference of the Arts](#)

<u>Canadian Federation of Independent Business</u>	<u>Grethen, Julie</u>	<u>Potter, James</u>
<u>Canadian Propane Association</u>	<u>Grondin, Jordan</u>	<u>Procom Consultants Group Ltd.</u>
<u>Carleton University</u>	<u>Hamel, Jean-François</u>	<u>Proto Manufacturing Ltd.</u>
<u>Certified General Accountants Association of Canada</u>	<u>Harrison, Mary</u>	<u>Ranger, Johanne</u>
<u>Certified Management Accountants of Canada</u>	<u>Hayman, Terence</u>	<u>Regroupement des jeunes chambres de commerce du Québec</u>
<u>Chanyi, Jason</u>	<u>Henderson, Scott</u>	<u>Rothmans, Benson & Hedges Inc.</u>
<u>Clifton, Sarrah</u>	<u>Horkoff, Zachary</u>	<u>Saint-Jean, Olivier</u>
<u>Colenutt, Brenda</u>	<u>Hospitality Newfoundland and Labrador</u>	<u>Sefton, James</u>
<u>Dahmé, Sherolyn</u>	<u>Hudon, Richard</u>	<u>Serda, Victoria</u>
<u>Demontigny, Louise</u>	<u>Investment Industry Association of Canada</u>	<u>Slade, Jenna</u>
<u>Diadick Casselman, Karen</u>	<u>Keast, Brian</u>	<u>St-Hilaire, Djanice</u>
<u>Dueck, Michelle</u>	<u>Kirschenman, Andrew</u>	<u>Sundog Electric</u>
<u>Dyck, Shannon</u>	<u>Klop, Edward</u>	<u>Tehrani, Sheri</u>
<u>Écotech Québec</u>	<u>Little, Laura</u>	<u>Tourism Burnaby</u>
<u>Eisenhauer, Jim</u>	<u>Looy, Heather</u>	<u>Tourism Industry Association of Canada</u>
<u>England Ross, Katarina</u>	<u>Majiski, Joyce</u>	<u>Tourism Jasper</u>
<u>Everitt, Angelique</u>	<u>Marshall, Patricia</u>	<u>Université de Montréal</u>
<u>Fanshawe College</u>	<u>National Association of Career Colleges</u>	<u>Urbanczyk, Suzanne</u>
<u>Food Secure Canada</u>	<u>National Association of Computer Consulting Businesses Canada</u>	<u>Vera-De Windows Inc.</u>
<u>Forget, Marie-Josée</u>	<u>Newman, Maddi</u>	<u>Webster, Linda</u>
<u>Fralin, Sara</u>	<u>Nunavut Tourism</u>	<u>Witteman, Cassandra</u>
<u>Frank, Shannon</u>	<u>Paradis, Claire</u>	
<u>Gibson, Margaret</u>	<u>Pelletier, Rémi</u>	
<u>Greater Victoria Visitor and Convention Bureau</u>	<u>Phillips, Shane</u>	

Taxes, including corporate, personal, consumption, capital gains, shelters, capital cost allowance, income splitting, and fees and levies

<u>Alarie, Nathalie</u>	<u>Automotive Industries Association of Canada</u>	<u>Beingessner, Naomi</u>
<u>Armitage, Kathleen</u>	<u>Baartman, Rick</u>	<u>Boughen, Ray M.P.</u>
<u>Association of Fundraising Professionals</u>	<u>Badiuk, Blaine</u>	<u>Brooks, Brad</u>
<u>Association of Professional Computer Consultants</u>	<u>Barclay, Reid</u>	<u>Burnstick, Brent</u>
	<u>Bartosinski, Elizabeth</u>	<u>Butler, Cameron</u>

[Callan, Sharon](#)

[Campaign 2000 End Child Poverty in Canada](#)

[Canada Without Poverty](#)

[Canadian Association of Petroleum Producers](#)

[Canadian Association of Social Workers](#)

[Canadian Automobile Dealers Association](#)

[Canadian Bankers Association](#)

[Canadian Coalition for Action on Tobacco](#)

[Canadian Convenience Stores Association](#)

[Canadian Council of Chief Executives](#)

[Canadian Federation of Independent Business](#)

[Canadian Federation of Nurses Unions](#)

[Canadian Federation of Students \(Manitoba\)](#)

[Canadian Federation of Students \(Newfoundland and Labrador\)](#)

[Canadian Fertilizer Institute](#)

[Canadian Health Food Association](#)

[Canadian Institute of Chartered Accountants](#)

[Canadian Labour Congress](#)

[Canadian Life and Health Insurance Association Inc.](#)

[Canadian Manufacturers and Exporters](#)

[Canadian Meat Council](#)

[Canadian Propane Association](#)

[Canadian Real Estate Association](#)

[Canadian Restaurant and Foodservices Association](#)

[Canadian Union of Public Employees](#)

[Canadian Vehicle Manufacturers' Association](#)

[Canadian Wireless Telecommunications Association](#)

[Certified General Accountants Association of Canada](#)

[Certified Management Accountants of Canada](#)

[Chant, James](#)

[Chemistry Industry Association of Canada](#)

[Chenier, Nicole](#)

[Chisholm, Kenneth](#)

[Chislett, Paul](#)

[Citizens for Public Justice](#)

[City of Edmonton](#)

[City of Oshawa](#)

[Conroy, Jack](#)

[Cool, Jocelyn](#)

[Coon, Timothy](#)

[Cory, Ken](#)

[Dame, Elizabeth](#)

[Damiao, Anthony](#)

[Davis, Anne](#)

[Deloitte Touche LLP](#)

[Denault, Sebastien](#)

[Desjardins Group](#)

[Diadick Casselman, Karen](#)

[Écotech Québec](#)

[Edwards, Doug](#)

[Eisenhauer, Jim](#)

[Encana Corporation](#)

[Fair Pensions for All](#)

[Figueroa, Carmen](#)

[Financial Executives International Canada](#)

[First Call: BC Child and Youth Advocacy Coalition](#)

[Fontaine, Linda](#)

[Fugazza, Léo](#)

[Fund the Child Coalition](#)

[Glenergy Inc.](#)

[Guy, Duane](#)

[Hanratty, Pat](#)

[Harris, Gillian](#)

[Harrison, Mary](#)

[Herman, Suzanne](#)

[Hoeschele, Tobias](#)

[Holmes, Krister](#)

[Horkoff, Zachary](#)

[Hung, Winnie](#)

[Imperial Tobacco Canada Limited](#)

[Investment Industry Association of Canada](#)

[Jardine, Susan](#)

[Jean-Louis, Bonnie](#)

[Jones, Wendy](#)

[Kalisiak, Caterina](#)

[Kamloops Homelessness Action Plan](#)

[Kennedy, Max](#)

[Khare, Rajive](#)

[Killam Chua, Kyly Audry](#)

[Kouri, Denise](#)

[Kraus, Danielle](#)

[Lathwell, Peggy](#)

[Leclerc, Geneviève](#)

[Longpre, Kirk](#)

[Looy, Heather](#)

[Lubiniecki, Charlie](#)

[Macerollo, Anthony](#)

[MacLean, Jaime](#)

[MacLean, Kathleen](#)
[Mahoney, Tara](#)
[Martel, Sylvain](#)
[McColl, John](#)
[Medicine Hat and District Chamber of Commerce](#)
[Ménard, Milva](#)
[Milchard, David](#)
[Miles, Glenna](#)
[Mining Association of Canada](#)
[Moon, Harry](#)
[Myers, David](#)
[National Allied Golf Associations](#)
[National Association of Computer Consulting Businesses Canada](#)
[National Association of Federal Retirees](#)
[National Association of Fleet Administrators](#)
[National Coalition Against Contraband Tobacco](#)
[Newman, Maddi](#)
[O'Leary, Brigit](#)
[Olmstead, Amanda](#)
[Paquette, Richard A.](#)
[Peacock, Lorie](#)
[Pelletier, Rémi](#)
[Petroleum Services Association of Canada](#)

Tourism Sector

[Association québécoise de l'industrie touristique](#)
[Balfour and District Business and Historic Association](#)
[Brault, Olivier](#)
[Burwell, Patrick](#)
[Calgary Zoological Society](#)

[Pilon, Nathalie](#)
[Portfolio Management Association of Canada](#)
[Presby, Melanie](#)
[Procom Consultants Group Ltd.](#)
[Prospectors and Developers Association of Canada](#)
[Quebec Employers' Council](#)
[Quinn, Iris](#)
[Railway Association of Canada](#)
[Real Property Association of Canada](#)
[Recreation Vehicle Dealers Association of Canada](#)
[Reid-Fraser, Robin](#)
[Rental Owners and Managers Society of British Columbia](#)
[Roch, Camille](#)
[Roy, Sébastien](#)
[Sangster, Troy](#)
[Savard, Michel](#)
[Schenk, Terry](#)
[Schonberg, Lance](#)
[Serda, Victoria](#)
[Shell Canada Limited](#)
[Shepherd, Ian](#)
[Sikkema, Arnold](#)
[Slade, Jenna](#)

[Désautels, Dulciane](#)
[Diadick Casselman, Karen](#)
[Festivals and Major Events Canada](#)
[Fralin, Sara](#)
[Greater Victoria Visitor and Convention Bureau](#)
[Guico, Stéphanie](#)

[Small Explorers and Producers Association of Canada](#)
[Smith, Alec](#)
[Smith, Daryl](#)
[Sparks Eggs](#)
[Spectra Energy](#)
[St. John's Board of Trade](#)
[Stalder, Kelly](#)
[Stangeland, Andrea](#)
[Stephens-Anderson, Rhonda](#)
[St-Louis, Yvon](#)
[Stokes, Frank](#)
[Tax Executives Institute, Inc.](#)
[Taylor, Chris](#)
[Tehrani, Sheri](#)
[Thibodeau, Nicolas](#)
[Thompson Rivers University Students' Union](#)
[Tiedeman, Conrad](#)
[Tourism Industry Association of British Columbia](#)
[University of Saskatchewan](#)
[Vancouver Gear Works Ltd.](#)
[Wagner, Susan](#)
[Weniger, Ian](#)
[Yanchula, Marlene](#)
[Zubalik, Steven](#)

[Hnatiuk, Jeff](#)
[Hospitality Newfoundland and Labrador](#)
[Hudson, Carolyn](#)
[Karais, Krystal](#)
[Leclerc, Dominique](#)
[Nunavut Tourism](#)

[Recreation Vehicle Dealers Association of Canada](#)

[Serda, Victoria](#)

[Simon Fraser University, Departments of Geography and Biomedical Physiology and Kinesiology](#)

[Sport Matters Group](#)

[Squamish Off-Road Cycling Association](#)

[Stahel, Cheryl Ann](#)

[Tourism Burnaby](#)

[Tourism Calgary](#)

[Tourism Industry Association of British Columbia](#)

[Tourism Industry Association of Canada](#)

[Tourism Industry Association of the Yukon](#)

[Tourism Jasper](#)

[Tourism Vancouver](#)

Trade, Investment and Market Development, including supply chains, the shared border, and domestic and international trade and investment

[Accipiter Radar Technologies Inc.](#)

[Association of Atlantic Universities](#)

[Beingssner, Naomi](#)

[Canada's Research-Based Pharmaceutical Companies \(RxD\)](#)

[Canadian Arts Presenting Association](#)

[Canadian Association of Petroleum Producers](#)

[Canadian Cattlemen's Association](#)

[Canadian Chamber of Commerce](#)

[Canadian Meat Council](#)

[Canadian Natural Gas Vehicle Alliance](#)

[Canadian Propane Association](#)

[Canadian Restaurant and Foodservices Association](#)

[Canadian Union of Public Employees](#)

[Canola Council of Canada](#)

[Cédilot, Catherine](#)

[Chemistry Industry Association of Canada](#)

[Chislett, Paul](#)

[City of Revelstoke](#)

[ClevrU Corporation](#)

[CropLife Canada](#)

[Danek, Darryl](#)

[Demontigny, Louise](#)

[Desrosiers-Plaisance, Hugo](#)

[Food and Consumer Products of Canada](#)

[Food Secure Canada](#)

[Forseth, Paul](#)

[Global Compliance Research Project](#)

[Goel, Ritika](#)

[Goodfellow, Randal](#)

[Gordyn, Nikita](#)

[Grain Farmers of Ontario](#)

[Grain Growers of Canada](#)

[Greater Victoria Visitor and Convention Bureau](#)

[Helfand, David](#)

[Henderson, Scott](#)

[Horkoff, Zachary](#)

[Hospitality Newfoundland and Labrador](#)

[Information Technology Association of Canada](#)

[International Science Technology Partnerships Canada](#)

[Lalonde, Rejean](#)

[Laurin, Wanda](#)

[Lemieux McClure, Annie-Sara](#)

[Leon, Linda](#)

[Majiski, Joyce](#)

[Martel, Sylvain](#)

[Medicine Hat and District Chamber of Commerce](#)

[Merck Canada Inc.](#)

[Metcalf, Isabel](#)

[Mouvement pour les arts et les lettres](#)

[Muench, Annette](#)

[Neumann, Lila](#)

[Newman, Maddi](#)

[NextgenID Canada Inc.](#)

[Nunavut Tourism](#)

[Pfizer Canada Inc.](#)

[Port Metro Vancouver](#)

[Professional Institute of the Public Service of Canada](#)

[Ramsey, Tracey](#)

[Retail Council of Canada](#)

[Roch, Camille](#)

[Ross, Andrew](#)

[SafeTracks GPS Solutions Inc.](#)

[Sarnia Lambton Chamber of Commerce](#)

[Schenk, Terry](#)

[Spectra Energy](#)

[St. John's Board of Trade](#)

[Steers, Edward](#)

[St-Hilaire, Djanice](#)

[Taylor, Chris](#)

[Taylor, Rob](#)

[Thorsteinson, Janet](#)

[Torbert, Jeffrey](#)

[Tourism Burnaby](#)

[Tourism Industry Association of
Canada](#)

[Tourism Jasper](#)

[Urbanczyk, Suzanne](#)

[UTEX Scientific Instruments Inc.](#)

[Van Borek, Hanah](#)

[Vancouver Gear Works Ltd.](#)

[Vigneux, Jacqueline](#)

[Weckwerth, Brian](#)

[Zalinko, Lara](#)

Transportation Sector, including rail, aviation and aerospace

[Aerospace Industries Association of
Canada](#)

[Alberta Chambers of Commerce](#)

[Automotive Industries Association
of Canada](#)

[Braun, Raymond](#)

[Buchanan, Matthew](#)

[Canadian Airports Council](#)

[Canadian Association of Oilwell
Drilling Contractors](#)

[Canadian Gas Association](#)

[City of Revelstoke](#)

[Global Compliance Research
Project](#)

[Hoeschele, Tobias](#)

[Maloney, Michael](#)

[Mining Association of Canada](#)

[Mullally, Conor](#)

[National Airlines Council of Canada](#)

[Nolan, Joseph](#)

[Rhein, Werner](#)

[Ross, Andrew](#)

[Rowe, Brenda](#)

[Simon Fraser University,
Departments of Geography and
Biomedical Physiology and
Kinesiology](#)

[Swanson, Anders](#)

[Thibodeau, Nicolas](#)

[Wagner, Neil](#)

[Zubalik, Steven](#)

Unions

[Brocker, Josie](#)

[Canadian Union of Public
Employees](#)

[Davis, Anne](#)

[McCormick, Jill](#)

[Merit Canada](#)

[Redvers, Peter](#)

[Union of National Defence
Employees](#)

Women

[Canadian Community Economic
Development Network](#)

[Canadian Federation of University
Women](#)

[Davis, Anne](#)

[Every Woman's Centre Association](#)

[Lahey, Kathleen](#)

[Lord, Stella](#)

[Wachiay Friendship Centre](#)

[YWCA Canada](#)

2. JOB CREATION

As Canadian companies face pressures resulting from such factors as uncertainty about the U.S. economic recovery, a sovereign debt crisis in Europe, and competition from a number of developed and developing countries, what specific federal actions do you believe should be taken to promote job creation in Canada, including that which occurs as a result of enhanced internal and international trade?

Aboriginal Peoples

[A Port in the Storm Inc.](#)

[Assembly of First Nations](#)

[Atlantic Policy Congress Of First Nations Chiefs Secretariat](#)

[Boughen, Ray M.P.](#)

[Brocker, Josie](#)

[Building and Construction Trades Department, AFL-CIO](#)

[Canadian Association of Petroleum Producers](#)

[Canadian Community Economic Development Network](#)

[Canadian Dental Hygienists Association](#)

[Canadian Doctors for Medicare](#)

[Canadian Federation of Nurses Unions](#)

[Canadian Housing and Renewal Association](#)

[Chisholm, Kenneth](#)

[Congress of Aboriginal Peoples](#)

[Dyck, Shannon](#)

[Goel, Ritika](#)

[Gordyn, Nikita](#)

[Inuit Tapiriit Kanatami](#)

[Klop, Edward](#)

[Kouri, Denise](#)

[Leonard, Deanna](#)

[Maher, Janet](#)

[Medical Reform Group](#)

[Prashaw, Rick](#)

[Reid-Fraser, Robin](#)

[Robillard, Roxanne](#)

[Spectra Energy](#)

Agricultural Sector

[Berkman, Marten](#)

[Calhoun, Kristina](#)

[Canadian Cattlemen's Association](#)

[Canadian Federation of Agriculture](#)

[Canadian Restaurant and Foodservices Association](#)

[Canola Council of Canada](#)

[CropLife Canada](#)

[Davis, Mary](#)

[Diadick Casselman, Karen](#)

[Ducks Unlimited Canada](#)

[Food Secure Canada](#)

[Forget, Marie-Josée](#)

[Gagné, Serge](#)

[Grain Farmers of Ontario](#)

[Grain Growers of Canada](#)

[Grames, Panos](#)

[Harris, Gillian](#)

[Henderson, Scott](#)

[Hurstfield, Deanna](#)

[Kirschenman, Andrew](#)

[Kotyk, Phil](#)

[Leon, Linda](#)

[Lowe, Katy](#)

[Moen, Sue](#)

[National Cattle Feeders' Association](#)

[Ontario Cattlemen's Association](#)

[Quebec Employers' Council](#)

[Reid-Fraser, Robin](#)

[Robillard, Roxanne](#)

[Ross, Andrew](#)

[Urbanczyk, Suzanne](#)

[Vigneux, Jacqueline](#)

[Wachiay Friendship Centre](#)

Artistic and Cultural Sector

[Alford, Tina](#)

[Alliance of Canadian Cinema, Television and Radio Artists](#)

[Association des producteurs de films et de télévision du Québec](#)

[Association of Canadian Publishers](#)

[Berkman, Marten](#)

[Boily, France](#)

[Burwell, Patrick](#)

[Canadian Arts Coalition](#)

[Canadian Arts Presenting Association](#)

[Canadian Conference of the Arts](#)

[Canadian Crafts Federation](#)

[Canadian Federation for the Humanities and Social Sciences](#)

[Canadian Museums Association](#)

[Carbonneau, Maxime](#)

[Charette, Marc](#)

[Colenutt, Brenda](#)

[Cory, Ken](#)

[Cournoyer, Rachelle](#)

[Dauphinais, Laurence](#)

[Denault, Sebastien](#)

[Desrosiers-Plaisance, Hugo](#)

[Dubeau, Michel](#)

[Ducks Unlimited Canada](#)

[Eamer, Claire](#)

[Elliott, Don](#)

[Fédération culturelle canadienne-française](#)

[Federation of Canadian Music Festivals](#)

[Festivals and Major Events Canada](#)

[Forget, Marie-Josée](#)

[Fortier, Nathalie](#)

[Fralin, Sara](#)

[Fraser, Kirsten](#)

[Grant, Carmen](#)

[Holland, Erin](#)

[Hudon, Richard](#)

[Hung, Winnie](#)

[Independent Media Arts Alliance](#)

[Jean, Alain](#)

[Kliner, Alex](#)

[Leclerc, Dominique](#)

[Lemieux McClure, Annie-Sara](#)

[Leon, Linda](#)

[Lubiniecki, Charlie](#)

[MacKenzie, Tina](#)

[Magazines Canada](#)

[Milchard, David](#)

[Mouvement pour les arts et les lettres](#)

[Newman, Jeffrey](#)

[Nicholls, Rebecca](#)

[Olmstead, Amanda](#)

[Opera.ca](#)

[Orchestras Canada](#)

[Ouellette, Michel](#)

[Pelletier, Genevieve](#)

[Potter, James](#)

[Professional Association of Canadian Theatres](#)

[Quebecor Media Inc.](#)

[Rajotte, Sébastien](#)

[Robillard, Roxanne](#)

[Romero, Lawrence](#)

[Rondeau Saint-Jean, Camille](#)

[Roy, Sébastien](#)

[Shanna, Sky](#)

[Simpson, Pierre](#)

[Singh, Robbie](#)

[Smith, Kimberly](#)

[Soares, Donna](#)

[Strang, Hilary](#)

[Sutton, Justin](#)

[Talbot, Audrey](#)

[Théâtre des Turcs Gobeurs d'Opium](#)

[Thomson, Taryn](#)

[Toupin, Roger](#)

[Tracy, Keegan](#)

[Tso, Yee Jee](#)

[Turner, Frank](#)

[Université de Montréal](#)

[Vigneux, Jacqueline](#)

[Writers Guild of Canada](#)

[Writers' Union of Canada](#)

[Yukon Art Society - Arts Underground](#)

Charitable/Not-for-profit Sector

[Association of Fundraising Professionals](#)

[Big Brothers Big Sisters of Canada](#)

[Blumberg Segal LLP](#)

[Canadian Association of Social Workers](#)

[Canadian Community Economic Development Network](#)

[Canadian Federation for the Humanities and Social Sciences](#)
[Canadian Federation of University Women](#)
[Canadian Housing and Renewal Association](#)
[Hallmont Foundation](#)

[Imagine Canada](#)
[Kraus, Danielle](#)
[Mastocytosis Society Canada](#)
[Orchestras Canada](#)
[Reid-Fraser, Robin](#)
[Serda, Victoria](#)

[Sikkema, Arnold](#)
[Sport Matters Group](#)
[Wachiay Friendship Centre](#)

Children and Youth, including parenting, families and child care

[Big Brothers Big Sisters of Canada](#)
[Bow Valley College](#)
[Boys and Girls Clubs of Canada](#)
[Building and Construction Trades Department, AFL-CIO](#)
[Canadian Alliance of Student Associations](#)
[Canadian Association of Social Workers](#)
[Canadian Conference of the Arts](#)
[Canadian Crafts Federation](#)
[Canadian Federation of Students \(Nova Scotia\)](#)
[Canadian Federation of University Women](#)
[Canadian Housing and Renewal Association](#)
[Canadian Union of Public Employees](#)
[Carson, Isabel](#)
[Child Care Advocacy Association of Canada](#)

[Eisenhauer, Jim](#)
[First Call: BC Child and Youth Advocacy Coalition](#)
[Frontier College](#)
[Fund the Child Coalition](#)
[Goel, Ritika](#)
[Gordyn, Nikita](#)
[Grant, Margo](#)
[Gregson, Sharon](#)
[Grethen, Julie](#)
[Greyell, Leslie](#)
[Hanratty, Pat](#)
[Keast, Brian](#)
[Kouri, Denise](#)
[Kraus, Danielle](#)
[Lathwell, Peggy](#)
[MacKenzie, Tina](#)
[Maher, Janet](#)

[Majiski, Joyce](#)
[McKenna, Janis](#)
[Medical Reform Group](#)
[National Association of Computer Consulting Businesses Canada](#)
[O'Leary, Brigit](#)
[Partnership Group for Science and Engineering](#)
[Public Service Alliance of Canada](#)
[Reid, Alison](#)
[Sandbox Project](#)
[The Local Community Food Centre](#)
[Thompson Rivers University Students' Union](#)
[University of Alberta](#)
[Wachiay Friendship Centre](#)

Collaboration, Partnerships, Networks and Clusters

[Atlantic Provinces Community College Consortium](#)
[Canada Foundation for Innovation](#)
[Canada's Research-Based Pharmaceutical Companies \(RxD\)](#)
[Canadian Association of Physicists](#)
[Canadian Bureau for International Education](#)
[Canadian Chamber of Commerce](#)

[Canadian Life and Health Insurance Association Inc.](#)
[Canadian Propane Association](#)
[Canadian Society for Medical Laboratory Science](#)
[Chemical Institute of Canada](#)
[City of Red Deer](#)
[Coalition for Canadian Astronomy](#)

[Harroun, Thad](#)
[Hodgson, Cory](#)
[International Science Technology Partnerships Canada](#)
[McGill University](#)
[McMaster University](#)
[Merck Canada Inc.](#)

[MITACS](#)

[Ontario College of Art and Design](#)

[Partnership Group for Science and Engineering](#)

[Polytechnics Canada](#)

[Rainville, Simon](#)

[Rehse, Steven](#)

[Research Canada: An Alliance for Health Discovery](#)

[Roberson, Trisha](#)

[Roy, René](#)

[Southlake Regional Health Centre](#)

[Timmons, Zachary](#)

[Toronto Board of Trade](#)

[University of British Columbia](#)

Community and Communities, including regions, Francophone, language rights, rural, northern and remote

[Association of Universities and Colleges of Canada](#)

[Benjamin, Chris](#)

[Boily, France](#)

[Bourgault, Danielle](#)

[Bradfield, Suellen](#)

[Canadian Association of Research Libraries](#)

[Canadian Association of Social Workers](#)

[Canadian Community Economic Development Network](#)

[Canadian Co-operative Association](#)

[Canadian Dental Hygienists Association](#)

[Canadian Doctors for Medicare](#)

[Canadian Federation of Medical Students](#)

[Canadian Housing and Renewal Association](#)

[Canadian Medical Association](#)

[Canadian Propane Association](#)

[Canadian Psychological Association](#)

[Canadian Urban Transit Association](#)

[Chislett, Paul](#)

[Council of Ontario Universities](#)

[Decoda Literacy Solutions](#)

[Desjardins Group](#)

[Dyck, Shannon](#)

[Emer, Claire](#)

[Eckford, Michael](#)

[Écotech Québec](#)

[Elliott, Eric](#)

[England Ross, Katarina](#)

[Every Woman's Centre Association](#)

[Fédération culturelle canadienne-française](#)

[Fédération des communautés francophones et acadienne du Canada](#)

[Food Secure Canada](#)

[Fortna, Peter](#)

[Fowler, Shirley](#)

[Fralin, Sara](#)

[Frontier College](#)

[Graham, Hugh](#)

[Greater Kitchener Waterloo Chamber of Commerce](#)

[Hanna, Bruce](#)

[Harris, Gillian](#)

[Henderson, Scott](#)

[Imagine Canada](#)

[International Association of Fire Fighters](#)

[Jean-Louis, Bonnie](#)

[Kesler, Lindsay](#)

[Laurin, Wanda](#)

[Lutherans for Life Canada](#)

[MacLean, Jaime](#)

[Maloney, Michael](#)

[Millar Drysdale, Jillian](#)

[Mouvement pour les arts et les lettres](#)

[Moylan, Kate](#)

[National Airlines Council of Canada](#)

[Newman, Maddi](#)

[Partnership Group for Science and Engineering](#)

[Petroleum Services Association of Canada](#)

[Prashaw, Rick](#)

[Quality Urban Energy Systems of Tomorrow](#)

[Redvers, Peter](#)

[Reid, Alison](#)

[Sarnia Lambton Chamber of Commerce](#)

[Scholten, Stephanie](#)

[Shepherd, Ian](#)

[Sikkema, Arnold](#)

[Simpson, Pierre](#)

[Smith, Kimberly](#)

[Spectra Energy](#)

[Spitzer, Aaron](#)

[Stahel, Cheryl Ann](#)

[St-Louis, Yvon](#)

[Sundog Electric](#)

[Torbert, Jeffrey](#)

[Weckwerth, Brian](#)

[Toronto Board of Trade](#)

Cooperative Sector

[Bray, Mike](#)

[Chislett, Paul](#)

[Prashaw, Rick](#)

[Canadian Association of Mutual Insurance Companies](#)

[Conseil canadien de la coopération et de la mutualité](#)

[Sutton, Tove](#)

[Canadian Community Economic Development Network](#)

[Desjardins Group](#)

[Canadian Co-operative Association](#)

[Global Compliance Research Project](#)

Corporate Governance, Corporate Behaviour and Executive Compensation

[Barclay, Reid](#)

[Hoenle, Sandra](#)

Democracy, Elections and Accountability

[Chislett, Paul](#)

Disabled and Disability Issues

[Canadian Community Economic Development Network](#)

[Community Living Essex County](#)

[Council of Canadians with Disabilities](#)

[Canadian National Institute for the Blind](#)

[First Call: BC Child and Youth Advocacy Coalition](#)

[Reid-Fraser, Robin](#)

Economic Issues and the Economy, including uncertainty, development and market structures

[April, Laura](#)

[Chenier, Nicole](#)

[Leclerc, Geneviève](#)

[Balfour and District Business and Historic Association](#)

[Chong, Louie](#)

[Little, Laura](#)

[Bartosinski, Elizabeth](#)

[Daniels, Peter](#)

[Majiski, Joyce](#)

[Beingessner, Naomi](#)

[Dueck, Michelle](#)

[McCullough, Don](#)

[Benjamin, Chris](#)

[Eckford, Michael](#)

[Mclaughlin, Murray](#)

[Brault, Olivier](#)

[Écotech Québec](#)

[Milchard, David](#)

[Canadian Doctors for Medicare](#)

[Gontran Bolduc, Gontran](#)

[Moylan, Kate](#)

[Cédilot, Catherine](#)

[Hnatiuk, Joseph](#)

[Olmstead, Amanda](#)

[Centre de réadaptation en dépendance Le Virage](#)

[Hooper, Kevin](#)

[Patterson, Debbie](#)

[Hughes, Elaine](#)

[Quinn, Iris](#)

[Jones, Deborah](#)

[Ramsey, Tracey](#)

[Rhein, Werner](#)

[Roch, Camille](#)

[Savard, Michel](#)

[Southwest Nova Biosphere Reserve Association](#)

[Steers, Edward](#)

[Stephen, Susan Lee](#)

[St-Hilaire, Djanice](#)

[Sundog Electric](#)

[Synchyshyn, Dallas](#)

[Vigneux, Jacqueline](#)

[Wachiay Friendship Centre](#)

[Williams, Ron](#)

Education and Skills Training, including apprenticeships and mentoring

[ABC Life Literacy Canada](#)

[Assembly of First Nations](#)

[Association of Atlantic Universities](#)

[Association of Canadian Community Colleges](#)

[Association of Canadian Publishers](#)

[Association of Universities and Colleges of Canada](#)

[Athabasca University Graduate Students' Association](#)

[Atlantic Provinces Community College Consortium](#)

[Bayerl, Francis](#)

[Benjamin, Chris](#)

[Big Brothers Big Sisters of Canada](#)

[Boughen, Ray M.P.](#)

[Bow Valley College](#)

[Boys and Girls Clubs of Canada](#)

[Brillon, Erin](#)

[Building and Construction Trades Department, AFL-CIO](#)

[Burns, Tracy](#)

[Calhoun, Kristina](#)

[Canadian Alliance of Student Associations](#)

[Canadian Association for Graduate Studies](#)

[Canadian Association of Petroleum Producers](#)

[Canadian Association of Physicists](#)

[Canadian Association of Research Libraries](#)

[Canadian Association of Social Workers](#)

[Canadian Association of Student Financial Aid Administrators](#)

[Canadian Association of University Teachers](#)

[Canadian Bureau for International Education](#)

[Canadian Chamber of Commerce](#)

[Canadian Community Economic Development Network](#)

[Canadian Dental Hygienists Association](#)

[Canadian Diabetes Association](#)

[Canadian Federation for the Humanities and Social Sciences](#)

[Canadian Federation of Nurses Unions](#)

[Canadian Federation of Students](#)

[Canadian Federation of Students - National Graduate Caucus](#)

[Canadian Federation of Students \(Manitoba\)](#)

[Canadian Federation of Students \(Newfoundland and Labrador\)](#)

[Canadian Federation of Students \(Nova Scotia\)](#)

[Canadian Federation of Students \(Ontario\)](#)

[Canadian Foundation for Healthcare Improvement](#)

[Canadian Library Association](#)

[Canadian Life and Health Insurance Association Inc.](#)

[Canadian Literacy and Learning Network](#)

[Canadian Meat Council](#)

[Canadian National Institute for the Blind](#)

[Canadian Propane Association](#)

[Canadian Psychological Association](#)

[Canadian Public Works Association](#)

[Canadian Society for Medical Laboratory Science](#)

[Carleton University](#)

[Carson, Isabel](#)

[Centre de réadaptation en dépendance Le Virage](#)

[Certified General Accountants Association of Canada](#)

[Certified Management Accountants of Canada](#)

[Chemical Institute of Canada](#)

[Chemistry Industry Association of Canada](#)

[City of Oshawa](#)

[Clark, Paul](#)

[Clifton, Sarrah](#)

[Coates, Chris](#)

[Cory, Ken](#)
[Council of Ontario Universities](#)
[Couto, Erika](#)
[Cross, Michael](#)
[Dahmé, Sherolyn](#)
[Dame, Elizabeth](#)
[Decoda Literacy Solutions](#)
[Denault, Sebastien](#)
[Diadick Casselman, Karen](#)
[Eisenhauer, Jim](#)
[Engineers Canada](#)
[Essential Skills Ontario](#)
[Every Woman's Centre Association](#)
[Fanshawe College](#)
[Federation of Canadian Music Festivals](#)
[Financial Executives International Canada](#)
[Fischer, Doug](#)
[Forseth, Paul](#)
[Fralin, Sara](#)
[Frank, Shannon](#)
[Fraser, Kirsten](#)
[Frontier College](#)
[Goel, Ritika](#)
[Goodfellow, Michelle Lynne](#)
[Gordyn, Nikita](#)
[Grames, Panos](#)
[Grant, Carmen](#)
[Greyell, Leslie](#)
[Hanratty, Pat](#)
[Harroun, Thad](#)
[Helfand, David](#)
[Hnatiuk, Jeff](#)
[Hodgson, Cory](#)

[Hudson, Julian](#)
[Hussain, Aasiya](#)
[Information Technology Association of Canada](#)
[International Association of Fire Fighters](#)
[International Science Technology Partnerships Canada](#)
[Investment Industry Association of Canada](#)
[Jardine, Susan](#)
[Jones, Sebastian](#)
[Juvenile Diabetes Research Foundation Canada](#)
[Laidley, Jennefer](#)
[Ledbetter, Richard](#)
[Leonard, Deanna](#)
[Longpre, Kirk](#)
[MacDonald, Jackie](#)
[MacKenzie, Tina](#)
[MacLean, Jaime](#)
[Maher, Janet](#)
[Majiski, Joyce](#)
[Marchildon, Louis](#)
[Marshall, Patricia](#)
[Mastocytosis Society Canada](#)
[McGill University](#)
[McKenna, Janis](#)
[McMaster University](#)
[Medical Reform Group](#)
[Medicine Hat and District Chamber of Commerce](#)
[Millar Drysdale, Jillian](#)
[Mining Association of Canada](#)
[MITACS](#)
[Moen, Sue](#)

[Morgenstern, Mark](#)
[Mullally, Conor](#)
[National Association of Career Colleges](#)
[National Association of Computer Consulting Businesses Canada](#)
[National Cattle Feeders' Association](#)
[Neumann, Lila](#)
[Newman, Jeffrey](#)
[Northwest Territories Literacy Council](#)
[O'Leary, Brigit](#)
[Ontario College of Art and Design](#)
[Oommen, Frances](#)
[Oosterman-Nicholson, Elizabeth](#)
[Partnership Group for Science and Engineering](#)
[Petroleum Services Association of Canada](#)
[Polytechnics Canada](#)
[Potter, James](#)
[Prashaw, Rick](#)
[Proto Manufacturing Ltd.](#)
[Quality Urban Energy Systems of Tomorrow](#)
[Rainville, Simon](#)
[Ramage, Dianne](#)
[Recreation Vehicle Dealers Association of Canada](#)
[Rehse, Steven](#)
[Reid, Alison](#)
[Reid-Fraser, Robin](#)
[Roberson, Trisha](#)
[Robillard, Roxanne](#)
[Rondeau Saint-Jean, Camille](#)
[Roy, René](#)
[Sadlemyer, Jim](#)
[Sandbox Project](#)

[Saskatchewan Literacy Network](#)
[Sikkema, Arnold](#)
[Simard, Suzanne](#)
[Singh, Robbie](#)
[Size, Carol Sandra](#)
[Slade, Jenna](#)
[Smilovic, Mikhail](#)
[Smith, Daryl](#)
[Southwest Nova Biosphere Reserve Association](#)
[Spectra Energy](#)
[St. John's Board of Trade](#)
[Stahel, Cheryl Ann](#)

[Stangeland, Andrea](#)
[Stasyszyn, Roxanne](#)
[Stephens-Anderson, Rhonda](#)
[Stone, Wayne](#)
[Strang, Hilary](#)
[Sundog Electric](#)
[Sutton, Justin](#)
[Symons, Maryellen](#)
[Synchyshyn, Dallas](#)
[Taylor, Kenneth](#)
[Tehrani, Sheri](#)
[Thompson Rivers University Students' Union](#)

[Thomson, Taryn](#)
[Université de Montréal](#)
[University of Alberta](#)
[University of British Columbia](#)
[University of Saskatchewan](#)
[University of Toronto](#)
[Urbanczyk, Suzanne](#)
[Wachiay Friendship Centre](#)
[Wagner, Neil](#)
[White, Erinn](#)
[Whiteside, David](#)

Employment, Unemployment and Job Creation, including employers, part-time work, labour markets, labour market information and labour mobility

[Arthritis Alliance of Canada](#)
[Assembly of First Nations](#)

[Association of Canadian Community Colleges](#)

[Association of Professional Computer Consultants](#)

[Association of Universities and Colleges of Canada](#)

[Barclay, Reid](#)

[Big Brothers Big Sisters of Canada](#)

[Bourgault, Danielle](#)

[Bow Valley College](#)

[Boys and Girls Clubs of Canada](#)

[Brault, Olivier](#)

[Brickwood, Jim](#)

[Burnstick, Brent](#)

[Calgary Chamber of Commerce](#)

[Calhoun, Kristina](#)

[Canadian Alliance of Student Associations](#)

[Canadian Association for Graduate Studies](#)

[Canadian Association of Petroleum Producers](#)

[Canadian Association of Student Financial Aid Administrators](#)

[Canadian Chamber of Commerce](#)

[Canadian Community Economic Development Network](#)

[Canadian Co-operative Association](#)

[Canadian Dental Hygienists Association](#)

[Canadian Federation for the Humanities and Social Sciences](#)

[Canadian Federation of Independent Business](#)

[Canadian Federation of Nurses Unions](#)

[Canadian Federation of Students - National Graduate Caucus](#)

[Canadian Federation of Students \(Manitoba\)](#)

[Canadian Federation of Students \(Nova Scotia\)](#)

[Canadian Federation of Students \(Ontario\)](#)

[Canadian Housing and Renewal Association](#)

[Canadian Manufacturers and Exporters](#)

[Canadian Meat Council](#)

[Canadian Medical Association](#)

[Canadian National Institute for the Blind](#)

[Canadian Propane Association](#)

[Canadian Union of Public Employees](#)

[Carleton University](#)

[Carson, Isabel](#)

[Centre de réadaptation en dépendance Le Virage](#)

[Chemistry Industry Association of Canada](#)

[Chislett, Paul](#)

Citizens for Public Justice	International Association of Fire Fighters	Public Service Alliance of Canada
City of Oshawa		Quebec Employers' Council
Clifton, Sarrah	Investment Industry Association of Canada	Reid, Alison
Co-operative Housing Federation of Canada	Jardine, Susan	Reid-Fraser, Robin
Council of Canadians with Disabilities	Jean, Alain	Saskatchewan Literacy Network
Cross, Michael	Jean-Louis, Bonnie	Scholten, Stephanie
Dame, Elizabeth	Juvenile Diabetes Research Foundation Canada	Serda, Victoria
Danahy, Helen	Kalisiak, Caterina	Size, Carol Sandra
Danek, Darryl	Kraus, Danielle	Sparks Eggs
Dyck, Shannon	Labelle, Teresa	Spectra Energy
Eisenhauer, Jim	Lahey, Kathleen	Stahel, Cheryl Ann
Eliot, Loni	Laidley, Jennefer	Stalder, Kelly
Engineers Canada	MacKenzie, Tina	Stangeland, Andrea
Essential Skills Ontario	MacLeod, Margaret	The Local Community Food Centre
Fanshawe College	Medicine Hat and District Chamber of Commerce	Thompson Rivers University Students' Union
Financial Executives International Canada	Millar Drysdale, Jillian	Thorsteinson, Janet
Food and Consumer Products of Canada	MITACS	University of Alberta
Forseth, Paul	Moen, Sue	University of Saskatchewan
Frontier College	Morgan, Shauna	University of Toronto
Gibson, Margaret	National Association of Career Colleges	Van de Veire, Cori
Goodman, Nicole	Ontario Cattlemen's Association	Vancouver Gear Works Ltd.
Gordyn, Nikita	Oosterman-Nicholson, Elizabeth	Wagner, Neil
Gregson, Sharon	Paquette, Richard A.	Whiteside, David
Greyell, Leslie	Petroleum Services Association of Canada	
Grondin, Jordan	Polytechnics Canada	
Hung, Winnie		

Environment and Energy, including climate change, “green” measures, various types of energy and Dutch disease

A Port in the Storm Inc.	Bayerl, Francis	Berkman, Marten
Alberta Chambers of Commerce	Beauregard, Frédéric	Bertocchi, Tony
Askew, James	Beck Buttedahl, Maria Jose	Boily, France
Assembly of First Nations	Benjamin, Chris	Bradfield, Suellen

Bray, Mike	Chislett, Paul	Global Compliance Research Project
Brinkman, Jason	Citizens for Public Justice	Goodman, Nicole
Brockner, Josie	Coleman, Curtis	Grant, Carmen
Buchanan, Matthew	Coon, Timothy	Green Budget Coalition
Burns, Tracy	Council of Ontario Universities	Hamel, Jean-François
Butler, Cameron	Cross, Michael	Harris, Gillian
Calhoun, Kristina	Cross, Sharon	Hayman, Terence
Callan, Sharon	Damiao, Anthony	Henderson, Scott
Campbell-Conlon, Kathlene	Davis, Anne	Hnatiuk, Joseph
Canadian Association of Oilwell Drilling Contractors	Davis, Mary	Hodgins, Laurel
Canadian Association of Petroleum Producers	Désautels, Dulciane	Hoeschele, Tobias
Canadian Electricity Association	Desrosiers-Plaisance, Hugo	Holmes, Krister
Canadian Energy Pipeline Association	Diadick Casselman, Karen	Hudson, Carolyn
Canadian Federation of Apartment Associations	Doherty, Eric	Hudson, Julian
Canadian Gas Association	Ducks Unlimited Canada	International Association of Fire Fighters
Canadian Housing and Renewal Association	Dumbrill, Rebecca	Jones, Sebastian
Canadian Natural Gas Vehicle Alliance	Dyck, Shannon	Jones, Wendy
Canadian Petroleum Products Institute	Dykman, Kate	Kerton, Sarah
Canadian Propane Association	Eckford, Michael	Khennache, Lyliia
Canadian Renewable Fuels Association	Écotech Québec	Killam Chua, Kyly Audry
Canadian Union of Public Employees	Encana Corporation	Klop, Edward
Caron, Danielle	England Ross, Katarina	Kotyk, Phil
Carrière, Sonia	First Call: BC Child and Youth Advocacy Coalition	Kouri, Denise
Carrigan, Andrew	Fontaine, Linda	Lagimodiere, Darrin
Carroll, Adam	Forest Products Association of Canada	Lathwell, Peggy
Cauley, Brian	Forget, Marie-Josée	Laurin, Wanda
Cement Association of Canada	Fortier, Nathalie	Leclerc, Dominique
Centre de réadaptation en dépendance Le Virage	Fortna, Peter	Ledbetter, Richard
Chant, James	Fowler, Shirley	Leon, Linda
Chemistry Industry Association of Canada	Fralin, Sara	Levsen, Grace
	Frank, Shannon	Lewis, David
	Fugazza, Léo	L'Heureux, Marie-Claude
	Gagné, Serge	Little, Brona
	Genome Canada	Little, Laura

[Longstaff, Bill](#)
[Looy, Heather](#)
[Lovell, Mary](#)
[MacDonald, Jackie](#)
[Mahoney, Tara](#)
[Majiski, Joyce](#)
[Martel, Sylvain](#)
[Massam, Katherine](#)
[Maxwell, Emerson](#)
[McGlenn, Stephen](#)
[McMullen, Carole](#)
[Ménard, Milva](#)
[Millar Drysdale, Jillian](#)
[Mining Association of Canada](#)
[Minion, Dallas](#)
[Moen, Sue](#)
[Moon, Harry](#)
[Morgan, Shauna](#)
[Moylan, Kate](#)
[Mroz, Daniel](#)
[Mueller, Richard](#)
[Myren, Eric](#)
[Neumann, Lila](#)
[Newman, Jeffrey](#)
[O'Leary, Brigit](#)
[Olmstead, Amanda](#)
[Paquette, Richard A.](#)
[Parent, Echo](#)
[Partnership Group for Science and Engineering](#)
[Petroleum Services Association of Canada](#)
[Phillips, Shane](#)

[Plourde, Jocelyn](#)
[Potter, James](#)
[Power Cloud Coalition](#)
[Prashaw, Rick](#)
[Prospectors and Developers Association of Canada](#)
[Quality Urban Energy Systems of Tomorrow](#)
[Quebec Employers' Council](#)
[Railway Association of Canada](#)
[Ramage, Dianne](#)
[Ramsey, Tracey](#)
[Ranger, Johanne](#)
[Reddin, Tony](#)
[Reid, Alison](#)
[Reid-Fraser, Robin](#)
[Robblee, Nancy](#)
[Rondeau Saint-Jean, Camille](#)
[Ross, Andrew](#)
[Saint-Jean, Olivier](#)
[Savard, Michel](#)
[Serda, Victoria](#)
[Shell Canada Limited](#)
[Sikkema, Arnold](#)
[Simard, Suzanne](#)
[Simpson, Grant](#)
[Skene, Ron](#)
[Sly, Lillian](#)
[Small Explorers and Producers Association of Canada](#)
[Smilovic, Mikhail](#)
[Smith, Daryl](#)
[Société de transport de Montréal](#)

[Southwest Nova Biosphere Reserve Association](#)
[Spectra Energy](#)
[Spence, Madeline](#)
[Stahel, Cheryl Ann](#)
[St-Hilaire, Frédéric](#)
[Strang, Hilary](#)
[Sustainable Development Technology Canada](#)
[Sutton, Justin](#)
[Swanson, Anders](#)
[Synchyshyn, Dallas](#)
[Taylor, Chris](#)
[Taylor, Kenneth](#)
[Tiedeman, Conrad](#)
[Timmons, Zachary](#)
[Toupin, Roger](#)
[Towsley, Josh](#)
[Université de Montréal](#)
[University of Alberta](#)
[Urbanczyk, Suzanne](#)
[Velarde, Eleanor](#)
[Vigneux, Jacqueline](#)
[Wagner, Susan](#)
[Webster, Linda](#)
[White, Erinn](#)
[Zalinko, Lara](#)
[Zubalik, Steven](#)

Exchange Rate, Currency and the Cost of Living

[Bertocchi, Tony](#)

[Canadian Labour Congress](#)

[Carroll, Adam](#)

[Dahmé, Sherolyn](#)

[Desjardins Group](#)

[Hudson, Carolyn](#)

[Keast, Brian](#)

[MacLean, Kathleen](#)

[Martel, Sylvain](#)

[McDonnell, Erin](#)

[Paquette, Richard A.](#)

[Ramage, Dianne](#)

[Taylor, Chris](#)

Federal Government, Federal Public Service, Federal Budget and Parliament, including salaries and pensions

[Boughen, Ray M.P.](#)

[Bradfield, Suellen](#)

[Bray, Mike](#)

[Brickwood, Jim](#)

[Building and Construction Trades Department, AFL-CIO](#)

[Canadian Association of Oilwell Drilling Contractors](#)

[Canadian Association of Physicists](#)

[Canadian Bankers Association](#)

[Canadian Community Economic Development Network](#)

[Canadian Council of Chief Executives](#)

[Canadian Manufacturers and Exporters](#)

[Canadian Psychological Association](#)

[Chanyi, Jason](#)

[CHC Helicopter Corporation](#)

[Council of Canadians with Disabilities](#)

[Couto, Erika](#)

[Customs and Immigration Union](#)

[Écotech Québec](#)

[Elliott, Eric](#)

[Everitt, Angelique](#)

[Figueroa, Carmen](#)

[Frank, Shannon](#)

[Grant, Margo](#)

[Guy, Duane](#)

[Harroun, Thad](#)

[Hodgson, Cory](#)

[Hoenle, Sandra](#)

[Hoeschele, Tobias](#)

[Hospitality Newfoundland and Labrador](#)

[Hradowy, Pete](#)

[Imagine Canada](#)

[Jardine, Susan](#)

[Lafontaine, Andree](#)

[Lagimodiere, Darrin](#)

[Leonard, Deanna](#)

[Majiski, Joyce](#)

[Martel, Sylvain](#)

[McCull, John](#)

[McDonnell, Erin](#)

[Medicine Hat and District Chamber of Commerce](#)

[Merit Canada](#)

[Moylan, Kate](#)

[Mroz, Daniel](#)

[Nolan, Joseph](#)

[Peacock, Lorie](#)

[Perel, Shloime](#)

[Phillips, Shane](#)

[Prazmowski, Richard](#)

[Professional Institute of the Public Service of Canada](#)

[Rainville, Simon](#)

[Real Property Association of Canada](#)

[Redvers, Peter](#)

[Rehse, Steven](#)

[Reid-Fraser, Robin](#)

[Rideau Institute](#)

[Roberson, Trisha](#)

[Schonberg, Lance](#)

[Serda, Victoria](#)

[Spencer-Hallée, Olivier](#)

[Stone, Wayne](#)

[Sustainable Development Technology Canada](#)

[Synchyshyn, Dallas](#)

[Toronto Board of Trade](#)

[Union of National Defence Employees](#)

[Velarde, Eleanor](#)

[Walbourne, Rick](#)

[Weckwerth, Brian](#)

[YWCA Canada](#)

[Zalinko, Lara](#)

Federal/Provincial-Territorial/Municipal Relationships and Transfers, including for social assistance

Canadian Federation of University Women	Elliott, Eric	Stahel, Cheryl Ann
Canadian Housing and Renewal Association	Grant, Carmen	Stephens-Anderson, Rhonda
Canadian Medical Association	Hradowy, Pete	Thomson, Taryn
Canadian Public Works Association	Marchildon, Louis	
Cement Association of Canada	Moen, Sue	
	Serda, Victoria	

Financial Issues, including foreign accounts, service providers, financial education, payment systems, household saving and debt, access to credit and financial products

Ainstey, Beatrice	Dendoff, Cheryl	Martel, Sylvain
Bernier, Francois	Desjardins Group	Moylan, Kate
Canadian Association of Mutual Insurance Companies	Eamer, Claire	National Cattle Feeders' Association
Canadian Bankers Association	Fischer, Doug	Pelletier, Rémi
Canadian Independent Petroleum Marketers Association	Goodfellow, Michelle Lynne	Prashaw, Rick
Canadian Labour Congress	Herman, Suzanne	Presby, Melanie
Canadian Life and Health Insurance Association Inc.	Hoenle, Sandra	Ramage, Dianne
Dahmé, Sherolyn	Keast, Brian	Wachiay Friendship Centre
Deloitte Touche LLP	Kotyk, Phil	
	Lalonde, Rejean	
	MacLeod, Margaret	

Fisheries Sector

Fralin, Sara	Little, Brona
Kotyk, Phil	Urbanczyk, Suzanne

Food, including affordability, adequacy, safety and security

Berkman, Marten	First Call: BC Child and Youth Advocacy Coalition	Ledbetter, Richard
Calhoun, Kristina	Food Secure Canada	Leonard, Deanna
Canadian Federation of Agriculture	Grain Growers of Canada	Little, Brona
Canadian Meat Council	Henderson, Scott	MacDonald, Jackie
Chislett, Paul	Hurstfield, Deanna	Myren, Eric
		Paradis, Claire

[Prashaw, Rick](#)

[Reid-Fraser, Robin](#)

[Robillard, Roxanne](#)

Forestry Sector

[Every Woman's Centre Association](#)

[Forest Products Association of Canada](#)

[Fortier, Nathalie](#)

[Fralin, Sara](#)

[Simard, Suzanne](#)

[Stasyszyn, Roxanne](#)

[The Local Community Food Centre](#)

[Gagné, Serge](#)

[Goodfellow, Randal](#)

[Robillard, Roxanne](#)

[Spencer-Hallée, Olivier](#)

[Urbanczyk, Suzanne](#)

[Wachiay Friendship Centre](#)

Health

[Arthritis Alliance of Canada](#)

[Association of Canadian Academic
Healthcare Organizations](#)

[Association of Faculties of
Medicine of Canada](#)

[Brocker, Josie](#)

[Canada's Research-Based
Pharmaceutical Companies \(RxD\)](#)

[Canadian Dental Hygienists
Association](#)

[Canadian Diabetes Association](#)

[Canadian Doctors for Medicare](#)

[Canadian Federation for the
Humanities and Social Sciences](#)

[Canadian Federation of Medical
Students](#)

[Canadian Federation of Nurses
Unions](#)

[Canadian Foundation for
Healthcare Improvement](#)

[Canadian Health Food Association](#)

[Canadian Institute for Military and
Veteran Health Research](#)

[Canadian Medical Association](#)

[Canadian Nurses Association](#)

[Canadian Psychological
Association](#)

[Canadian Society for Medical
Laboratory Science](#)

[Consumer Health Products Canada](#)

[Council of Ontario Universities](#)

[Cournover, Rachelle](#)

[First Call: BC Child and Youth
Advocacy Coalition](#)

[Fralin, Sara](#)

[Goel, Ritika](#)

[Gordyn, Nikita](#)

[Gregson, Sharon](#)

[Hnatiuk, Jeff](#)

[Holland, Erin](#)

[Jean-Louis, Bonnie](#)

[Juvenile Diabetes Research
Foundation Canada](#)

[Maher, Janet](#)

[Mastocytosis Society Canada](#)

[McNeil Consumer Healthcare](#)

[Medical Reform Group](#)

[Ménard, Milva](#)

[Merck Canada Inc.](#)

[Moen, Sue](#)

[Mood Disorders Society of Canada](#)

[Newman, Jeffrey](#)

[Novartis Pharmaceuticals Canada
Inc.](#)

[Oommen, Frances](#)

[Partnership Group for Science and
Engineering](#)

[Pfizer Canada Inc.](#)

[Research Canada: An Alliance for
Health Discovery](#)

[Sandbox Project](#)

[Simard, Suzanne](#)

[Southlake Regional Health Centre](#)

[St. Boniface Hospital Research](#)

[Stahel, Cheryl Ann](#)

[Stalder, Kelly](#)

[Stangeland, Andrea](#)

[Stasyszyn, Roxanne](#)

[The Local Community Food Centre](#)

[Thomson, Taryn](#)

[Wound Care Alliance Canada](#)

Homelessness and Housing, including rental

[Bradfield, Suellen](#)

[Canadian Association of Social Workers](#)

[Canadian Federation of Apartment Associations](#)

[Canadian Home Builders' Association](#)

[Canadian Housing and Renewal Association](#)

[Canadian Real Estate Association](#)

[Chant, James](#)

[Citizens for Public Justice](#)

[Co-operative Housing Federation of Canada](#)

[Every Woman's Centre Association](#)

[Grant, Margo](#)

[Kamloops Homelessness Action Plan](#)

[Levsen, Grace](#)

[Rental Owners and Managers Society of British Columbia](#)

[Wagner, Susan](#)

[Wellesley Institute](#)

Immigrants and Immigration, including visible minorities

[Ainstey, Beatrice](#)

[Calhoun, Kristina](#)

[Canadian Association of Petroleum Producers](#)

[Canadian Community Economic Development Network](#)

[Canadian Foundation for Healthcare Improvement](#)

[Canadian Life and Health Insurance Association Inc.](#)

[Canadian Meat Council](#)

[Canadian Union of Public Employees](#)

[Certified General Accountants Association of Canada](#)

[Chemistry Industry Association of Canada](#)

[City of Red Deer](#)

[Clark, Paul](#)

[ClevrU Corporation](#)

[Cool, Jocelyn](#)

[Danek, Darryl](#)

[Datta, Ranjan](#)

[Diadick Casselman, Karen](#)

[Dyck, Shannon](#)

[Engineers Canada](#)

[Financial Executives International Canada](#)

[Hanratty, Pat](#)

[Hradowy, Pete](#)

[Lowe, Katy](#)

[Medicine Hat and District Chamber of Commerce](#)

[Mining Association of Canada](#)

[National Association of Career Colleges](#)

[National Cattle Feeders' Association](#)

[O'Leary, Brigit](#)

[Ontario Cattlemen's Association](#)

[Ottosen, David](#)

[Pace Law Firm](#)

[Partnership Group for Science and Engineering](#)

[Sadlemeyer, Jim](#)

[Slade, Jenna](#)

[Sparks Eggs](#)

[St. John's Board of Trade](#)

[Tehrani, Sheri](#)

[University of Saskatchewan](#)

[University of Toronto](#)

[Whiteside, David](#)

[Witteman, Cassandra](#)

Infrastructure

[Accipiter Radar Technologies Inc.](#)

[Association of Canadian Community Colleges](#)

[Association of Canadian Search, Employment and Staffing Services](#)

[Association of Consulting Engineering Companies - Canada](#)

[Association of Universities and Colleges of Canada](#)

[Atlantic Provinces Community College Consortium](#)

[Bayerl, Francis](#)

[Berkman, Marten](#)

[Boughen, Ray M.P.](#)

[Braun, Raymond](#)

[Brockner, Josie](#)

[Building and Construction Trades Department, AFL-CIO](#)

[Canadian Electricity Association](#)

[Canadian Federation of Apartment Associations](#)

[Canadian Library Association](#)

[Canadian Manufacturers and Exporters](#)

[Canadian Petroleum Products Institute](#)

[Canadian Propane Association](#)

[Canadian Public Works Association](#)

[Canadian Urban Transit Association](#)

[Carrigan, Andrew](#)

[Cement Association of Canada](#)

[Chant, James](#)

[Chislett, Paul](#)

[City of Edmonton](#)

[City of Revelstoke](#)

[Clavier, Brian](#)

[Conroy, Trevor](#)

[Co-operative Housing Federation of Canada](#)

[Council of Ontario Universities](#)

[Cross, Michael](#)

[Doherty, Eric](#)

[Ducks Unlimited Canada](#)

[Engineers Canada](#)

[Everitt, Angelique](#)

[Fanshawe College](#)

[Federation of Canadian Municipalities](#)

[Food and Consumer Products of Canada](#)

[Frain, Sara](#)

[Fraser, Kirsten](#)

[Graham, Hugh](#)

[Hanna, Bruce](#)

[Hnatiuk, Jeff](#)

[Holmes, Krister](#)

[Kalisiak, Caterina](#)

[Kouri, Denise](#)

[Lee, Richard](#)

[Levsen, Grace](#)

[Little, Brona](#)

[Macerollo, Anthony](#)

[Majiski, Joyce](#)

[McMaster University](#)

[Merit Canada](#)

[Mining Association of Canada](#)

[Neumann, Lila](#)

[Nicholls, Rebecca](#)

[Novartis Pharmaceuticals Canada Inc.](#)

[Ontario College of Art and Design](#)

[Orchestras Canada](#)

[Pace Law Firm](#)

[Payne, Nick](#)

[Quality Urban Energy Systems of Tomorrow](#)

[Railway Association of Canada](#)

[Rankin, Susan](#)

[Redvers, Peter](#)

[Research Canada: An Alliance for Health Discovery](#)

[Rondeau Saint-Jean, Camille](#)

[Ross, Andrew](#)

[Sarnia Lambton Chamber of Commerce](#)

[Shepherd, Ian](#)

[Sikkema, Arnold](#)

[Simon Fraser University, Departments of Geography and Biomedical Physiology and Kinesiology](#)

[Skene, Ron](#)

[Smith, Alec](#)

[Société de transport de Montréal](#)

[St. John's Board of Trade](#)

[Stangeland, Andrea](#)

[Sutton, Justin](#)

[Swanson, Anders](#)

[Talbot, Annelise](#)

[Thorsteinson, Janet](#)

[Toronto Board of Trade](#)

[University of Saskatchewan](#)

[Vancouver Island University](#)

[Velarde, Eleanor](#)

[Weniger, Ian](#)

Manufacturing and Value-added Processing

[Alarie, Nathalie](#)

[Bayerl, Francis](#)

[Beauregard, Frédéric](#)

[Beck Buttedahl, Maria Jose](#)

[Beingessner, Naomi](#)

[Berkman, Marten](#)

[Bertocchi, Tony](#)

[Brockner, Josie](#)

Brown, Darcy	Glenergy Inc.	Parent, Echo
Burns, Tracy	Grames, Panos	Plourde, Jocelyn
Burnstick, Brent	Greyell, Leslie	Quebec Employers' Council
Callan, Sharon	Harris, Gillian	Ramage, Dianne
Canadian Association of Social Workers	Hayman, Terence	Ranger, Johanne
Canadian Labour Congress	Henderson, Scott	Redvers, Peter
Canadian Propane Association	Hoeschele, Tobias	Robblee, Nancy
Canadian Restaurant and Foodservices Association	Horkoff, Zachary	Robillard, Roxanne
Canadian Vehicle Manufacturers' Association	Hudson, Carolyn	Ross, Andrew
Carroll, Adam	Hughes, Elaine	Roy, Sébastien
Centre de réadaptation en dépendance Le Virage	Jean-Louis, Bonnie	Saint-Jean, Olivier
Chant, James	Keast, Brian	Simard, Suzanne
Coon, Timothy	Kuenzlen, Robert	Société de transport de Montréal
Co-operative Housing Federation of Canada	Laurin, Wanda	Spencer-Hallée, Olivier
Cory, Ken	Ledbetter, Richard	Stangeland, Andrea
Cross, Sharon	Lee, Richard	St-Louis, Yvon
Davis, Anne	Leon, Linda	Strang, Hilary
Davis, Mary	Leonard, Deanna	Sundog Electric
Denault, Sebastien	Little, Brona	Sutton, Tove
Désautels, Dulciane	Lubiniecki, Charlie	Towsley, Josh
Desjardins Group	Martel, Sylvain	Tso, Yee Jee
Desrosiers-Plaisance, Hugo	Massam, Katherine	Université de Montréal
Dubeau, Michel	McKay, Dawn	University of Alberta
Ducks Unlimited Canada	Ménard, Milva	Urbanczyk, Suzanne
Dykman, Kate	Miles, Glenna	Vancouver Gear Works Ltd.
Edwards, Doug	Moen, Sue	Wagner, Susan
Forget, Marie-Josée	Moen, Sue	White, Erinn
Fortier, Nathalie	Morgenstern, Mark	Zalinko, Lara
	Newman, Maddi	
	Oommen, Frances	
	Paquette, Richard A.	

Military and Public Safety/Security, including veterans, emergency services, prisons and illegal activities

[Accipiter Radar Technologies Inc.](#)

[Canadian Coalition for Action on Tobacco](#)

[Canadian Housing and Renewal Association](#)

[Canadian Institute for Military and Veteran Health Research](#)

[CHC Helicopter Corporation](#)

[Customs and Immigration Union](#)

[Eckford, Michael](#)

[Harrison, Mary](#)

[Hoeschele, Tobias](#)

[Imperial Tobacco Canada Limited](#)

[International Association of Fire Fighters](#)

[Kotyk, Phil](#)

[National Coalition Against Contraband Tobacco](#)

[Paine, Harry](#)

[Rideau Institute](#)

[Rothmans, Benson & Hedges Inc.](#)

[Royal Canadian Marine Search and Rescue](#)

[Spencer-Hallée, Olivier](#)

[Sundog Electric](#)

[Thorsteinson, Janet](#)

[Vallieres, Kevin](#)

Other, including data analytics, privacy, price differentials, national identity, and international presence and assistance

[Brickwood, Jim](#)

[Canadian Conference of the Arts](#)

[Canadian Museums Association](#)

[Council of Ontario Universities](#)

[Metcalf, Isabel](#)

[Nolan, Joseph](#)

[Quinn, Iris](#)

[Ramage, Dianne](#)

[SafeTracks GPS Solutions Inc.](#)

[Turchynsky, Dave](#)

[Wachiay Friendship Centre](#)

Outsourcing

[Association of Professional Computer Consultants](#)

[Carroll, Adam](#)

[Cool, Jocelyn](#)

[Demontigny, Louise](#)

[Dyck, Shannon](#)

[Elliott, Eric](#)

[Hanna, Bruce](#)

[Harris, Gillian](#)

[Hughes, Elaine](#)

[Karl, Gabriel](#)

[Lovell, Mary](#)

[Miles, Glenna](#)

[Nolan, Joseph](#)

[Olynyk, Oliver](#)

[Plourde, Jocelyn](#)

[Presby, Melanie](#)

[Procom Consultants Group Ltd.](#)

[Sefton, James](#)

[Shaw, Joanne](#)

Poverty and Inequality, including minimum/”living” wages, the poor, the working poor and the middle-class

[Big Brothers Big Sisters of Canada](#)

[Bradfield, Suellen](#)

[Canada Without Poverty](#)

[Canadian Community Economic Development Network](#)

[Canadian Housing and Renewal Association](#)

[Chislett, Paul](#)

[Citizens for Public Justice](#)

[Maher, Janet](#)

[Webster, Linda](#)

[Dyck, Shannon](#)

[Medical Reform Group](#)

[Goel, Ritika](#)

[Moen, Sue](#)

[Gordyn, Nikita](#)

[Perel, Shloime](#)

Regulation, including harmonization, minimization/elimination and securities

[Assembly of First Nations](#)

[Chemistry Industry Association of
Canada](#)

[Pelletier, Rémi](#)

[Canada's Research-Based
Pharmaceutical Companies \(RxD\)](#)

[CropLife Canada](#)

[Phillips, Shane](#)

[Canadian Association of Oilwell
Drilling Contractors](#)

[Demontigny, Louise](#)

[Port Metro Vancouver](#)

[Canadian Cattlemen's Association](#)

[Edwards, Doug](#)

[Quebec Employers' Council](#)

[Canadian Conference of the Arts](#)

[Food and Consumer Products of
Canada](#)

[Quebecor Media Inc.](#)

[Canadian Construction
Association](#)

[Goodfellow, Randal](#)

[Railway Association of Canada](#)

[Canadian Energy Pipeline
Association](#)

[Grain Farmers of Ontario](#)

[Ramage, Dianne](#)

[Canadian Fertilizer Institute](#)

[Hnatiuk, Joseph](#)

[Retail Council of Canada](#)

[Canadian Health Food Association](#)

[Hoenle, Sandra](#)

[Rothmans, Benson & Hedges Inc.](#)

[Canadian Home Builders'
Association](#)

[Investment Industry Association
of Canada](#)

[Rowe, Brenda](#)

[Canadian Manufacturers and
Exporters](#)

[Johnson & Johnson Inc.](#)

[Small Explorers and Producers
Association of Canada](#)

[Canadian Meat Council](#)

[Klop, Edward](#)

[Smyth, Tim](#)

[Canadian Petroleum Products
Institute](#)

[Kollin, Russell](#)

[St. Boniface Hospital Research](#)

[Canadian Wireless
Telecommunications Association](#)

[McNeil Consumer Healthcare](#)

[Stone, Wayne](#)

[Merck Canada Inc.](#)

[University of Saskatchewan](#)

[Mining Association of Canada](#)

[Newman, Maddi](#)

[Vancouver Gear Works Ltd.](#)

[Orchestras Canada](#)

[Weckwerth, Brian](#)

Research, Development, Innovation and Commercialization, including the Scientific Research and Experimental Development investment tax credit, digital and knowledge strategies/economies, intellectual property and federal granting councils

[Aerospace Industries Association
of Canada](#)

[Association of Canadian Academic
Healthcare Organizations](#)

[Association of Faculties of
Medicine of Canada](#)

[Arthritis Alliance of Canada](#)

[Association of Canadian
Community Colleges](#)

[Association of Universities and
Colleges of Canada](#)

[Association of Atlantic Universities](#)

[Atlantic Provinces Community College Consortium](#)
[Bartman, Rick](#)
[Beauregard, Frédéric](#)
[Benjamin, Chris](#)
[Big Brothers Big Sisters of Canada](#)
[Bow Valley College](#)
[Bray, Mike](#)
[Brinkman, Jason](#)
[Canada Foundation for Innovation](#)
[Canada's Research-Based Pharmaceutical Companies \(RxD\)](#)
[Canadian Alliance of Student Associations](#)
[Canadian Association of Physicists](#)
[Canadian Association of Research Libraries](#)
[Canadian Association of Student Financial Aid Administrators](#)
[Canadian Association of University Teachers](#)
[Canadian Bureau for International Education](#)
[Canadian Chamber of Commerce](#)
[Canadian Diabetes Association](#)
[Canadian Federation for the Humanities and Social Sciences](#)
[Canadian Federation of Students](#)
[Canadian Fertilizer Institute](#)
[Canadian Institute of Chartered Accountants](#)
[Canadian Library Association](#)
[Canadian Manufacturers and Exporters](#)
[Canadian Natural Gas Vehicle Alliance](#)
[Canadian Propane Association](#)
[Canola Council of Canada](#)

[Cauley, Brian](#)
[Certified Management Accountants of Canada](#)
[Chemical Institute of Canada](#)
[Chisholm, Kenneth](#)
[City of Oshawa](#)
[Coalition for Canadian Astronomy](#)
[Cory, Ken](#)
[CropLife Canada](#)
[Dauphinais, Laurence](#)
[Deloitte Touche LLP](#)
[Denault, Sebastien](#)
[Desjardins Group](#)
[Desrosiers-Plaisance, Hugo](#)
[Diadick Casselman, Karen](#)
[Dumbrill, Rebecca](#)
[Écotech Québec](#)
[Engineers Canada](#)
[Fanshawe College](#)
[Financial Executives International Canada](#)
[Food and Consumer Products of Canada](#)
[Forest Products Association of Canada](#)
[Fraser, Kirsten](#)
[Genome Canada](#)
[Goodfellow, Randal](#)
[Grain Growers of Canada](#)
[Grant, Carmen](#)
[Gregson, Sharon](#)
[Hamel, Jean-François](#)
[Harroun, Thad](#)
[Hayman, Terence](#)
[Hnatiuk, Jeff](#)
[Hodgson, Cory](#)

[Holmes, Krister](#)
[Information Technology Association of Canada](#)
[International Science Technology Partnerships Canada](#)
[Juvenile Diabetes Research Foundation Canada](#)
[Khennache, Lylia](#)
[Klotz, Alex](#)
[Leonard, Deanna](#)
[L'Heureux, Marie-Claude](#)
[Little, Brona](#)
[McGill University](#)
[McKenna, Janis](#)
[McMaster University](#)
[McMullen, Carole](#)
[Ménard, Milva](#)
[Merck Canada Inc.](#)
[Mining Association of Canada](#)
[MITACS](#)
[Mood Disorders Society of Canada](#)
[Mouvement pour les arts et les lettres](#)
[Mueller, Richard](#)
[National Coalition Against Contraband Tobacco](#)
[Ontario College of Art and Design](#)
[Partnership Group for Science and Engineering](#)
[Pfizer Canada Inc.](#)
[Polytechnics Canada](#)
[Proto Manufacturing Ltd.](#)
[Quality Urban Energy Systems of Tomorrow](#)
[Rainville, Simon](#)
[Ramage, Dianne](#)

[Rehse, Steven](#)

[Research Canada: An Alliance for Health Discovery](#)

[Roberson, Trisha](#)

[Robillard, Roxanne](#)

[Rondeau Saint-Jean, Camille](#)

[Roselle, Jeremie](#)

[Ross, Andrew](#)

[Roy, René](#)

[Roy, Sébastien](#)

[Schonberg, Lance](#)

[Serda, Victoria](#)

[Shaw, Joanne](#)

[Sikkema, Arnold](#)

[Simard, Suzanne](#)

[Skene, Ron](#)

[Sly, Lillian](#)

[Southlake Regional Health Centre](#)

[Southwest Nova Biosphere Reserve Association](#)

[Spence, Madeline](#)

[St. Boniface Hospital Research](#)

[St. John's Board of Trade](#)

[Stahel, Cheryl Ann](#)

[Stasyszyn, Roxanne](#)

[St-Hilaire, Frédéric](#)

[Sundog Electric](#)

[Taylor, Kenneth](#)

[Université de Montréal](#)

[University of Saskatchewan](#)

[University of Toronto](#)

[Vancouver Gear Works Ltd.](#)

[Varughese, Sugith](#)

[Wound Care Alliance Canada](#)

[Zalinko, Lara](#)

Seniors, Retirement Age and Pensions

[Boehmen, Nels](#)

[Canadian Federation of Independent Business](#)

[Canadian Federation of Students \(Manitoba\)](#)

[Canadian Medical Association](#)

[City of Oshawa](#)

[Fair Pensions for All](#)

[First Call: BC Child and Youth Advocacy Coalition](#)

[Hoeschele, Tobias](#)

[Holland, Erin](#)

[MacLeod, Margaret](#)

[Partnership Group for Science and Engineering](#)

[Size, Carol Sandra](#)

[Walbourne, Rick](#)

Small and Medium-sized Enterprises

[April, Laura](#)

[Association of Canadian Community Colleges](#)

[Association of Professional Computer Consultants](#)

[Atlantic Provinces Community College Consortium](#)

[Automotive Industries Association of Canada](#)

[Badiuk, Blaine](#)

[Benjamin, Chris](#)

[Bow Valley College](#)

[Bowen, Gary](#)

[Brickwood, Jim](#)

[Burns, Tracy](#)

[Burwell, Patrick](#)

[Canadian Association of Physicists](#)

[Canadian Construction Association](#)

[Canadian Federation for the Humanities and Social Sciences](#)

[Canadian Federation of Students](#)

[Charette, Marc](#)

[Clifton, Sarrah](#)

[Colenutt, Brenda](#)

[Dahmé, Sherolyn](#)

[Damiao, Anthony](#)

[Davis, Mary](#)

[Deloitte Touche LLP](#)

[Demontigny, Louise](#)

[Dumbrill, Rebecca](#)

[Dyck, Shannon](#)

[Eamer, Claire](#)

[Eckford, Michael](#)

[Écotech Québec](#)

[Eliot, Loni](#)

[Fanshawe College](#)

[Forget, Marie-Josée](#)

[Fowler, Shirley](#)

[Fralin, Sara](#)

[Fugazza, Léo](#)

Goodfellow, Michelle Lynne	National Allied Golf Associations	Semple, Mark
Greetham, Sue	National Coalition Against Contraband Tobacco	Slade, Jenna
Grethen, Julie	Neumann, Lila	Smith, Daryl
Harrison, Mary	Newman, Maddi	St. Boniface Hospital Research
Harroun, Thad	Paradis, Claire	Stahel, Cheryl Ann
Hodgson, Cory	Pelletier, Genevieve	Stephens-Anderson, Rhonda
Holland, Erin	Perrier, André	St-Hilaire, Djanice
Hughes, Elaine	Peterson, Kirsty	St-Louis, Yvon
Hussain, Aasiya	Petroleum Services Association of Canada	Sundog Electric
Jean, Alain	Phillips, Shane	Tannous, Natalie
Karais, Krystal	Potter, James	Thomas, Heather
Keast, Brian	Presby, Melanie	Timmons, Zachary
Kesler, Lindsay	Rainville, Simon	Université de Montréal
Lathwell, Peggy	Ranger, Johanne	University of British Columbia
Lemon, Sue	Regroupement des jeunes chambres de commerce du Québec	University of Saskatchewan
Leon, Linda	Rehse, Steven	Van Borek, Hanah
Little, Laura	Rental Owners and Managers Society of British Columbia	Vigneux, Jacqueline
Lutherans for Life Canada	Roberson, Trisha	Weckwerth, Brian
Marshall, Patricia	Rothmans, Benson & Hedges Inc.	White, Erinn
Mastocytosis Society Canada	Schenk, Terry	Witteman, Cassandra
Mendes, Errol	Scholten, Stephanie	Writers Guild of Canada
MITACS		Writers' Union of Canada
Mroz, Daniel		Zubalik, Steven
Namink, Bill		

Taxes, including corporate, personal, consumption, capital gains, shelters, capital cost allowance, income splitting, and fees and levies

Ainstey, Beatrice	Association of Fundraising Professionals	Canadian Automobile Dealers Association
Alberta Chambers of Commerce	Association of Professional Computer Consultants	Canadian Coalition for Action on Tobacco
April, Laura	Badiuk, Blaine	Canadian Federation of Apartment Associations
Association des producteurs de films et de télévision du Québec	Buchanan, Matthew	Canadian Federation of Independent Business
Association of Canadian Community Colleges	Callan, Sharon	

[Canadian Federation of Students \(Manitoba\)](#)

[Canadian Federation of Students \(Ontario\)](#)

[Canadian Home Builders' Association](#)

[Canadian Institute of Chartered Accountants](#)

[Canadian Real Estate Association](#)

[Certified General Accountants Association of Canada](#)

[Certified Management Accountants of Canada](#)

[Chant, James](#)

[Chanyi, Jason](#)

[Chemistry Industry Association of Canada](#)

[Chenier, Nicole](#)

[Chislett, Paul](#)

[Citizens for Public Justice](#)

[City of Edmonton](#)

[City of Oshawa](#)

[Colenutt, Brenda](#)

[Co-operative Housing Federation of Canada](#)

[CropLife Canada](#)

[Danahy, Helen](#)

[Deloitte Touche LLP](#)

[Eisenhauer, Jim](#)

[Eliot, Loni](#)

[Elliott, Eric](#)

[Encana Corporation](#)

[Fair Pensions for All](#)

[Fanshawe College](#)

[Financial Executives International Canada](#)

[Forget, Marie-Josée](#)

[Gregson, Sharon](#)

[Guy, Duane](#)

[Hanna, Bruce](#)

[Harris, Gillian](#)

[Herman, Suzanne](#)

[Hoenle, Sandra](#)

[Hoeschele, Tobias](#)

[Hung, Winnie](#)

[Investment Industry Association of Canada](#)

[Jean-Louis, Bonnie](#)

[Kalisiak, Caterina](#)

[Kamloops Homelessness Action Plan](#)

[Khare, Rajive](#)

[Killam Chua, Kyly Audry](#)

[Kouri, Denise](#)

[Labelle, Teresa](#)

[Lahey, Kathleen](#)

[Little, Laura](#)

[Mastocytosis Society Canada](#)

[McColl, John](#)

[McDonnell, Erin](#)

[McKay, Dawn](#)

[Mendes, Errol](#)

[Mining Association of Canada](#)

[Morgan, Shauna](#)

[Mowbray, Jan](#)

[Myers, David](#)

[National Allied Golf Associations](#)

[National Association of Computer Consulting Businesses Canada](#)

[Neumann, Lila](#)

[Nolan, Joseph](#)

[Ottosen, David](#)

[Parent, Echo](#)

[Park, Robert](#)

[Pelletier, Rémi](#)

[Petroleum Services Association of Canada](#)

[Plourde, Jocelyn](#)

[Polytechnics Canada](#)

[Potter, James](#)

[Prospectors and Developers Association of Canada](#)

[Quebecor Media Inc.](#)

[Real Property Association of Canada](#)

[Rental Owners and Managers Society of British Columbia](#)

[Robillard, Roxanne](#)

[Scholten, Stephanie](#)

[Schonberg, Lance](#)

[Semple, Mark](#)

[Shaw, Joanne](#)

[Shell Canada Limited](#)

[Sikkema, Arnold](#)

[Smith, Alec](#)

[Smyth, Tim](#)

[Spectra Energy](#)

[Stokes, Frank](#)

[Stone, Wayne](#)

[Sutton, Justin](#)

[Swanson, Anders](#)

[Symons, Maryellen](#)

[Tannous, Natalie](#)

[Tax Executives Institute, Inc.](#)

[Taylor, Kenneth](#)

[Tiedeman, Conrad](#)

[Toronto Board of Trade](#)

[Tyssen, Richard](#)

[University of Saskatchewan](#)

[Vancouver Gear Works Ltd.](#)

[White, Erinn](#)

[Witteaman, Cassandra](#)

[Woods, Jeri-Lynn](#)

[Writers' Union of Canada](#)

Tourism Sector

[Balfour and District Business and Historic Association](#)

[Canadian Airports Council](#)

[Canadian Arts Presenting Association](#)

[Canadian Bureau for International Education](#)

[City of Revelstoke](#)

[Diadick Casselman, Karen](#)

[Ducks Unlimited Canada](#)

[Festivals and Major Events Canada](#)

[Fortier, Nathalie](#)

[Greater Victoria Visitor and Convention Bureau](#)

[Hanna, Bruce](#)

[Hospitality Newfoundland and Labrador](#)

[Klotz, Alex](#)

[Leon, Linda](#)

[Little, Brona](#)

[Lovell, Mary](#)

[Nunavut Tourism](#)

[Simon Fraser University, Departments of Geography and Biomedical Physiology and Kinesiology](#)

[Southwest Nova Biosphere Reserve Association](#)

[Squamish Off-Road Cycling Association](#)

[Swanson, Anders](#)

[Théâtre des Turcs Gobeurs d'Opium](#)

[Tourism Burnaby](#)

[Tourism Industry Association of Canada](#)

[Tourism Industry Association of the Yukon](#)

[Tourism Jasper](#)

[Tourism Vancouver](#)

[Vigneux, Jacqueline](#)

[Wachiay Friendship Centre](#)

Trade, Investment and Market Development, including supply chains, the shared border, and domestic and international trade and investment

[Accipiter Radar Technologies Inc.](#)

[Alberta Chambers of Commerce](#)

[Armitage, Kathleen](#)

[Association of Consulting Engineering Companies - Canada](#)

[Association of Seafood Producers](#)

[Balfour and District Business and Historic Association](#)

[Beingessner, Naomi](#)

[Benjamin, Chris](#)

[Berkman, Marten](#)

[Bowen, Gary](#)

[Burnstick, Brent](#)

[Campbell-Conlon, Kathlene](#)

[Canada Foundation for Innovation](#)

[Canadian Arts Presenting Association](#)

[Canadian Association of Oilwell Drilling Contractors](#)

[Canadian Bankers Association](#)

[Canadian Cattlemen's Association](#)

[Canadian Chamber of Commerce](#)

[Canadian Construction Association](#)

[Canadian Council of Chief Executives](#)

[Canadian Crafts Federation](#)

[Canadian Federation of Independent Business](#)

[Canadian Fertilizer Institute](#)

[Canadian Institute of Chartered Accountants](#)

[Canadian Labour Congress](#)

[Canadian Manufacturers and Exporters](#)

[Canadian Meat Council](#)

[Canadian Petroleum Products Institute](#)

[Canadian Public Works Association](#)

[Canadian Restaurant and Foodservices Association](#)

[Canadian Steel Producers Association](#)

[Canadian Union of Public Employees](#)

[Canadian Urban Transit Association](#)

[Canola Council of Canada](#)

[Carleton University](#)
[Cement Association of Canada](#)
[Certified General Accountants Association of Canada](#)
[Chemistry Industry Association of Canada](#)
[City of Edmonton](#)
[ClevrU Corporation](#)
[Coon, Timothy](#)
[CropLife Canada](#)
[Danek, Darryl](#)
[Davis, Anne](#)
[Demontigny, Louise](#)
[Desjardins Group](#)
[Dorval, Justine](#)
[Edwards, Doug](#)
[Eliot, Loni](#)
[Elliott, Eric](#)
[Engineers Canada](#)
[Fanshawe College](#)
[Financial Executives International Canada](#)
[Fischer, Doug](#)
[Food and Consumer Products of Canada](#)
[Fowler, Shirley](#)
[Genome Canada](#)
[Grain Farmers of Ontario](#)
[Grames, Panos](#)
[Guico, Stéphanie](#)
[Harris, Gillian](#)
[Henderson, Scott](#)
[Herold, Bob](#)
[Horkoff, Zachary](#)
[Howard, Chris](#)
[Hudson, Julian](#)

[Hughes, Elaine](#)
[International Association of Fire Fighters](#)
[International Science Technology Partnerships Canada](#)
[Investment Industry Association of Canada](#)
[Jean-Louis, Bonnie](#)
[Johnson & Johnson Inc.](#)
[Jones, Wendy](#)
[Kalisiak, Caterina](#)
[Kennedy, Max](#)
[Killam Chua, Kyly Audry](#)
[Kollin, Russell](#)
[Lagimodiere, Darrin](#)
[Laurin, Wanda](#)
[Leclerc, Geneviève](#)
[Little, Laura](#)
[Looy, Heather](#)
[MacDonald, Jackie](#)
[Magazines Canada](#)
[Majiski, Joyce](#)
[McDonald, Jen](#)
[McNeil Consumer Healthcare](#)
[Merck Canada Inc.](#)
[Mining Association of Canada](#)
[Moen, Sue](#)
[Moon, Harry](#)
[Myren, Eric](#)
[Newman, Maddi](#)
[O'Hearn, Hubert](#)
[O'Leary, Brigit](#)
[Olmstead, Amanda](#)
[Ontario Cattlemen's Association](#)
[Oommen, Frances](#)
[Opera.ca](#)

[Orchestras Canada](#)
[Paradis, Claire](#)
[Peacock, Lorie](#)
[Pfizer Canada Inc.](#)
[Port Metro Vancouver](#)
[Prazmowski, Richard](#)
[Professional Association of Canadian Theatres](#)
[Purvis, Russ](#)
[Quebec Employers' Council](#)
[Quebecor Media Inc.](#)
[Railway Association of Canada](#)
[Ramsey, Tracey](#)
[Ranger, Johanne](#)
[Redvers, Peter](#)
[Regroupement des jeunes chambres de commerce du Québec](#)
[Reid, Alison](#)
[Retail Council of Canada](#)
[Rideau Institute](#)
[Rowe, Brenda](#)
[Sadlemyer, Jim](#)
[Sandbox Project](#)
[Sefton, James](#)
[Serda, Victoria](#)
[Slade, Jenna](#)
[Smyth, Tim](#)
[Société de transport de Montréal](#)
[St. Boniface Hospital Research](#)
[Stalder, Kelly](#)
[Stasyszyn, Roxanne](#)
[Steers, Edward](#)
[Sutton, Tove](#)
[Taylor, Chris](#)
[Taylor, Rob](#)

[Théâtre des Turcs Gobeurs d'Opium](#)

[Thorsteinson, Janet](#)

[Torbert, Jeffrey](#)

[Toronto Board of Trade](#)

[University of Saskatchewan](#)

[University of Toronto](#)

[UTEX Scientific Instruments Inc.](#)

[Van Borek, Hanah](#)

[Vancouver Gear Works Ltd.](#)

[Vera-De Windows Inc.](#)

[Webster, Linda](#)

[Zalinko, Lara](#)

Transportation Sector, including rail, aviation and aerospace

[Canadian Airports Council](#)

[Canadian Natural Gas Vehicle Alliance](#)

[Co-operative Housing Federation of Canada](#)

[Levsen, Grace](#)

[Majiski, Joyce](#)

[Mining Association of Canada](#)

[National Airlines Council of Canada](#)

[Quebec Employers' Council](#)

[Railway Association of Canada](#)

Unions

[Alarie, Nathalie](#)

[Danek, Darryl](#)

[Dyck, Shannon](#)

[Figueroa, Carmen](#)

[Lagimodiere, Darrin](#)

[Léger, Richard](#)

[McCormick, Jill](#)

[Thibodeau, Nicolas](#)

Women

[Canadian Community Economic Development Network](#)

[Canadian Federation of University Women](#)

[Every Woman's Centre Association](#)

[Lahey, Kathleen](#)

[Reid, Alison](#)

3. DEMOGRAPHIC CHANGE

What specific federal measures do you think should be implemented to help the country address the consequences of, and challenges associated with, the aging of the Canadian population and of skills shortages?

Aboriginal Peoples

[ABC Life Literacy Canada](#)

[Assembly of First Nations](#)

[Association of Atlantic Universities](#)

[Association of Canadian Community Colleges](#)

[Association of Universities and Colleges of Canada](#)

[Atlantic Policy Congress Of First Nations Chiefs Secretariat](#)

[Atlantic Provinces Community College Consortium](#)

[Beingessner, Naomi](#)

[Bow Valley College](#)

[Boys and Girls Clubs of Canada](#)

[Brocker, Josie](#)

[Canadian Alliance of Student Associations](#)

[Canadian Association of Petroleum Producers](#)

[Canadian Chamber of Commerce](#)

[Canadian Conference of the Arts](#)

[Canadian Council of Chief Executives](#)

[Canadian Electricity Association](#)

[Canadian Federation for the Humanities and Social Sciences](#)

[Canadian Federation of Independent Business](#)

[Canadian Federation of Students](#)

[Canadian Federation of Students - National Graduate Caucus](#)

[Canadian Federation of Students \(Manitoba\)](#)

[Canadian Federation of Students \(Newfoundland and Labrador\)](#)

[Canadian Federation of Students \(Nova Scotia\)](#)

[Canadian Federation of Students \(Ontario\)](#)

[Canadian Gas Association](#)

[Canadian Home Builders' Association](#)

[Canadian Literacy and Learning Network](#)

[Canadian Manufacturers and Exporters](#)

[Canadian Meat Council](#)

[Canadian Public Works Association](#)

[Certified General Accountants Association of Canada](#)

[City of Edmonton](#)

[Colenutt, Brenda](#)

[Congress of Aboriginal Peoples](#)

[Council of Canadians with Disabilities](#)

[Cowell, Gary](#)

[Datta, Ranjan](#)

[Encana Corporation](#)

[Engineers Canada](#)

[Essential Skills Ontario](#)

[Fanshawe College](#)

[Forest Products Association of Canada](#)

[Fowler, Shirley](#)

[Imagine Canada](#)

[Inuit Tapiriit Kanatami](#)

[Kouri, Denise](#)

[Leonard, Deanna](#)

[Longstaff, Bill](#)

[McMaster University](#)

[Mining Association of Canada](#)

[Newman, Jeffrey](#)

[Northwest Territories Literacy Council](#)

[Ontario College of Art and Design](#)

[Port Metro Vancouver](#)

[Prashaw, Rick](#)

[Purvis, Russ](#)

[Railway Association of Canada](#)

[Redvers, Peter](#)

[Reid-Fraser, Robin](#)

[Saskatchewan Literacy Network](#)

[Spectra Energy](#)

[St. John's Board of Trade](#)

[Stasyszyn, Roxanne](#)

[Thompson Rivers University Students' Union](#)

[Towsley, Josh](#)

[University of British Columbia](#)

[University of Saskatchewan](#)

[Van Borek, Hanah](#)

[Vancouver Gear Works Ltd.](#)

[Vancouver Island University](#)

[Whiteside, David](#)

Agricultural Sector

[Canadian Cattlemen's Association](#)

[Canadian Meat Council](#)

[Canadian Renewable Fuels Association](#)

[Canola Council of Canada](#)

[CropLife Canada](#)

[Food Secure Canada](#)

[Grain Farmers of Ontario](#)

[Grain Growers of Canada](#)

[Hughes, Elaine](#)

[National Cattle Feeders' Association](#)

[Ontario Cattlemen's Association](#)

Artistic and Cultural Sector

Alford, Tina	Elliott, Don	Professional Association of Canadian Theatres
Alliance of Canadian Cinema, Television and Radio Artists	Fédération culturelle canadienne-française	Shanna, Sky
Armitage, Kathleen	Festivals and Major Events Canada	Singh, Robbie
Canadian Arts Coalition	Hung, Winnie	Smith, Kimberly
Canadian Conference of the Arts	Independent Media Arts Alliance	Soares, Donna
Canadian Crafts Federation	Jean, Alain	Turner, Frank
Cédilot, Catherine	Milchard, David	Writers Guild of Canada
Charette, Marc	Mouvement pour les arts et les lettres	Writers' Union of Canada
Cournoyer, Rachelle	O'Leary, Brigit	
Daniels, Peter	Ouellette, Michel	

Charitable/Not-for-profit Sector

Association of Fundraising Professionals	Festivals and Major Events Canada	Lutherans for Life Canada
Blumberg Segal LLP	Financial Executives International Canada	Reid, Alison
Canadian Museums Association	Frank, Shannon	Royal Canadian Marine Search and Rescue
Carleton University	Hallmont Foundation	Smilovic, Mikhail
Federation of Canadian Music Festivals	Hnatiuk, Jeff	
	Imagine Canada	

Children and Youth, including parenting, families and child care

Alarie, Nathalie	Boily, France	Canada Without Poverty
Association of Canadian Community Colleges	Bowen, Gary	Canadian Alliance of Student Associations
Atlantic Provinces Community College Consortium	Boys and Girls Clubs of Canada	Canadian Arts Coalition
Badiuk, Blaine	Brault, Olivier	Canadian Arts Presenting Association
Balfour and District Business and Historic Association	Brocker, Josie	Canadian Association of Research Libraries
Bartosinski, Elizabeth	Brooks, Brad	Canadian Bureau for International Education
Berkman, Marten	Callan, Sharon	Canadian Community Economic Development Network
BIOTECanada	Campaign 2000 End Child Poverty in Canada	
Blumberg Segal LLP	Campbell-Conlon, Kathlene	
	Canada Foundation for Innovation	

[Canadian Federation of Students \(Manitoba\)](#)

[Canadian Federation of University Women](#)

[Canadian Gas Association](#)

[Canadian Home Builders' Association](#)

[Canadian Labour Congress](#)

[Canadian Manufacturers and Exporters](#)

[Canadian Petroleum Products Institute](#)

[Canadian Propane Association](#)

[Canadian Public Works Association](#)

[Canadian Restaurant and Foodservices Association](#)

[Canadian Union of Public Employees](#)

[Certified General Accountants Association of Canada](#)

[Child Care Advocacy Association of Canada](#)

[Chong, Louie](#)

[Coleman, Curtis](#)

[Cournoyer, Rachelle](#)

[Cross, Michael](#)

[Denault, Sebastien](#)

[Dyck, Shannon](#)

[Essential Skills Ontario](#)

[Every Woman's Centre Association](#)

[Fair Pensions for All](#)

[Fanshawe College](#)

[Festivals and Major Events Canada](#)

[First Call: BC Child and Youth Advocacy Coalition](#)

[Fischer, Doug](#)

[Fortier, Nathalie](#)

[Fund the Child Coalition](#)

[Gontran Bolduc, Gontran](#)

[Goodman, Nicole](#)

[Graham, Hugh](#)

[Grant, Margo](#)

[Greetham, Sue](#)

[Gregson, Sharon](#)

[Greyell, Leslie](#)

[Hallmont Foundation](#)

[Hanna, Bruce](#)

[Hanratty, Pat](#)

[Harris, Gillian](#)

[Harrison, Mary](#)

[Hodgins, Laurel](#)

[Hoeschele, Tobias](#)

[Holmes, Krister](#)

[Hudon, Richard](#)

[Hughes, Elaine](#)

[Jean-Louis, Bonnie](#)

[Jones, Deborah](#)

[Khennache, Lylia](#)

[Kish, Andrew](#)

[Kouri, Denise](#)

[Lahey, Kathleen](#)

[Lemieux McClure, Annie-Sara](#)

[Looy, Heather](#)

[Lord, Stella](#)

[Lowe, Katy](#)

[MacKenzie, Tina](#)

[Mahoney, Tara](#)

[March of Dimes Canada](#)

[Massam, Katherine](#)

[McKenna, Janis](#)

[Milchard, David](#)

[Miles, Glenna](#)

[Millar Drysdale, Jillian](#)

[Morrison, Heather](#)

[National Airlines Council of Canada](#)

[O'Leary, Brigit](#)

[Ouellette, Michel](#)

[Partnership Group for Science and Engineering](#)

[Payne, Nick](#)

[Peterson, Kirsty](#)

[Polytechnics Canada](#)

[Redvers, Peter](#)

[Reid-Fraser, Robin](#)

[Rideau Institute](#)

[Rondeau Saint-Jean, Camille](#)

[Roy, René](#)

[Saint-Jean, Olivier](#)

[Sangster, Troy](#)

[Simpson, Pierre](#)

[Skene, Ron](#)

[Southwest Nova Biosphere Reserve Association](#)

[Spence, Madeline](#)

[Spencer-Hallée, Olivier](#)

[St. John's Board of Trade](#)

[Stalder, Kelly](#)

[Steers, Edward](#)

[St-Hilaire, Frédéric](#)

[Sustainable Development Technology Canada](#)

[Sutton, Tove](#)

[Symons, Maryellen](#)

[Tannous, Natalie](#)

[Tehrani, Sheri](#)

[The Local Community Food Centre](#)

[Toronto Board of Trade](#)

[Union of National Defence Employees](#)

[University of British Columbia](#)

[Urbanczyk, Suzanne](#)

[Van Borek, Hanah](#)

[Van de Veire, Cori](#)

[Vancouver Gear Works Ltd.](#)

[Wachiay Friendship Centre](#)

[Wagner, Susan](#)

[YWCA Canada](#)

[Zalinko, Lara](#)

Collaboration, Partnerships, Networks and Clusters

[Association of Atlantic Universities](#)

[Association of Universities and Colleges of Canada](#)

[Canadian National Institute for the Blind](#)

[Canadian Psychological Association](#)

[Council of Ontario Universities](#)

[Decoda Literacy Solutions](#)

[Genome Canada](#)

[Goodfellow, Randal](#)

[Goodman, Nicole](#)

[International Science Technology Partnerships Canada](#)

[McGill University](#)

[MITACS](#)

[Opera.ca](#)

[Port Metro Vancouver](#)

[Southlake Regional Health Centre](#)

[University of Saskatchewan](#)

Community and Communities, including regions, Francophone, language rights, rural, northern and remote

[ABC Life Literacy Canada](#)

[Association of Atlantic Universities](#)

[Association of Consulting Engineering Companies - Canada](#)

[Atlantic Policy Congress Of First Nations Chiefs Secretariat](#)

[Bertocchi, Tony](#)

[Bow Valley College](#)

[Braun, Raymond](#)

[Bray, Mike](#)

[Canadian Alliance on Mental Illness and Mental Health](#)

[Canadian Association of Oilwell Drilling Contractors](#)

[Canadian Community Economic Development Network](#)

[Canadian Co-operative Association](#)

[Canadian Energy Pipeline Association](#)

[Canadian Federation of Medical Students](#)

[Canadian Fertilizer Institute](#)

[Canadian Housing and Renewal Association](#)

[Canadian Museums Association](#)

[Canadian Renewable Fuels Association](#)

[Canadian Urban Transit Association](#)

[Cédilot, Catherine](#)

[City of Edmonton](#)

[City of Revelstoke](#)

[Datta, Ranjan](#)

[Doherty, Eric](#)

[Encana Corporation](#)

[Fédération culturelle canadienne-française](#)

[Fédération des communautés francophones et acadienne du Canada](#)

[Forest Products Association of Canada](#)

[Fowler, Shirley](#)

[Fraser, Kirsten](#)

[Global Compliance Research Project](#)

[Grain Farmers of Ontario](#)

[Green Budget Coalition](#)

[Greetham, Sue](#)

[Hudson, Carolyn](#)

[Hughes, Elaine](#)

[Hurstfield, Deanna](#)

[International Association of Fire Fighters](#)

[Jean-Louis, Bonnie](#)

[Jones, Deborah](#)

[Jones, Wendy](#)

[Kerton, Sarah](#)

[Kesler, Lindsay](#)

[Khare, Rajive](#)

[March of Dimes Canada](#)

[O'Hearn, Hubert](#)

[Ontario Cattlemen's Association](#)

[Reid, Alison](#)

[Reid-Fraser, Robin](#)

[Scholten, Stephanie](#)

[Smith, Kimberly](#)

[Southwest Nova Biosphere Reserve Association](#)

[Spectra Energy](#)

[St. John's Board of Trade](#)

[Sundog Electric](#)

[Swanson, Anders](#)

[Union of National Defence Employees](#)

[Webster, Linda](#)

[Yukon Art Society - Arts Underground](#)

Cooperative Sector

[Big Brothers Big Sisters of Canada](#)

[Canadian Co-operative Association](#)

[Conseil canadien de la coopération et de la mutualité](#)

Corporate Governance, Corporate Behaviour and Executive Compensation

[Payne, Nick](#)

Disabled and Disability Issues

[Atlantic Provinces Community College Consortium](#)

[Brocker, Josie](#)

[Canadian Association of Mutual Insurance Companies](#)

[Canadian Association of Petroleum Producers](#)

[Canadian Federation of Independent Business](#)

[Canadian National Institute for the Blind](#)

[Canadian Union of Public Employees](#)

[Council of Canadians with Disabilities](#)

[March of Dimes Canada](#)

[Multiple Sclerosis Society of Canada](#)

[Shaw, Joanne](#)

[St. John's Board of Trade](#)

[Wachiay Friendship Centre](#)

Economic Issues and the Economy, including uncertainty, development and market structures

[Berkman, Marten](#)

[Canadian Automobile Dealers Association](#)

[Canadian Energy Pipeline Association](#)

[Centre de réadaptation en dépendance Le Virage](#)

[Eckford, Michael](#)

[Gilani, Mahebab](#)

[Global Compliance Research Project](#)

[Pelletier, Genevieve](#)

[Redvers, Peter](#)

[Regroupement des jeunes chambres de commerce du Québec](#)

[Rondeau Saint-Jean, Camille](#)

[St-Louis, Yvon](#)

Education and Skills Training, including apprenticeships and mentoring

[ABC Life Literacy Canada](#)

[Aerospace Industries Association of Canada](#)

[Ainstey, Beatrice](#)

[April, Laura](#)

[Armitage, Kathleen](#)

[Askew, James](#)

[Association of Atlantic Universities](#)

[Association of Canadian Community Colleges](#)

[Association of Canadian Search, Employment and Staffing Services](#)

[Association of Fundraising Professionals](#)

[Association of Universities and Colleges of Canada](#)

[Athabasca University Graduate Students' Association](#)

[Atlantic Provinces Community College Consortium](#)

[Balfour and District Business and Historic Association](#)

[Barclay, Reid](#)

[Bartosinski, Elizabeth](#)

[Bayerl, Francis](#)

[Beck Buttedahl, Maria Jose](#)

[Beingessner, Naomi](#)

[Benjamin, Chris](#)

[Berkman, Marten](#)

[Bertocchi, Tony](#)

[Big Brothers Big Sisters of Canada](#)

[Bourgault, Danielle](#)

[Bow Valley College](#)

[Boys and Girls Clubs of Canada](#)

[Bradfield, Suellen](#)

[Brault, Olivier](#)

[Braun, Raymond](#)

[Bray, Mike](#)

[Brickwood, Jim](#)

[Brillon, Erin](#)

[Brinkman, Jason](#)

[Brockner, Josie](#)

[Brooks, Brad](#)

[Buchanan, Matthew](#)

[Budd, Jim](#)

[Building and Construction Trades Department, AFL-CIO](#)

[Burns, Tracy](#)

[Burwell, Patrick](#)

[Calhoun, Kristina](#)

[Callan, Sharon](#)

[Campaign 2000 End Child Poverty in Canada](#)

[Campbell-Conlon, Kathlene](#)

[Canada Foundation for Innovation](#)

[Canadian Alliance of Student Associations](#)

[Canadian Arts Coalition](#)

[Canadian Arts Presenting Association](#)

[Canadian Association for Graduate Studies](#)

[Canadian Association of Oilwell Drilling Contractors](#)

[Canadian Association of Petroleum Producers](#)

[Canadian Association of Physicists](#)

[Canadian Association of Research Libraries](#)

[Canadian Association of Student Financial Aid Administrators](#)

[Canadian Association of University Teachers](#)

[Canadian Bureau for International Education](#)

[Canadian Climate Forum](#)

[Canadian Conference of the Arts](#)

[Canadian Council of Chief Executives](#)

[Canadian Crafts Federation](#)

[Canadian Dental Hygienists Association](#)

[Canadian Electricity Association](#)

[Canadian Energy Pipeline Association](#)

[Canadian Federation for the Humanities and Social Sciences](#)

[Canadian Federation of Independent Business](#)

[Canadian Federation of Medical Students](#)

[Canadian Federation of Students](#)

[Canadian Federation of Students - National Graduate Caucus](#)

[Canadian Federation of Students \(Manitoba\)](#)

[Canadian Federation of Students \(Newfoundland and Labrador\)](#)

[Canadian Federation of Students \(Nova Scotia\)](#)

[Canadian Federation of Students \(Ontario\)](#)

[Canadian Fertilizer Institute](#)

[Canadian Foundation for Healthcare Improvement](#)

[Canadian Gas Association](#)

[Canadian Home Builders' Association](#)

[Canadian Institute of Chartered Accountants](#)

[Canadian Labour Congress](#)

[Canadian Manufacturers and Exporters](#)

[Canadian Meat Council](#)

[Canadian National Institute for the Blind](#)

[Canadian Natural Gas Vehicle Alliance](#)

[Canadian Petroleum Products Institute](#)

[Canadian Propane Association](#)

[Canadian Psychological Association](#)

[Canadian Public Works Association](#)

[Canadian Shipowners Association](#)

[Canadian Steel Producers Association](#)

[Canadian Union of Public Employees](#)

[Canadian Vehicle Manufacturers' Association](#)
[Carrière, Sonia](#)
[Cauley, Brian](#)
[Cement Association of Canada](#)
[Certified General Accountants Association of Canada](#)
[Certified Management Accountants of Canada](#)
[Chant, James](#)
[CHC Helicopter Corporation](#)
[Chemical Institute of Canada](#)
[Child Care Advocacy Association of Canada](#)
[Chislett, Paul](#)
[Chong, Louie](#)
[Citizens for Public Justice](#)
[City of Oshawa](#)
[Clifton, Sarrah](#)
[Coates, Chris](#)
[Coleman, Curtis](#)
[Colenutt, Brenda](#)
[Congress of Aboriginal Peoples](#)
[Cool, Jocelyn](#)
[Coon, Timothy](#)
[Cory, Ken](#)
[Council of Ontario Universities](#)
[Cournoyer, Rachele](#)
[Couto, Erika](#)
[Cowell, Gary](#)
[Cross, Michael](#)
[Dahmé, Sherolyn](#)
[Dame, Elizabeth](#)
[Damiao, Anthony](#)
[Danahy, Helen](#)
[Daneke, Darryl](#)

[Davis, Anne](#)
[Decoda Literacy Solutions](#)
[Demontigny, Louise](#)
[Dendoff, Cheryl](#)
[Désautels, Dulciane](#)
[Desjardins Group](#)
[Desrosiers-Plaisance, Hugo](#)
[Dubeau, Michel](#)
[Ducks Unlimited Canada](#)
[Dueck, Michelle](#)
[Dumbrill, Rebecca](#)
[Dyck, Shannon](#)
[Eamer, Claire](#)
[Economic Development Winnipeg Inc.](#)
[Edwards, Doug](#)
[Elliott, Eric](#)
[Engineers Canada](#)
[England Ross, Katarina](#)
[Essential Skills Ontario](#)
[Every Woman's Centre Association](#)
[Fanshawe College](#)
[Federation of Canadian Music Festivals](#)
[Festivals and Major Events Canada](#)
[Figuroa, Carmen](#)
[First Call: BC Child and Youth Advocacy Coalition](#)
[Food and Consumer Products of Canada](#)
[Forest Products Association of Canada](#)
[Forget, Marie-Josée](#)
[Forseth, Paul](#)
[Fortna, Peter](#)
[Fowler, Shirley](#)

[Fralin, Sara](#)
[Fraser, Kirsten](#)
[Frontier College](#)
[Fugazza, Léo](#)
[Fund the Child Coalition](#)
[Funeral Service Association of Canada](#)
[Glenergy Inc.](#)
[Goel, Ritika](#)
[Goodman, Nicole](#)
[Gordyn, Nikita](#)
[Grant, Carmen](#)
[Grant, Margo](#)
[Greater Kitchener Waterloo Chamber of Commerce](#)
[Green Budget Coalition](#)
[Greetham, Sue](#)
[Greyell, Leslie](#)
[Grondin, Jordan](#)
[Guico, Stéphanie](#)
[Guy, Duane](#)
[Hanna, Bruce](#)
[Hanratty, Pat](#)
[Harris, Gillian](#)
[Harrison, Mary](#)
[Harroun, Thad](#)
[Henderson, Scott](#)
[Herold, Bob](#)
[Hnatiuk, Joseph](#)
[Hodgins, Laurel](#)
[Hodgson, Cory](#)
[Hoenle, Sandra](#)
[Holland, Erin](#)
[Holmes, Krister](#)
[Hooper, Kevin](#)

[Horkoff, Zachary](#)
[Howard, Chris](#)
[Hradowy, Pete](#)
[Hughes, Elaine](#)
[Hurstfield, Deanna](#)
[Hussain, Aasiya](#)
[International Association of Fire Fighters](#)
[Investment Industry Association of Canada](#)

[Jardine, Susan](#)
[Jones, Deborah](#)
[Jones, Sebastian](#)
[Juvenile Diabetes Research Foundation Canada](#)
[Keast, Brian](#)
[Kennedy, Max](#)
[Kerton, Sarah](#)
[Kesler, Lindsay](#)
[Khare, Rajive](#)
[Khennache, Lylia](#)
[Kirschenman, Andrew](#)
[Kish, Andrew](#)
[Klop, Edward](#)
[Klotz, Alex](#)
[Kollin, Russell](#)
[Kotyk, Phil](#)
[Kouri, Denise](#)
[Kuenzlen, Robert](#)
[Labelle, Teresa](#)
[Lafontaine, Andree](#)
[Lagimodiere, Darrin](#)
[Lahey, Kathleen](#)
[Lalonde, Rejean](#)
[Leclerc, Geneviève](#)

[Ledbetter, Richard](#)
[Lee, Richard](#)
[Lemieux McClure, Annie-Sara](#)
[Lemon, Sue](#)
[Leonard, Deanna](#)
[Lewis, David](#)
[Little, Brona](#)
[Looy, Heather](#)
[Lord, Stella](#)
[Lovell, Mary](#)
[Lowe, Katy](#)
[MacKenzie, Tina](#)
[MacLean, Jaime](#)
[MacLeod, Margaret](#)
[Magazines Canada](#)
[Maher, Janet](#)
[Mahoney, Tara](#)
[March of Dimes Canada](#)
[Marchildon, Louis](#)
[Martel, Sylvain](#)
[McDonnell, Erin](#)
[McGill University](#)
[McGlenn, Stephen](#)
[McKenna, Janis](#)
[Mclaughlin, Murray](#)
[McMaster University](#)
[McMullen, Carole](#)
[Medical Reform Group](#)
[Mendes, Errol](#)
[Merit Canada](#)
[Metcalf, Isabel](#)
[Miles, Glenna](#)
[Millar Drysdale, Jillian](#)
[Mining Association of Canada](#)

[MITACS](#)
[Moen, Sue](#)
[Moon, Harry](#)
[Morrison, Heather](#)
[Moylan, Kate](#)
[Mueller, Richard](#)
[Mullally, Conor](#)
[Myren, Eric](#)
[National Airlines Council of Canada](#)

[National Association of Career Colleges](#)

[National Cattle Feeders' Association](#)
[Neumann, Lila](#)
[Newman, Maddi](#)
[Nicholls, Rebecca](#)

[Northwest Territories Literacy Council](#)

[O'Hearn, Hubert](#)
[O'Leary, Brigit](#)
[Olmstead, Amanda](#)
[Olynyk, Oliver](#)
[Opera.ca](#)
[Orchestras Canada](#)
[Osborne, Judy](#)
[Ottosen, David](#)
[Paradis, Claire](#)
[Partnership Group for Science and Engineering](#)
[Patterson, Debbie](#)
[Payne, Nick](#)
[Peacock, Lorie](#)
[Pelletier, Genevieve](#)
[Peterson, Kirsty](#)

[Petroleum Services Association of Canada](#)

[Phillips, Shane](#)
[Plourde, Jocelyn](#)
[Polytechnics Canada](#)
[Potter, James](#)
[Prashaw, Rick](#)
[Prazmowski, Richard](#)
[Presby, Melanie](#)
[Professional Association of Canadian Theatres](#)
[Prospectors and Developers Association of Canada](#)
[Public Service Alliance of Canada](#)
[Quality Urban Energy Systems of Tomorrow](#)
[Quebec Employers' Council](#)
[Quinn, Iris](#)
[Railway Association of Canada](#)
[Rainville, Simon](#)
[Ramage, Dianne](#)
[Ramsey, Tracey](#)
[Rankin, Susan](#)
[Redvers, Peter](#)
[Rehse, Steven](#)
[Reid, Alison](#)
[Reid-Fraser, Robin](#)
[Research Canada: An Alliance for Health Discovery](#)
[Rhein, Werner](#)
[Rideau Institute](#)
[Roberson, Trisha](#)
[Robillard, Roxanne](#)
[Rogers, Lynn](#)
[Roselle, Jeremie](#)
[Ross, Andrew](#)
[Roy, René](#)
[Roy, Sébastien](#)

[Sadlemyer, Jim](#)
[Sangster, Troy](#)
[Sarnia Lambton Chamber of Commerce](#)
[Schenk, Terry](#)
[Schonberg, Lance](#)
[Semple, Mark](#)
[Serda, Victoria](#)
[Shaw, Joanne](#)
[Simard, Suzanne](#)
[Simpson, Pierre](#)
[Size, Carol Sandra](#)
[Skene, Ron](#)
[Sly, Lillian](#)
[Smilovic, Mikhail](#)
[Smith, Alec](#)
[Smith, Daryl](#)
[Société de transport de Montréal](#)
[Southlake Regional Health Centre](#)
[Southwest Nova Biosphere Reserve Association](#)
[Spectra Energy](#)
[Spence, Madeline](#)
[Stahel, Cheryl Ann](#)
[Stahel, Cheryl Ann](#)
[Stalder, Kelly](#)
[Stephens-Anderson, Rhonda](#)
[St-Hilaire, Djanice](#)
[Stone, Wayne](#)
[Sundog Electric](#)
[Sutton, Justin](#)
[Sutton, Tove](#)
[Symons, Maryellen](#)
[Synchyshyn, Dallas](#)
[Talbot, Audrey](#)

[Taylor, Chris](#)
[Taylor, Kenneth](#)
[Tehrani, Sheri](#)
[The Local Community Food Centre](#)
[Thomson, Taryn](#)
[Thorsteinson, Janet](#)
[Timmons, Zachary](#)
[Torbert, Jeffrey](#)
[Toronto Board of Trade](#)
[Towsley, Josh](#)
[Tyssen, Richard](#)
[Union of National Defence Employees](#)
[University of Alberta](#)
[University of British Columbia](#)
[University of Saskatchewan](#)
[University of Toronto](#)
[UTEX Scientific Instruments Inc.](#)
[Van Borek, Hanah](#)
[Van de Veire, Cori](#)
[Vancouver Gear Works Ltd.](#)
[Vancouver Island University](#)
[Velarde, Eleanor](#)
[Wachiay Friendship Centre](#)
[Wagner, Susan](#)
[Weniger, Ian](#)
[Williams, Ron](#)
[Witteman, Cassandra](#)
[Writers Guild of Canada](#)
[Yanchula, Marlene](#)
[YWCA Canada](#)
[Zalinko, Lara](#)
[Zubalik, Steven](#)

Employment, Unemployment and Job Creation, including employers, part-time work, labour markets, labour market information and labour mobility

[Association of Canadian Search, Employment and Staffing Services](#)

[Association of Universities and Colleges of Canada](#)

[Athabasca University Graduate Students' Association](#)

[Automotive Industries Association of Canada](#)

[Badiuk, Blaine](#)

[Beck Buttedahl, Maria Jose](#)

[Berkman, Marten](#)

[Boily, France](#)

[Boys and Girls Clubs of Canada](#)

[Bradfield, Suellen](#)

[Brillon, Erin](#)

[Bryanton, Shane](#)

[Burns, Tracy](#)

[Callan, Sharon](#)

[Campaign 2000 End Child Poverty in Canada](#)

[Canadian Arts Presenting Association](#)

[Canadian Association of Mutual Insurance Companies](#)

[Canadian Association of Occupational Therapists](#)

[Canadian Association of Oilwell Drilling Contractors](#)

[Canadian Association of Research Libraries](#)

[Canadian Association of Student Financial Aid Administrators](#)

[Canadian Association of University Teachers](#)

[Canadian Community Economic Development Network](#)

[Canadian Construction Association](#)

[Canadian Council of Chief Executives](#)

[Canadian Federation of Independent Business](#)

[Canadian Federation of University Women](#)

[Canadian Foundation for Healthcare Improvement](#)

[Canadian Gas Association](#)

[Canadian Home Builders' Association](#)

[Canadian Institute of Chartered Accountants](#)

[Canadian Labour Congress](#)

[Canadian Literacy and Learning Network](#)

[Canadian Manufacturers and Exporters](#)

[Canadian Meat Council](#)

[Canadian Petroleum Products Institute](#)

[Canadian Propane Association](#)

[Canadian Steel Producers Association](#)

[Canadian Union of Public Employees](#)

[Cédilot, Catherine](#)

[Congress of Aboriginal Peoples](#)

[Council of Canadians with Disabilities](#)

[Cross, Michael](#)

[Dame, Elizabeth](#)

[Danek, Darryl](#)

[Datta, Ranjan](#)

[Essential Skills Ontario](#)

[Everitt, Angelique](#)

[Every Woman's Centre Association](#)

[Fair Pensions for All](#)

[Festivals and Major Events Canada](#)

[Figuroa, Carmen](#)

[Financial Executives International Canada](#)

[Forest Products Association of Canada](#)

[Fund the Child Coalition](#)

[Global Compliance Research Project](#)

[Grondin, Jordan](#)

[Hamel, Jean-François](#)

[Hoenle, Sandra](#)

[Information Technology Association of Canada](#)

[Investment Industry Association of Canada](#)

[Jean-Louis, Bonnie](#)

[Keast, Brian](#)

[Kollin, Russell](#)

[Labelle, Teresa](#)

[Lahey, Kathleen](#)

[Laidley, Jennefer](#)

[L'Heureux, Marie-Claude](#)

[Mahoney, Tara](#)

[March of Dimes Canada](#)

[Martel, Sylvain](#)

[McCullough, Don](#)

[McGlenn, Stephen](#)

[Miles, Glenna](#)

[Millar Drysdale, Jillian](#)

[Mining Association of Canada](#)

[Minion, Dallas](#)

[Mowbray, Jan](#)

[Moylan, Kate](#)

[Mroz, Daniel](#)

[Multiple Sclerosis Society of Canada](#)

[Namink, Bill](#)

[National Airlines Council of Canada](#)

[National Association of Federal Retirees](#)

[Neumann, Lila](#)

Peterson, Kirsty	Simard, Suzanne	University of Saskatchewan
Plourde, Jocelyn	Société de transport de Montréal	Urbanczyk, Suzanne
Polytechnics Canada	Southwest Nova Biosphere Reserve Association	Vancouver Gear Works Ltd.
Quebec Employers' Council	Squamish Off-Road Cycling Association	Vera-De Windows Inc.
Railway Association of Canada	Steers, Edward	Wachiay Friendship Centre
Redvers, Peter	The Local Community Food Centre	Wagner, Neil
Reid, Alison	Timmons, Zachary	Wagner, Susan
Rental Owners and Managers Society of British Columbia	Toronto Board of Trade	Yukon Art Society - Arts Underground
Saskatchewan Literacy Network	Tourism Calgary	
Shell Canada Limited	Turchynsky, Dave	

Environment and Energy, including climate change, “green” measures, various types of energy and Dutch disease

BIOTECanada	Charette, Marc	Prospectors and Developers Association of Canada
Bray, Mike	Cross, Sharon	Quality Urban Energy Systems of Tomorrow
Brockner, Josie	Ducks Unlimited Canada	Rankin, Susan
Canadian Arts Presenting Association	Gibson, Margaret	Roy, Sébastien
Canadian Association of Petroleum Producers	Global Compliance Research Project	Shell Canada Limited
Canadian Electricity Association	Green Budget Coalition	Simpson, Grant
Canadian Energy Pipeline Association	Holmes, Krister	Spectra Energy
Canadian Federation of Students (Newfoundland and Labrador)	Jones, Wendy	Sustainable Development Technology Canada
Canadian Gas Association	MacDonald, Jackie	Tiedeman, Conrad
Canadian Natural Gas Vehicle Alliance	Moylan, Kate	Tyssen, Richard
Canadian Petroleum Products Institute	Mroz, Daniel	
Canadian Renewable Fuels Association	Mueller, Richard	
Cédilot, Catherine	O'Leary, Brigit	
	Pace Law Firm	
	Petroleum Services Association of Canada	

Exchange Rate, Currency and the Cost of Living

Canadian Foundation for Healthcare Improvement	Park, Robert
Canadian Restaurant and Foodservices Association	Roy, Sébastien
	Vancouver Gear Works Ltd.

Federal Government, Federal Public Service, Federal Budget and Parliament, including salaries and pensions

Boily, France	Fowler, Shirley	Public Service Alliance of Canada
Canadian Federation of Students (Ontario)	Fund the Child Coalition	Redvers, Peter
Canadian Literacy and Learning Network	Hanratty, Pat	Regroupement des jeunes chambres de commerce du Québec
Canadian Restaurant and Foodservices Association	Hoenle, Sandra	Robillard, Roxanne
Canola Council of Canada	Holmes, Krister	Roch, Camille
Certified General Accountants Association of Canada	Information Technology Association of Canada	Romero, Lawrence
Chant, James	Kliner, Alex	Saskatchewan Literacy Network
Chanyi, Jason	Lalonde, Rejean	Savard, Michel
CHC Helicopter Corporation	Leon, Linda	Smith, Alec
Conroy, Jack	Majiski, Joyce	Sutton, Justin
Cournoyer, Rachelle	Merit Canada	Vigneux, Jacqueline
Dauphinais, Laurence	Morgenstern, Mark	Walbourne, Rick
Encana Corporation	Moylan, Kate	Writers' Union of Canada
	Mroz, Daniel	

Federal/Provincial-Territorial/Municipal Relationships and Transfers, including for social assistance

Boys and Girls Clubs of Canada	Encana Corporation	Simard, Suzanne
Canadian Energy Pipeline Association	Essential Skills Ontario	Sly, Lillian
Canadian Federation for the Humanities and Social Sciences	Fugazza, Léo	Smith, Alec
Colenutt, Brenda	McCullough, Don	Stephens-Anderson, Rhonda
Council of Canadians with Disabilities	Namink, Bill	Thomson, Taryn
Damiao, Anthony	Olmstead, Amanda	Walbourne, Rick
Danek, Darryl	Pfizer Canada Inc.	Weniger, Ian
Dumbrill, Rebecca	Reid, Alison	
	Sandbox Project	

Financial Issues, including foreign accounts, service providers, financial education, payment systems, household saving and debt, access to credit and financial products

Canadian Arts Presenting Association	Canadian Independent Petroleum Marketers Association	Chanyi, Jason
Canadian Bankers Association	Canadian Institute of Chartered Accountants	CropLife Canada
		Dendoff, Cheryl

[Fund the Child Coalition](#)

[Holmes, Krister](#)

[Kollin, Russell](#)

[National Cattle Feeders'](#)

[Association](#)

[O'Hearn, Hubert](#)

[Roselle, Jeremie](#)

[Smith, Alec](#)

[Yanchula, Marlene](#)

Fisheries Sector

[Association of Seafood Producers](#)

[Ducks Unlimited Canada](#)

Food, including affordability, adequacy, safety and security

[Davis, Mary](#)

[Every Woman's Centre Association](#)

[Food and Consumer Products of
Canada](#)

[Goodman, Nicole](#)

[Newman, Maddi](#)

[Oommen, Frances](#)

[Rankin, Susan](#)

[Reid-Fraser, Robin](#)

[The Local Community Food Centre](#)

Health

[Arthritis Alliance of Canada](#)

[Association of Atlantic Universities](#)

[Association of Canadian Academic
Healthcare Organizations](#)

[Association of Faculties of Medicine
of Canada](#)

[Association of Universities and
Colleges of Canada](#)

[Atlantic Policy Congress Of First
Nations Chiefs Secretariat](#)

[Barletta, Francesco](#)

[Beingessner, Naomi](#)

[Bowen, Gary](#)

[Boys and Girls Clubs of Canada](#)

[Bray, Mike](#)

[Brinkman, Jason](#)

[Burwell, Patrick](#)

[Butler, Cameron](#)

[Calhoun, Kristina](#)

[Canada Foundation for Innovation](#)

[Canada's Research-Based
Pharmaceutical Companies \(RxD\)](#)

[Canadian Alliance on Mental Illness
and Mental Health](#)

[Canadian Association of Research
Libraries](#)

[Canadian Coalition for Action on
Tobacco](#)

[Canadian Dental Hygienists
Association](#)

[Canadian Diabetes Association](#)

[Canadian Doctors for Medicare](#)

[Canadian Federation for the
Humanities and Social Sciences](#)

[Canadian Federation of Medical
Students](#)

[Canadian Federation of Nurses
Unions](#)

[Canadian Federation of University
Women](#)

[Canadian Foundation for
Healthcare Improvement](#)

[Canadian Health Food Association](#)

[Canadian Healthcare Association](#)

[Canadian Institute for Military and
Veteran Health Research](#)

[Canadian Life and Health Insurance
Association Inc.](#)

[Canadian Medical Association](#)

[Canadian National Institute for the
Blind](#)

[Canadian Nurses Association](#)

[Canadian Psychiatric Association](#)

[Canadian Psychological Association](#)

[Canadian Society for Medical
Laboratory Science](#)

[Canola Council of Canada](#)

[Carroll, Adam](#)

[Carson, Isabel](#)

[Chant, James](#)

[Chenier, Nicole](#)

[Chislett, Paul](#)

[City of Revelstoke](#)

[Clark, Paul](#)

[Clifton, Sarrah](#)

[Coates, Chris](#)

[Coleman, Curtis](#)

[Community Living Essex County](#)

[Coon, Timothy](#)
[Co-operative Housing Federation of Canada](#)
[Cory, Ken](#)
[Cournoyer, Rachelle](#)
[Couto, Erika](#)
[Cross, Sharon](#)
[Dame, Elizabeth](#)
[Danek, Darryl](#)
[Davis, Mary](#)
[Dendoff, Cheryl](#)
[Diadick Casselman, Karen](#)
[Dumbrill, Rebecca](#)
[Dyck, Shannon](#)
[Dykman, Kate](#)
[Eliot, Loni](#)
[Elliott, Eric](#)
[England Ross, Katarina](#)
[Figueroa, Carmen](#)
[Financial Executives International Canada](#)
[Food and Consumer Products of Canada](#)
[Forget, Marie-Josée](#)
[Fralin, Sara](#)
[Frank, Shannon](#)
[Fund the Child Coalition](#)
[Genome Canada](#)
[Gibson, Margaret](#)
[Goel, Ritika](#)
[Goodfellow, Michelle Lynne](#)
[Goodman, Nicole](#)
[Gordyn, Nikita](#)
[Grames, Panos](#)
[Grant, Margo](#)
[Green Budget Coalition](#)

[Greetham, Sue](#)
[Gregson, Sharon](#)
[Guy, Duane](#)
[Harris, Gillian](#)
[Harrison, Mary](#)
[Hnatiuk, Jeff](#)
[Hoenle, Sandra](#)
[Holland, Erin](#)
[Holmes, Krister](#)
[Hooper, Kevin](#)
[Howard, Chris](#)
[Hurstfield, Deanna](#)
[Hussain, Aasiya](#)
[International Association of Fire Fighters](#)
[International Science Technology Partnerships Canada](#)
[Johnson & Johnson Inc.](#)
[Jones, Deborah](#)
[Jones, Sebastian](#)
[Juvenile Diabetes Research Foundation Canada](#)
[Kalisiak, Caterina](#)
[Karl, Gabriel](#)
[Kennedy, Max](#)
[Kerton, Sarah](#)
[Khennache, Lylia](#)
[Killam Chua, Kyly Audry](#)
[Klop, Edward](#)
[Kotyk, Phil](#)
[Kouri, Denise](#)
[Kraus, Danielle](#)
[Lafontaine, Andrée](#)
[Laidley, Jennefer](#)
[Lathwell, Peggy](#)
[Laurin, Wanda](#)

[Lemieux McClure, Annie-Sara](#)
[Lemon, Sue](#)
[Leon, Linda](#)
[Levsen, Grace](#)
[Lewis, David](#)
[Looy, Heather](#)
[Lord, Stella](#)
[Majiski, Joyce](#)
[March of Dimes Canada](#)
[Massam, Katherine](#)
[Mastocytosis Society Canada](#)
[Maxwell, Emerson](#)
[McColl, John](#)
[McDonald, Jen](#)
[McFarlane, Arlin](#)
[McNeil Consumer Healthcare](#)
[Merck Canada Inc.](#)
[Metcalf, Isabel](#)
[Milchard, David](#)
[Moleski, Cindy](#)
[Mood Disorders Society of Canada](#)
[Morgan, Shauna](#)
[Morrison, Heather](#)
[Mroz, Daniel](#)
[Myren, Eric](#)
[National Association of Federal Retirees](#)
[Neumann, Lila](#)
[Newman, Maddi](#)
[Novartis Pharmaceuticals Canada Inc.](#)
[O'Leary, Brigit](#)
[Olmstead, Amanda](#)
[Oommen, Frances](#)
[Oosterman-Nicholson, Elizabeth](#)
[Osborne, Judy](#)

[Pace Law Firm](#)

[Paine, Harry](#)

[Parent, Echo](#)

[Park, Robert](#)

[Perrier, André](#)

[Pfizer Canada Inc.](#)

[Professional Institute of the Public Service of Canada](#)

[Quality Urban Energy Systems of Tomorrow](#)

[Quebecor Media Inc.](#)

[Ramage, Dianne](#)

[Ranger, Johanne](#)

[Rankin, Susan](#)

[Reid, Alison](#)

[Reid-Fraser, Robin](#)

[Rental Owners and Managers Society of British Columbia](#)

[Research Canada: An Alliance for Health Discovery](#)

[Saint-Jean, Olivier](#)

[Sandbox Project](#)

[Schonberg, Lance](#)

[Shell Canada Limited](#)

[Simon Fraser University, Departments of Geography and Biomedical Physiology and Kinesiology](#)

[Size, Carol Sandra](#)

[Skene, Ron](#)

[Sly, Lillian](#)

[Southlake Regional Health Centre](#)

[Sport Matters Group](#)

[Squamish Off-Road Cycling Association](#)

[St. Boniface Hospital Research](#)

[Stephen, Susan Lee](#)

[St-Hilaire, Djanice](#)

[Swanson, Anders](#)

[Talbot, Annelise](#)

[The Local Community Food Centre](#)

[Théâtre des Turcs Gobeurs d'Opium](#)

[Thomson, Taryn](#)

[Torbert, Jeffrey](#)

[Toupin, Roger](#)

[Tracy, Keegan](#)

[University of Alberta](#)

[Urbanczyk, Suzanne](#)

[Velarde, Eleanor](#)

[Vigneux, Jacqueline](#)

[Wagner, Susan](#)

[White, Erinn](#)

[Wound Care Alliance Canada](#)

[Yanchula, Marlene](#)

[YWCA Canada](#)

[Zalinko, Lara](#)

Homelessness and Housing, including rental

[Boughen, Ray M.P.](#)

[Bradfield, Suellen](#)

[Campaign 2000 End Child Poverty in Canada](#)

[Canada Without Poverty](#)

[Canadian Federation of Apartment Associations](#)

[Canadian Home Builders' Association](#)

[Canadian Housing and Renewal Association](#)

[Carson, Isabel](#)

[Clifton, Sarrah](#)

[Co-operative Housing Federation of Canada](#)

[Council of Canadians with Disabilities](#)

[Cross, Michael](#)

[Diadick Casselman, Karen](#)

[Dyck, Shannon](#)

[Edwards, Doug](#)

[Every Woman's Centre Association](#)

[Grant, Margo](#)

[Jones, Deborah](#)

[Jones, Wendy](#)

[Kamloops Homelessness Action Plan](#)

[Killam Chua, Kyly Audry](#)

[Levsen, Grace](#)

[Lord, Stella](#)

[March of Dimes Canada](#)

[Milchard, David](#)

[O'Leary, Brigit](#)

[Paine, Harry](#)

[Potter, James](#)

[Rental Owners and Managers Society of British Columbia](#)

[Simpson, Grant](#)

[Stangeland, Andrea](#)

[Wachiay Friendship Centre](#)

[Wellesley Institute](#)

Immigrants and Immigration, including visible minorities

[Alberta Chambers of Commerce](#)

[Askew, James](#)

[Association of Atlantic Universities](#)

[Association of Canadian
Community Colleges](#)

[Association of Canadian Search,
Employment and Staffing Services](#)

[Association of Universities and
Colleges of Canada](#)

[Atlantic Provinces Community
College Consortium](#)

[Baartman, Rick](#)

[Balfour and District Business and
Historic Association](#)

[Bartosinski, Elizabeth](#)

[Bayerl, Francis](#)

[Beauregard, Frédéric](#)

[Benjamin, Chris](#)

[Bernier, Francois](#)

[Boily, France](#)

[Bourgault, Danielle](#)

[Bow Valley College](#)

[Bowen, Gary](#)

[Brault, Olivier](#)

[Brickwood, Jim](#)

[Brown, Darcy](#)

[Buchanan, Matthew](#)

[Building and Construction Trades
Department, AFL-CIO](#)

[Butler, Cameron](#)

[Canada Without Poverty](#)

[Canadian Alliance of Student
Associations](#)

[Canadian Association for Graduate
Studies](#)

[Canadian Association of Oilwell
Drilling Contractors](#)

[Canadian Association of Petroleum
Producers](#)

[Canadian Association of Research
Libraries](#)

[Canadian Cattlemen's Association](#)

[Canadian Chamber of Commerce](#)

[Canadian Climate Forum](#)

[Canadian Conference of the Arts](#)

[Canadian Construction Association](#)

[Canadian Electricity Association](#)

[Canadian Energy Pipeline
Association](#)

[Canadian Federation for the
Humanities and Social Sciences](#)

[Canadian Federation of Apartment
Associations](#)

[Canadian Federation of
Independent Business](#)

[Canadian Gas Association](#)

[Canadian Home Builders'
Association](#)

[Canadian Labour Congress](#)

[Canadian Library Association](#)

[Canadian Manufacturers and
Exporters](#)

[Canadian Meat Council](#)

[Canadian Petroleum Products
Institute](#)

[Canadian Propane Association](#)

[Canadian Restaurant and
Foodservices Association](#)

[Canadian Steel Producers
Association](#)

[Canadian Union of Public
Employees](#)

[Canadian Urban Transit Association](#)

[Canadian Vehicle Manufacturers'
Association](#)

[Caron, Danielle](#)

[Carrigan, Andrew](#)

[Cement Association of Canada](#)

[Charette, Marc](#)

[Citizens for Public Justice](#)

[City of Edmonton](#)

[City of Oshawa](#)

[Clavier, Brian](#)

[ClevrU Corporation](#)

[Congress of Aboriginal Peoples](#)

[Cool, Jocelyn](#)

[Coon, Timothy](#)

[Council of Ontario Universities](#)

[Cournoyer, Rachele](#)

[CropLife Canada](#)

[Cross, Michael](#)

[Dahmé, Sherolyn](#)

[Dauphinais, Laurence](#)

[Davis, Anne](#)

[Deloitte Touche LLP](#)

[Denault, Sebastien](#)

[Désautels, Dulciane](#)

[Desjardins Group](#)

[Dorval, Justine](#)

[Ducks Unlimited Canada](#)

[Dyck, Shannon](#)

[Edwards, Doug](#)

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[Essential Skills Ontario](#)

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[Fischer, Doug](#)

[Fontaine, Linda](#)

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Canada](#)

[Forest Products Association of
Canada](#)

[Forseth, Paul](#)

[Fortier, Nathalie](#)

[Fralin, Sara](#)

[Frank, Shannon](#)
[Fraser, Kirsten](#)
[Frontier College](#)
[Goel, Ritika](#)
[Gontran Bolduc, Gontran](#)
[Gordyn, Nikita](#)
[Grames, Panos](#)
[Grant, Margo](#)
[Grethen, Julie](#)
[Greyell, Leslie](#)
[Guico, Stéphanie](#)
[Hallmont Foundation](#)
[Helfand, David](#)
[Herold, Bob](#)
[Imagine Canada](#)
[Independent Media Arts Alliance](#)
[Information Technology Association of Canada](#)
[Interagency Coalition on AIDS and Development](#)
[International Science Technology Partnerships Canada](#)
[Investment Industry Association of Canada](#)
[Jardine, Susan](#)
[Jones, Wendy](#)
[Karl, Gabriel](#)
[Keast, Brian](#)
[Khare, Rajive](#)
[Killam Chua, Kyly Audry](#)
[Laurin, Wanda](#)
[Leclerc, Dominique](#)
[Little, Brona](#)
[Little, Laura](#)
[Longpre, Kirk](#)
[Lord, Stella](#)
[Maher, Janet](#)

[Massam, Katherine](#)
[McCormick, Jill](#)
[McDonald, Jen](#)
[McDonnell, Erin](#)
[McGill University](#)
[McKay, Dawn](#)
[McMullen, Carole](#)
[Medical Reform Group](#)
[Ménard, Milva](#)
[Mendes, Errol](#)
[Merit Canada](#)
[Milchard, David](#)
[Mining Association of Canada](#)
[MITACS](#)
[Moen, Sue](#)
[National Association of Career Colleges](#)
[National Cattle Feeders' Association](#)
[Newman, Jeffrey](#)
[Olmstead, Amanda](#)
[Osborne, Judy](#)
[Ouellette, Michel](#)
[Pace Law Firm](#)
[Paradis, Claire](#)
[Partnership Group for Science and Engineering](#)
[Perel, Shloime](#)
[Petroleum Services Association of Canada](#)
[Pilon, Nathalie](#)
[Polytechnics Canada](#)
[Port Metro Vancouver](#)
[Quebec Employers' Council](#)
[Ramage, Dianne](#)
[Ranger, Johanne](#)
[Redvers, Peter](#)

[Reid, Alison](#)
[Reid-Fraser, Robin](#)
[Rental Owners and Managers Society of British Columbia](#)
[Research Canada: An Alliance for Health Discovery](#)
[Retail Council of Canada](#)
[Robillard, Roxanne](#)
[Rondeau Saint-Jean, Camille](#)
[Ross, Andrew](#)
[Roy, Sébastien](#)
[Sadlemyer, Jim](#)
[Sarnia Lambton Chamber of Commerce](#)
[Schenk, Terry](#)
[Scholten, Stephanie](#)
[Serda, Victoria](#)
[Shell Canada Limited](#)
[Sikkema, Arnold](#)
[Size, Carol Sandra](#)
[Sly, Lillian](#)
[Small Explorers and Producers Association of Canada](#)
[Smith, Daryl](#)
[Smyth, Tim](#)
[Spectra Energy](#)
[Spencer-Hallée, Olivier](#)
[St. John's Board of Trade](#)
[Stangeland, Andrea](#)
[Stasyszyn, Roxanne](#)
[St-Hilaire, Frédéric](#)
[Stone, Wayne](#)
[Sundog Electric](#)
[Sustainable Development Technology Canada](#)
[Sutton, Justin](#)
[Swanson, Anders](#)

[Taylor, Kenneth](#)

[Théâtre des Turcs Gobeurs
d'Opium](#)

[Thomas, Heather](#)

[Thorsteinson, Janet](#)

[Torbert, Jeffrey](#)

[Toronto Board of Trade](#)

[Tourism Calgary](#)

[Tourism Industry Association of the
Yukon](#)

[Tso, Yee Jee](#)

[Université de Montréal](#)

[University of Alberta](#)

[University of British Columbia](#)

[University of Saskatchewan](#)

[University of Toronto](#)

[Vancouver Gear Works Ltd.](#)

[Varughese, Sugith](#)

[Wagner, Susan](#)

[White, Erinn](#)

[Zalinko, Lara](#)

[Zubalik, Steven](#)

Infrastructure

[Aerospace Industries Association of
Canada](#)

[Association of Consulting
Engineering Companies - Canada](#)

[Burnstick, Brent](#)

[Canadian Arts Presenting
Association](#)

[Canadian Association of Physicists](#)

[Canadian Electricity Association](#)

[Canadian Federation for the
Humanities and Social Sciences](#)

[Canadian Medical Association](#)

[Canadian Public Works Association](#)

[Canadian Urban Transit Association](#)

[City of Revelstoke](#)

[Doherty, Eric](#)

[Gibson, Margaret](#)

[Grant, Margo](#)

[Greater Kitchener Waterloo
Chamber of Commerce](#)

[Harroun, Thad](#)

[Hodgson, Cory](#)

[International Association of Fire
Fighters](#)

[Lovell, Mary](#)

[Port Metro Vancouver](#)

[Quality Urban Energy Systems of
Tomorrow](#)

[Rainville, Simon](#)

[Rankin, Susan](#)

[Rehse, Steven](#)

[Research Canada: An Alliance for
Health Discovery](#)

[Roberson, Trisha](#)

[Roy, René](#)

[Scholten, Stephanie](#)

[Société de transport de Montréal](#)

[Swanson, Anders](#)

[The Local Community Food Centre](#)

[Tourism Industry Association of the
Yukon](#)

Manufacturing and Value-added Processing

[Automotive Industries Association of
Canada](#)

[Canadian Natural Gas Vehicle Alliance](#)

[Canadian Petroleum Products Institute](#)

[Canadian Steel Producers Association](#)

[Park, Robert](#)

Military and Public Safety/Security, including veterans, emergency services, prisons and illegal activities

[Boys and Girls Clubs of Canada](#)

[Canada Without Poverty](#)

[Canadian Institute for Military and
Veteran Health Research](#)

[Chant, James](#)

[CHC Helicopter Corporation](#)

[Everitt, Angelique](#)

[First Call: BC Child and Youth
Advocacy Coalition](#)

[Fund the Child Coalition](#)

[International Association of Fire
Fighters](#)

[McDonald, Jen](#)

[Monster Government Solutions](#)

[Potter, James](#)

[Railway Association of Canada](#)

[Royal Canadian Marine Search and
Rescue](#)

[Sangster, Troy](#)

[Simon Fraser University,
Departments of Geography and
Biomedical Physiology and
Kinesiology](#)

[Thorsteinson, Janet](#)

[Velarde, Eleanor](#)

Other, including global significance, population degrowth, population stabilization, discrimination, drug testing, intergenerational issues, respect, intergenerational fairness, wisdom and employment standards

[Canadian Alliance on Mental Illness
and Mental Health](#)

[Canadian Psychiatric Association](#)

[Cournoyer, Rachelle](#)

[Investment Industry Association of
Canada](#)

[Maloney, Michael](#)

[Mouvement pour les arts et les
lettres](#)

[National Association of Federal
Retirees](#)

[Regroupement des jeunes
chambres de commerce du Québec](#)

[Rowe, Brenda](#)

[Scholten, Stephanie](#)

[Sundog Electric](#)

[Taylor, Rob](#)

[Thibodeau, Nicolas](#)

[Woods, Jeri-Lynn](#)

Outsourcing

[Presby, Melanie](#)

[Stasyszyn, Roxanne](#)

[Procom Consultants Group Ltd.](#)

Poverty and Inequality, including minimum “living” wages, the poor, the working poor and the middle-class

[Beauregard, Frédéric](#)

[Canada Without Poverty](#)

[Canadian Association of Retired
Persons](#)

[Canadian Association of Social
Workers](#)

[Canadian Federation of University
Women](#)

[Carroll, Adam](#)

[Chant, James](#)

[Citizens for Public Justice](#)

[Council of Canadians with
Disabilities](#)

[Hodgins, Laurel](#)

[Hughes, Elaine](#)

[Investment Funds Institute of
Canada](#)

[Jones, Deborah](#)

[Kalisiak, Caterina](#)

[Lahey, Kathleen](#)

[Little, Laura](#)

[Massam, Katherine](#)

[McGlenn, Stephen](#)

[Olmstead, Amanda](#)

[Paine, Harry](#)

[Professional Institute of the Public
Service of Canada](#)

[Public Service Alliance of Canada](#)

[Sangster, Troy](#)

[Stangeland, Andrea](#)

[The Local Community Food Centre](#)

[University of Saskatchewan](#)

Regulation, including harmonization, minimization/elimination and securities

[Canadian Energy Pipeline
Association](#)

[Canadian Public Works Association](#)

[Cement Association of Canada](#)

[Food and Consumer Products of
Canada](#)

[Johnson & Johnson Inc.](#)

[Pfizer Canada Inc.](#)

[Retail Council of Canada](#)

Research, Development, Innovation and Commercialization, including the Scientific Research and Experimental Development investment tax credit, digital and knowledge strategies/economies, intellectual property and federal granting councils

[Aerospace Industries Association of Canada](#)

[Association of Atlantic Universities](#)

[Association of Canadian Academic Healthcare Organizations](#)

[Association of Universities and Colleges of Canada](#)

[Beauregard, Frédéric](#)

[BIOTECanada](#)

[Canada Foundation for Innovation](#)

[Canada's Research-Based Pharmaceutical Companies \(RxD\)](#)

[Canadian Arts Coalition](#)

[Canadian Arts Presenting Association](#)

[Canadian Association for Graduate Studies](#)

[Canadian Association of Physicists](#)

[Canadian Climate Forum](#)

[Canadian Federation for the Humanities and Social Sciences](#)

[Canadian Foundation for Healthcare Improvement](#)

[Canadian Institute for Military and Veteran Health Research](#)

[Canadian National Institute for the Blind](#)

[Canadian Petroleum Products Institute](#)

[Canadian Psychological Association](#)

[Canola Council of Canada](#)

[Chemical Institute of Canada](#)

[City of Edmonton](#)

[Coalition for Canadian Astronomy](#)

[Council of Ontario Universities](#)

[Decoda Literacy Solutions](#)

[Deloitte Touche LLP](#)

[Écotech Québec](#)

[Fortna, Peter](#)

[Genome Canada](#)

[Global Compliance Research Project](#)

[Goodfellow, Randal](#)

[Grain Farmers of Ontario](#)

[Grain Growers of Canada](#)

[Harroun, Thad](#)

[Hodgson, Cory](#)

[Hudson, Julian](#)

[Information Technology Association of Canada](#)

[International Science Technology Partnerships Canada](#)

[Juvenile Diabetes Research Foundation Canada](#)

[Kerton, Sarah](#)

[Leon, Linda](#)

[Lewis, David](#)

[March of Dimes Canada](#)

[Marchildon, Louis](#)

[McGill University](#)

[McKenna, Janis](#)

[McMaster University](#)

[McMullen, Carole](#)

[MITACS](#)

[Mueller, Richard](#)

[Oosterman-Nicholson, Elizabeth](#)

[Opera.ca](#)

[Orchestras Canada](#)

[Partnership Group for Science and Engineering](#)

[Petroleum Services Association of Canada](#)

[Professional Association of Canadian Theatres](#)

[Rainville, Simon](#)

[Rehse, Steven](#)

[Research Canada: An Alliance for Health Discovery](#)

[Retail Council of Canada](#)

[Roberson, Trisha](#)

[Ross, Andrew](#)

[Roy, René](#)

[Shaw, Joanne](#)

[Smith, Alec](#)

[Southlake Regional Health Centre](#)

[St. Boniface Hospital Research](#)

[Sustainable Development Technology Canada](#)

[Sutton, Justin](#)

[Thorsteinson, Janet](#)

[Université de Montréal](#)

[University of Alberta](#)

[University of British Columbia](#)

Seniors, Retirement Age and Pensions

[Alberta Chambers of Commerce](#)

[Atlantic Provinces Community College Consortium](#)

[Badiuk, Blaine](#)

[Beauregard, Frédéric](#)

[Berkman, Marten](#)

[Brault, Olivier](#)

[Bray, Mike](#)

[Canada Without Poverty](#)

[Canadian Association of Mutual Insurance Companies](#)

[Canadian Association of Oilwell Drilling Contractors](#)

[Canadian Association of Research Libraries](#)

[Canadian Association of Retired Persons](#)

[Canadian Association of Social Workers](#)

[Canadian Bankers Association](#)

[Canadian Federation of Independent Business](#)

[Canadian Healthcare Association](#)

[Canadian Institute of Chartered Accountants](#)

[Canadian Meat Council](#)

[Canadian Medical Association](#)

[Canadian Union of Public Employees](#)

[Carson, Isabel](#)

[Centre de réadaptation en dépendance Le Virage](#)

[Certified General Accountants Association of Canada](#)

[Chant, James](#)

[Citizens for Public Justice](#)

[Clark, Paul](#)

[Co-operative Housing Federation of Canada](#)

[Council of Canadians with Disabilities](#)

[Cross, Michael](#)

[Deloitte Touche LLP](#)

[Desjardins Group](#)

[Dyck, Shannon](#)

[Elliott, Eric](#)

[Every Woman's Centre Association](#)

[Fair Pensions for All](#)

[Federation of Canadian Music Festivals](#)

[Financial Executives International Canada](#)

[Forseth, Paul](#)

[Funeral Service Association of Canada](#)

[Glenergy Inc.](#)

[Global Compliance Research Project](#)

[Hamel, Jean-François](#)

[Hanna, Bruce](#)

[Harris, Gillian](#)

[Hnatiuk, Jeff](#)

[Hnatiuk, Joseph](#)

[Hoeschele, Tobias](#)

[Holmes, Krister](#)

[Hooper, Kevin](#)

[Hradowy, Pete](#)

[Hussain, Aasiya](#)

[Investment Funds Institute of Canada](#)

[Investment Industry Association of Canada](#)

[Jones, Deborah](#)

[Jones, Sebastian](#)

[Kalisiak, Caterina](#)

[Killam Chua, Kyly Audry](#)

[Kirschenman, Andrew](#)

[Kouri, Denise](#)

[Kuenzlen, Robert](#)

[Lagimodiere, Darrin](#)

[Lahey, Kathleen](#)

[Lalonde, Rejean](#)

[Leon, Linda](#)

[Little, Laura](#)

[Lutherans for Life Canada](#)

[Majiski, Joyce](#)

[March of Dimes Canada](#)

[Mood Disorders Society of Canada](#)

[Morgan, Shauna](#)

[Moylan, Kate](#)

[Mroz, Daniel](#)

[Myers, David](#)

[Namink, Bill](#)

[Newman, Jeffrey](#)

[Nolan, Joseph](#)

[Paine, Harry](#)

[Paquette, Richard A.](#)

[Parent, Echo](#)

[Petroleum Services Association of Canada](#)

[Phillips, Shane](#)

[Polytechnics Canada](#)

[Portfolio Management Association of Canada](#)

[Professional Institute of the Public Service of Canada](#)

[Proto Manufacturing Ltd.](#)

[Public Service Alliance of Canada](#)

[Quebecor Media Inc.](#)

[Rajotte, Sébastien](#)

[Ramage, Dianne](#)

[Rhein, Werner](#)

[Roselle, Jeremie](#)

[Saint-Jean, Olivier](#)

[Sefton, James](#)

[Shaw, Joanne](#)

[Shell Canada Limited](#)

[Simard, Suzanne](#)

[Size, Carol Sandra](#)

[Slade, Jenna](#)

[Smith, Alec](#)

[Sparks Eggs](#)

[Stangeland, Andrea](#)

[Stasyszyn, Roxanne](#)

[Taylor, Chris](#)

[Taylor, Kenneth](#)

[Thomas, Heather](#)

[Toupin, Roger](#)

[Turchynsky, Dave](#)

[Tyssen, Richard](#)

[YWCA Canada](#)

[Zalinko, Lara](#)

Small and Medium-sized Enterprises

[Association of Professional
Computer Consultants](#)

[BIOTECanada](#)

[Canadian Arts Presenting
Association](#)

[Canadian Association of Retired
Persons](#)

[Canadian Automobile Dealers
Association](#)

[Canadian Bankers Association](#)

[Canadian Co-operative Association](#)

[Carbonneau, Maxime](#)

[Conseil canadien de la coopération
et de la mutualité](#)

[Dahmé, Sherolyn](#)

[Demontigny, Louise](#)

[Edwards, Doug](#)

[Glenergy Inc.](#)

[Labelle, Teresa](#)

[Opera.ca](#)

[Regroupement des jeunes
chambres de commerce du Québec](#)

[Serda, Victoria](#)

[Simpson, Pierre](#)

[Sustainable Development
Technology Canada](#)

[Vera-De Windows Inc.](#)

[Wachiay Friendship Centre](#)

Taxes, including corporate, personal, consumption, capital gains, shelters, capital cost allowance, income splitting, and fees and levies

[Alberta Chambers of Commerce](#)

[Association of Canadian Academic
Healthcare Organizations](#)

[Association of Professional
Computer Consultants](#)

[Boughen, Ray M.P.](#)

[Brillon, Erin](#)

[Brooks, Brad](#)

[Budd, Jim](#)

[Burnstick, Brent](#)

[Canadian Association of Oilwell
Drilling Contractors](#)

[Canadian Association of Research
Libraries](#)

[Canadian Automobile Dealers
Association](#)

[Canadian Coalition for Action on
Tobacco](#)

[Canadian Federation of Agriculture](#)

[Canadian Federation of Apartment
Associations](#)

[Canadian Federation of
Independent Business](#)

[Canadian Foundation for
Healthcare Improvement](#)

[Canadian Home Builders'
Association](#)

[Canadian Housing and Renewal
Association](#)

[Canadian Institute of Chartered
Accountants](#)

[Canadian Manufacturers and
Exporters](#)

[Canadian Medical Association](#)

[Canadian Nurses Association](#)

[Canadian Steel Producers
Association](#)

[Canadian Vehicle Manufacturers'
Association](#)

[Carbonneau, Maxime](#)

[Certified General Accountants
Association of Canada](#)

[Community Living Essex County](#)

[Conroy, Trevor](#)

[Council of Canadians with
Disabilities](#)

[Cournoyer, Rachelle](#)

[Deloitte Touche LLP](#)

[Denault, Sebastien](#)

[Diadick Casselman, Karen](#)

[Dueck, Michelle](#)

[Encana Corporation](#)

[Essential Skills Ontario](#)

[Everitt, Angelique](#)

[Every Woman's Centre Association](#)

[Federation of Canadian Music Festivals](#)

[Financial Executives International Canada](#)

[Food and Consumer Products of Canada](#)

[Gagné, Serge](#)

[Goodman, Nicole](#)

[Gregson, Sharon](#)

[Hanna, Bruce](#)

[Hayman, Terence](#)

[Herman, Suzanne](#)

[Hooper, Kevin](#)

[Hudon, Richard](#)

[Investment Funds Institute of Canada](#)

[Investment Industry Association of Canada](#)

[Johnson & Johnson Inc.](#)

[Kalisiak, Caterina](#)

[Kamloops Homelessness Action Plan](#)

[Kennedy, Max](#)

[Khare, Rajive](#)

[Killam Chua, Kyly Audry](#)

[Kollin, Russell](#)

[Kotyk, Phil](#)

[Leon, Linda](#)

[Looy, Heather](#)

[Lovell, Mary](#)

[Macerollo, Anthony](#)

[MacLean, Kathleen](#)

[Massam, Katherine](#)

[McDonald, Jen](#)

[McNeil Consumer Healthcare](#)

[Mining Association of Canada](#)

[Moleski, Cindy](#)

[Monro, Matreya](#)

[National Association of Computer Consulting Businesses Canada](#)

[National Association of Federal Retirees](#)

[Newman, Maddi](#)

[O'Leary, Brigit](#)

[Olmstead, Amanda](#)

[Ontario Cattlemen's Association](#)

[Petroleum Services Association of Canada](#)

[Pfizer Canada Inc.](#)

[Portfolio Management Association of Canada](#)

[Procom Consultants Group Ltd.](#)

[Rajotte, Sébastien](#)

[Reid, Alison](#)

[Rental Owners and Managers Society of British Columbia](#)

[Rogers, Lynn](#)

[Royal Canadian Marine Search and Rescue](#)

[Schenk, Terry](#)

[Shepherd, Ian](#)

[Stokes, Frank](#)

[Symons, Maryellen](#)

[Tax Executives Institute, Inc.](#)

[Taylor, Kenneth](#)

[Tiedeman, Conrad](#)

[Towsley, Josh](#)

[Vancouver Gear Works Ltd.](#)

[Vigneux, Jacqueline](#)

[Weckwerth, Brian](#)

[Yanchula, Marlene](#)

Tourism Sector

[City of Revelstoke](#)

[Festivals and Major Events Canada](#)

[Greater Victoria Visitor and Convention Bureau](#)

[Hospitality Newfoundland and Labrador](#)

[Nunavut Tourism](#)

[Tourism Burnaby](#)

[Tourism Calgary](#)

[Tourism Industry Association of Canada](#)

[Tourism Industry Association of the Yukon](#)

[Tourism Jasper](#)

[Tourism Vancouver](#)

Trade, Investment and Market Development, including supply chains, the shared border, and domestic and international trade and investment

[Association of Faculties of Medicine of Canada](#)

[Association of Seafood Producers](#)

[Beauregard, Frédéric](#)

[Canadian Renewable Fuels Association](#)

[Canola Council of Canada](#)

[Cement Association of Canada](#)

[CropLife Canada](#)

[Harrison, Mary](#)

[Léger, Richard](#)

[Mahoney, Tara](#)

[Retail Council of Canada](#)

[Rhein, Werner](#)

[Smyth, Tim](#)

[St. John's Board of Trade](#)

[Steers, Edward](#)

[Tiedeman, Conrad](#)

Transportation Sector, including rail, aviation and aerospace

[Canadian Shipowners Association](#)

[Canadian Urban Transit Association](#)

[City of Revelstoke](#)

[Doherty, Eric](#)

[Grant, Margo](#)

[International Association of Fire
Fighters](#)

[Railway Association of Canada](#)

[Rankin, Susan](#)

[Rideau Institute](#)

[Swanson, Anders](#)

Unions

[Global Compliance Research
Project](#)

[Léger, Richard](#)

[Zubalik, Steven](#)

Women

[Brocker, Josie](#)

[Canadian Association of Petroleum
Producers](#)

[Canadian Association of Social
Workers](#)

[Canadian Electricity Association](#)

[Canadian Federation of University
Women](#)

[Canadian Home Builders'
Association](#)

[Canadian Union of Public
Employees](#)

[Engineers Canada](#)

[Forest Products Association of
Canada](#)

[Lahey, Kathleen](#)

[YWCA Canada](#)

4. PRODUCTIVITY

With labour market challenges arising in part as a result of the aging of Canada's population and an ongoing focus on the actions needed for competitiveness, what specific federal initiatives are needed in order to increase productivity in Canada?

Aboriginal Peoples

[Assembly of First Nations](#)

[Association of Faculties of
Medicine of Canada](#)

[Atlantic Policy Congress Of First
Nations Chiefs Secretariat](#)

[Canadian Electricity Association](#)

[Canadian Labour Congress](#)

[Colenutt, Brenda](#)

[Congress of Aboriginal Peoples](#)

[Co-operative Housing Federation
of Canada](#)

[Cowell, Gary](#)

[Economic Development Winnipeg
Inc.](#)

[Green Budget Coalition](#)

[Hnatiuk, Jeff](#)

[Interagency Coalition on AIDS and
Development](#)

[Inuit Tapiriit Kanatami](#)

[Jones, Wendy](#)

[Kesler, Lindsay](#)

[O'Leary, Brigit](#)
[Partnership Group for Science
and Engineering](#)

[Prospectors and Developers
Association of Canada](#)
[Ramage, Dianne](#)

Agricultural Sector

[Canadian Cattlemen's Association](#)
[Canadian Council of Chief Executives](#)
[Canadian Federation of Agriculture](#)
[Canadian Meat Council](#)
[CropLife Canada](#)

[Edwards, Doug](#)
[Food Secure Canada](#)
[Grain Farmers of Ontario](#)
[Grain Growers of Canada](#)
[Keast, Brian](#)

[National Cattle Feeders' Association](#)
[Ontario Cattlemen's Association](#)
[Retail Council of Canada](#)
[Sparks Eggs](#)

Artistic and Cultural Sector

[Alford, Tina](#)
[Alliance of Canadian Cinema, Television
and Radio Artists](#)
[Association des producteurs de films et
de télévision du Québec](#)
[Association of Canadian Publishers](#)
[Bernier, Francois](#)
[Boily, France](#)
[Bowen, Gary](#)
[Canadian Arts Coalition](#)
[Canadian Arts Presenting Association](#)
[Canadian Conference of the Arts](#)
[Canadian Crafts Federation](#)
[Canadian Library Association](#)
[Canadian Museums Association](#)
[Carbonneau, Maxime](#)
[Cauley, Brian](#)
[Cédilot, Catherine](#)
[Cournoyer, Rachelle](#)
[Damiao, Anthony](#)

[Denault, Sebastien](#)
[Elliott, Don](#)
[Fédération culturelle canadienne-
française](#)
[Festivals and Major Events Canada](#)
[Forget, Marie-Josée](#)
[Grant, Carmen](#)
[Hayman, Terence](#)
[Hung, Winnie](#)
[Independent Media Arts Alliance](#)
[Jean, Alain](#)
[Jean-Louis, Bonnie](#)
[Léger, Richard](#)
[Looy, Heather](#)
[Majiski, Joyce](#)
[McColl, John](#)
[Ménard, Milva](#)
[Milchard, David](#)
[Mouvement pour les arts et les lettres](#)

[Ontario College of Art and Design](#)
[Opera.ca](#)
[Orchestras Canada](#)
[Ouellette, Michel](#)
[Patterson, Debbie](#)
[Professional Association of Canadian
Theatres](#)
[Rajotte, Sébastien](#)
[Scholten, Stephanie](#)
[Shanna, Sky](#)
[Smith, Kimberly](#)
[Soares, Donna](#)
[St-Hilaire, Frédéric](#)
[Strang, Hilary](#)
[Sutton, Justin](#)
[Writers' Union of Canada](#)

Charitable/Not-for-profit Sector

[Association of Fundraising
Professionals](#)
[Big Brothers Big Sisters of
Canada](#)

[Blumberg Segal LLP](#)
[Canadian Arts Presenting
Association](#)

[Canadian Museums Association](#)
[Federation of Canadian Music
Festivals](#)

[Frank, Shannon](#)

[Hallmont Foundation](#)

[Imagine Canada](#)

[Lutherans for Life Canada](#)

[Sport Matters Group](#)

[Vancouver Gear Works Ltd.](#)

[Zalinko, Lara](#)

Children and Youth, including parenting, families and child care

[Automotive Industries Association of Canada](#)

[Burwell, Patrick](#)

[Butler, Cameron](#)

[Canadian Federation of Nurses Unions](#)

[Canadian Federation of Students \(Manitoba\)](#)

[Cauley, Brian](#)

[Child Care Advocacy Association of Canada](#)

[Coleman, Curtis](#)

[Cournoyer, Rachelle](#)

[Couto, Erika](#)

[Eamer, Claire](#)

[Economic Development Winnipeg Inc.](#)

[Every Woman's Centre Association](#)

[First Call: BC Child and Youth Advocacy Coalition](#)

[Gregson, Sharon](#)

[Hodgins, Laurel](#)

[Hooper, Kevin](#)

[Horkoff, Zachary](#)

[Howard, Chris](#)

[Jardine, Susan](#)

[Jean, Alain](#)

[Kesler, Lindsay](#)

[Kollin, Russell](#)

[Kouri, Denise](#)

[Laurin, Wanda](#)

[Léger, Richard](#)

[Leon, Linda](#)

[Little, Laura](#)

[Lutherans for Life Canada](#)

[Maloney, Michael](#)

[McKenna, Janis](#)

[Millar Drysdale, Jillian](#)

[Monro, Matreya](#)

[Mood Disorders Society of Canada](#)

[Mullally, Conor](#)

[Namink, Bill](#)

[O'Leary, Brigit](#)

[Parent, Echo](#)

[Peacock, Lorie](#)

[Pelletier, Rémi](#)

[Quinn, Iris](#)

[Rankin, Susan](#)

[Regroupement des jeunes chambres de commerce du Québec](#)

[Reid-Fraser, Robin](#)

[Sandbox Project](#)

[Sefton, James](#)

[Simpson, Pierre](#)

[Skene, Ron](#)

[Sly, Lillian](#)

[Stahel, Cheryl Ann](#)

[St-Hilaire, Djanice](#)

[Stokes, Frank](#)

[Taylor, Chris](#)

[Thibodeau, Nicolas](#)

[Thompson Rivers University Students' Union](#)

[Urbanczyk, Suzanne](#)

[Van Borek, Hanah](#)

[Vigneux, Jacqueline](#)

[White, Erinn](#)

[YWCA Canada](#)

Collaboration, Partnerships, Networks and Clusters

[Association of Atlantic Universities](#)

[Association of Canadian Community Colleges](#)

[Association of Canadian Search, Employment and Staffing Services](#)

[Association of Universities and Colleges of Canada](#)

[Bow Valley College](#)

[Canadian Association of Physicists](#)

[Canadian Bureau for International Education](#)

[Canadian Climate Forum](#)

[Canadian Federation for the Humanities and Social Sciences](#)

[Canadian Fertilizer Institute](#)

[Canadian Gas Association](#)

[Canadian Natural Gas Vehicle Alliance](#)

[Canadian Union of Public Employees](#)

[Canola Council of Canada](#)

[City of Oshawa](#)

[Coalition for Canadian Astronomy](#)

[Deloitte Touche LLP](#)

[Fanshawe College](#)

[Genome Canada](#)

[Harroun, Thad](#)

[Juvenile Diabetes Research Foundation Canada](#)

[McGill University](#)

[McMaster University](#)

[MITACS](#)

[Myren, Eric](#)

[Ontario College of Art and Design](#)

[Partnership Group for Science and Engineering](#)

[Pfizer Canada Inc.](#)

[Professional Institute of the Public Service of Canada](#)

[Railway Association of Canada](#)

[Rainville, Simon](#)

[Rehse, Steven](#)

[Research Canada: An Alliance for Health Discovery](#)

[Roberson, Trisha](#)

[Roy, René](#)

[Thorsteinson, Janet](#)

[Toronto Board of Trade](#)

[University of British Columbia](#)

[University of Saskatchewan](#)

Community and Communities, including regions, Francophone, language rights, rural, northern and remote

[Bernier, Francois](#)

[Boily, France](#)

[Canada Without Poverty](#)

[Canadian Co-operative Association](#)

[Canadian Museums Association](#)

[Canadian Society for Medical Laboratory Science](#)

[Cédilot, Catherine](#)

[Chant, James](#)

[Decoda Literacy Solutions](#)

[Dorval, Justine](#)

[England Ross, Katarina](#)

[Essential Skills Ontario](#)

[Every Woman's Centre Association](#)

[Fédération culturelle canadienne-française](#)

[Fédération des communautés francophones et acadienne du Canada](#)

[Federation of Canadian Municipalities](#)

[Food Secure Canada](#)

[Hamel, Jean-François](#)

[Hnatiuk, Jeff](#)

[International Science Technology Partnerships Canada](#)

[Jean-Louis, Bonnie](#)

[Kesler, Lindsay](#)

[Leon, Linda](#)

[Looy, Heather](#)

[Majiski, Joyce](#)

[Mclaughlin, Murray](#)

[Morgan, Shauna](#)

[Rondeau Saint-Jean, Camille](#)

[Smilovic, Mikhail](#)

[Smith, Kimberly](#)

[Sport Matters Group](#)

[St-Louis, Yvon](#)

[Sundog Electric](#)

[Torbert, Jeffrey](#)

[Tourism Industry Association of the Yukon](#)

[University of Alberta](#)

[Vigneux, Jacqueline](#)

[Webster, Linda](#)

Cooperative Sector

[Brault, Olivier](#)

[Canadian Co-operative Association](#)

[Chislett, Paul](#)

[Conseil canadien de la coopération et de la mutualité](#)

[Global Compliance Research Project](#)

[Roy, Sébastien](#)

[Torbert, Jeffrey](#)

Corporate Governance, Corporate Behaviour and Executive Compensation

[Balfour and District Business and Historic Association](#)

[Figueroa, Carmen](#)

[Clavier, Brian](#)

[Roselle, Jeremie](#)

Democracy, Elections and Accountability

[Savard, Michel](#)

Disabled and Disability Issues

[Canada Without Poverty](#)

[Canadian National Institute for the Blind](#)

[Ontario College of Art and Design](#)

[Canadian Alliance on Mental Illness and Mental Health](#)

[Council of Canadians with Disabilities](#)

[Reid-Fraser, Robin](#)

[Canadian Association of Mutual Insurance Companies](#)

[Hradowy, Pete](#)

[Canadian Federation of Students - National Graduate Caucus](#)

[Multiple Sclerosis Society of Canada](#)

Economic Issues and the Economy, including uncertainty, development and market structures

[Balfour and District Business and Historic Association](#)

[England Ross, Katarina](#)

[Payne, Nick](#)

[Beingessner, Naomi](#)

[Everitt, Angelique](#)

[Peacock, Lorie](#)

[Bernier, Francois](#)

[Forseth, Paul](#)

[Prazmowski, Richard](#)

[Big Brothers Big Sisters of Canada](#)

[Fund the Child Coalition](#)

[Proto Manufacturing Ltd.](#)

[Brockner, Josie](#)

[Greetham, Sue](#)

[Quality Urban Energy Systems of Tomorrow](#)

[Calhoun, Kristina](#)

[Grondin, Jordan](#)

[Reid, Alison](#)

[Canadian Museums Association](#)

[Herold, Bob](#)

[Roselle, Jeremie](#)

[Caron, Danielle](#)

[Hooper, Kevin](#)

[Simpson, Grant](#)

[Cédilot, Catherine](#)

[Kouri, Denise](#)

[St-Hilaire, Djanice](#)

[Centre de réadaptation en dépendance Le Virage](#)

[Leon, Linda](#)

[Sundog Electric](#)

[Chemical Institute of Canada](#)

[Lewis, David](#)

[Sutton, Tove](#)

[Citizens for Public Justice](#)

[MacDonald, Jackie](#)

[Tannous, Natalie](#)

[Conroy, Jack](#)

[Majiski, Joyce](#)

[Webster, Linda](#)

[Cross, Michael](#)

[Massam, Katherine](#)

[Weckwerth, Brian](#)

[Danek, Darryl](#)

[McColl, John](#)

[Williams, Ron](#)

[Dyck, Shannon](#)

[McGlenn, Stephen](#)

[Witteman, Cassandra](#)

[Eisenhauer, Jim](#)

[Medicine Hat and District Chamber of Commerce](#)

[Yanchula, Marlene](#)

[Eliot, Loni](#)

[Moon, Harry](#)

[Newman, Maddi](#)

Education and Skills Training, including apprenticeships and mentoring

[ABC Life Literacy Canada](#)

[Alarie, Nathalie](#)

[April, Laura](#)

[Arthritis Alliance of Canada](#)

[Association of Atlantic Universities](#)

[Association of Canadian Community Colleges](#)

[Association of Canadian Publishers](#)

[Association of Fundraising Professionals](#)

[Atlantic Provinces Community College Consortium](#)

[Automotive Industries Association of Canada](#)

[Bayerl, Francis](#)

[Berkman, Marten](#)

[Bertocchi, Tony](#)

[Bow Valley College](#)

[Bradfield, Suellen](#)

[Brinkman, Jason](#)

[Building and Construction Trades Department, AFL-CIO](#)

[Burnstick, Brent](#)

[Burwell, Patrick](#)

[Butler, Cameron](#)

[Canada Foundation for Innovation](#)

[Canadian Alliance of Student Associations](#)

[Canadian Association for Graduate Studies](#)

[Canadian Association of Oilwell Drilling Contractors](#)

[Canadian Association of Research Libraries](#)

[Canadian Association of Student Financial Aid Administrators](#)

[Canadian Bureau for International Education](#)

[Canadian Community Economic Development Network](#)

[Canadian Council of Chief Executives](#)

[Canadian Federation of Apartment Associations](#)

[Canadian Federation of Students](#)

[Canadian Federation of Students - National Graduate Caucus](#)

[Canadian Federation of Students \(Manitoba\)](#)

[Canadian Federation of Students \(Newfoundland and Labrador\)](#)

[Canadian Federation of Students \(Nova Scotia\)](#)

[Canadian Federation of Students \(Ontario\)](#)

[Canadian Labour Congress](#)

[Canadian Museums Association](#)

[Canadian Union of Public Employees](#)

[Carleton University](#)

[Carrière, Sonia](#)

[Carson, Isabel](#)

[Cauley, Brian](#)

[Chant, James](#)

[Chemical Institute of Canada](#)

[Child Care Advocacy Association of Canada](#)

[Chislett, Paul](#)

[Coates, Chris](#)

[Cool, Jocelyn](#)

[Co-operative Housing Federation of Canada](#)

[Council of Ontario Universities](#)

[Cournoyer, Rachelle](#)

[Dahmé, Sherolyn](#)

[Danahy, Helen](#)

[Dauphinais, Laurence](#)

[Davis, Mary](#)

[Decoda Literacy Solutions](#)

[Deloitte Touche LLP](#)

[Diadick Casselman, Karen](#)

[Dueck, Michelle](#)

[Dumbrill, Rebecca](#)

[Dykman, Kate](#)

[Eamer, Claire](#)

[Eckford, Michael](#)

[Economic Development Winnipeg Inc.](#)

[Essential Skills Ontario](#)

[Every Woman's Centre Association](#)

[Fair Pensions for All](#)

[Fanshawe College](#)

[First Call: BC Child and Youth Advocacy Coalition](#)

[Food Secure Canada](#)

[Fortier, Nathalie](#)

[Fortna, Peter](#)

[Frank, Shannon](#)

[Frontier College](#)

[Graham, Hugh](#)

[Grant, Carmen](#)

[Hanratty, Pat](#)

[Harrison, Mary](#)

[Harroun, Thad](#)

[Hayman, Terence](#)

[Helfand, David](#)

[Henderson, Scott](#)

[Hnatiuk, Joseph](#)

[Hooper, Kevin](#)

[Horkoff, Zachary](#)

[International Science Technology Partnerships Canada](#)

[Jardine, Susan](#)

[Jones, Sebastian](#)

[Kalisiak, Caterina](#)

[Kesler, Lindsay](#)
[Kollin, Russell](#)
[Kraus, Danielle](#)
[Labelle, Teresa](#)
[Lafontaine, Andree](#)
[Lagimodiere, Darrin](#)
[Laurin, Wanda](#)
[Leclerc, Dominique](#)
[Lee, Richard](#)
[Léger, Richard](#)
[Leon, Linda](#)
[Leonard, Deanna](#)
[Levsen, Grace](#)
[Little, Laura](#)
[Longstaff, Bill](#)
[Lord, Stella](#)
[Lovell, Mary](#)
[Lutherans for Life Canada](#)
[Macerollo, Anthony](#)
[MacLean, Jaime](#)
[MacLeod, Margaret](#)
[McColl, John](#)
[McDonald, Jen](#)
[McGill University](#)
[McKenna, Janis](#)
[McMaster University](#)
[Miles, Glenna](#)
[Minion, Dallas](#)
[MITACS](#)
[Monro, Matreya](#)
[Morgan, Shauna](#)
[Mroz, Daniel](#)
[National Association of Career Colleges](#)
[National Association of Federal Retirees](#)

[Newman, Jeffrey](#)
[Newman, Maddi](#)
[Nolan, Joseph](#)
[Northwest Territories Literacy Council](#)
[O'Leary, Brigit](#)
[Ontario College of Art and Design](#)
[Oosterman-Nicholson, Elizabeth](#)
[Paradis, Claire](#)
[Parent, Echo](#)
[Partnership Group for Science and Engineering](#)
[Perel, Shloime](#)
[Phillips, Shane](#)
[Polytechnics Canada](#)
[Potter, James](#)
[Prashaw, Rick](#)
[Professional Institute of the Public Service of Canada](#)
[Purvis, Russ](#)
[Quebecor Media Inc.](#)
[Quinn, Iris](#)
[Rainville, Simon](#)
[Ramage, Dianne](#)
[Rankin, Susan](#)
[Redvers, Peter](#)
[Rehse, Steven](#)
[Reid, Alison](#)
[Reid-Fraser, Robin](#)
[Rhein, Werner](#)
[Roberson, Trisha](#)
[Rogers, Lynn](#)
[Roselle, Jeremie](#)
[Roy, René](#)
[Roy, Sébastien](#)
[Sadlemyer, Jim](#)

[Saint-Jean, Olivier](#)
[Scholten, Stephanie](#)
[Sefton, James](#)
[Serda, Victoria](#)
[Simpson, Pierre](#)
[Smith, Alec](#)
[St. John's Board of Trade](#)
[Stahel, Cheryl Ann](#)
[Stokes, Frank](#)
[Strang, Hilary](#)
[Sutton, Justin](#)
[Sutton, Tove](#)
[Symons, Marvellen](#)
[Synchyshyn, Dallas](#)
[Thompson Rivers University Students' Union](#)
[Thorsteinson, Janet](#)
[Toronto Board of Trade](#)
[Tourism Industry Association of the Yukon](#)
[Tracy, Keegan](#)
[Tso, Yee Jee](#)
[Turchynsky, Dave](#)
[Turner, Frank](#)
[Université de Montréal](#)
[University of British Columbia](#)
[University of Saskatchewan](#)
[University of Toronto](#)
[Urbanczyk, Suzanne](#)
[Van Borek, Hanah](#)
[Vancouver Island University](#)
[Vera-De Windows Inc.](#)
[Vigneux, Jacqueline](#)
[Weniger, Ian](#)
[White, Erinn](#)

[Woods, Jeri-Lynn](#)

[Zubalik, Steven](#)

Employment, Unemployment and Job Creation, including employers, part-time work, labour markets, labour market information and labour mobility

[Alarie, Nathalie](#)

[Association of Canadian Search, Employment and Staffing Services](#)

[Athabasca University Graduate Students' Association](#)

[Automotive Industries Association of Canada](#)

[Balfour and District Business and Historic Association](#)

[Bow Valley College](#)

[Building and Construction Trades Department, AFL-CIO](#)

[Burns, Tracy](#)

[Calhoun, Kristina](#)

[Campbell-Conlon, Kathlene](#)

[Canadian Association of Occupational Therapists](#)

[Canadian Chamber of Commerce](#)

[Canadian Community Economic Development Network](#)

[Canadian Federation of Apartment Associations](#)

[Canadian Meat Council](#)

[Canadian National Institute for the Blind](#)

[Canadian Union of Public Employees](#)

[Cauley, Brian](#)

[Centre de réadaptation en dépendance Le Virage](#)

[Chanyi, Jason](#)

[Child Care Advocacy Association of Canada](#)

[Dahmé, Sherolyn](#)

[Dame, Elizabeth](#)

[Demontigny, Louise](#)

[Désautels, Dulciane](#)

[Dubeau, Michel](#)

[Eamer, Claire](#)

[Economic Development Winnipeg Inc.](#)

[Elliott, Eric](#)

[Essential Skills Ontario](#)

[Fortier, Nathalie](#)

[Fraser, Kirsten](#)

[Gilani, Mahebab](#)

[Grames, Panos](#)

[Greetham, Sue](#)

[Grethen, Julie](#)

[Guico, Stéphanie](#)

[Helfand, David](#)

[Henderson, Scott](#)

[Hoeschele, Tobias](#)

[Jardine, Susan](#)

[Jones, Wendy](#)

[Kalisiak, Caterina](#)

[Karl, Gabriel](#)

[Kliner, Alex](#)

[Klop, Edward](#)

[Lafontaine, Andree](#)

[Leclerc, Geneviève](#)

[Ledbetter, Richard](#)

[Lemon, Sue](#)

[Looy, Heather](#)

[Lowe, Katy](#)

[Mahoney, Tara](#)

[Martel, Sylvain](#)

[Massam, Katherine](#)

[McCullough, Don](#)

[McDonald, Jen](#)

[McGlenn, Stephen](#)

[McKay, Dawn](#)

[Moylan, Kate](#)

[Mueller, Richard](#)

[Multiple Sclerosis Society of Canada](#)

[Namink, Bill](#)

[National Association of Computer Consulting Businesses Canada](#)

[National Association of Federal Retirees](#)

[Neumann, Lila](#)

[Newman, Maddi](#)

[Nicholls, Rebecca](#)

[O'Hearn, Hubert](#)

[Oosterman-Nicholson, Elizabeth](#)

[Osborne, Judy](#)

[Ottosen, David](#)

[Peacock, Lorie](#)

[Peterson, Kirsty](#)

[Procom Consultants Group Ltd.](#)

[Purvis, Russ](#)

[Rental Owners and Managers Society of British Columbia](#)

[Roselle, Jeremie](#)

[Ross, Andrew](#)

[Rushant, Jessie](#)

[Scholten, Stephanie](#)

[Simpson, Pierre](#)

[Sly, Lillian](#)

[Synchyshyn, Dallas](#)

[Talbot, Annelise](#)

[Talbot, Audrey](#)

[Tehrani, Sheri](#)

[The Local Community Food Centre](#)

[Timmons, Zachary](#)

[Tso, Yee Jee](#)

[Turner, Frank](#)

[Wagner, Susan](#)

[Weniger, Ian](#)

[Woods, Jeri-Lynn](#)

[Zalinko, Lara](#)

Environment and Energy, including climate change, “green” measures, various types of energy and Dutch disease

[Alberta Chambers of Commerce](#)

[Assembly of First Nations](#)

[Association of Canadian Search, Employment and Staffing Services](#)

[Association of Fundraising Professionals](#)

[Benjamin, Chris](#)

[Berkman, Marten](#)

[Bernier, Francois](#)

[Bray, Mike](#)

[Brockner, Josie](#)

[Canadian Climate Forum](#)

[Canadian Electricity Association](#)

[Canadian Energy Pipeline Association](#)

[Canadian Federation of Students \(Newfoundland and Labrador\)](#)

[Canadian Gas Association](#)

[Canadian Home Builders' Association](#)

[Canadian Independent Petroleum Marketers Association](#)

[Canadian Labour Congress](#)

[Canadian Natural Gas Vehicle Alliance](#)

[Canadian Petroleum Products Institute](#)

[Canadian Renewable Fuels Association](#)

[Canadian Union of Public Employees](#)

[Carrière, Sonia](#)

[Carroll, Adam](#)

[Chemistry Industry Association of Canada](#)

[Chenier, Nicole](#)

[Chislett, Paul](#)

[Citizens for Public Justice](#)

[Clark, Paul](#)

[Cowell, Gary](#)

[Desjardins Group](#)

[Desrosiers-Plaisance, Hugo](#)

[Doherty, Eric](#)

[Dorval, Justine](#)

[Ducks Unlimited Canada](#)

[Dyck, Shannon](#)

[Encana Corporation](#)

[Fontaine, Linda](#)

[Food and Consumer Products of Canada](#)

[Food Secure Canada](#)

[Fugazza, Léo](#)

[Glenergy Inc.](#)

[Green Budget Coalition](#)

[Guico, Stéphanie](#)

[Harris, Gillian](#)

[Hoenle, Sandra](#)

[Holmes, Krister](#)

[Jean-Louis, Bonnie](#)

[Jones, Wendy](#)

[Killam Chua, Kyly Audry](#)

[Léger, Richard](#)

[L'Heureux, Marie-Claude](#)

[Little, Brona](#)

[Little, Laura](#)

[Lord, Stella](#)

[Massam, Katherine](#)

[McColl, John](#)

[McGlenn, Stephen](#)

[McMullen, Carole](#)

[Ménard, Milva](#)

[Mining Association of Canada](#)

[Moylan, Kate](#)

[Mueller, Richard](#)

[Oommen, Frances](#)

[Paquette, Richard A.](#)

[Paradis, Claire](#)

[Phillips, Shane](#)

[Prospectors and Developers Association of Canada](#)

[Ramage, Dianne](#)

[Ranger, Johanne](#)

[Rankin, Susan](#)

[Reid, Alison](#)

[Rondeau Saint-Jean, Camille](#)

[Schenk, Terry](#)

[Shell Canada Limited](#)

[Simard, Suzanne](#)

[Smith, Daryl](#)

[Sparks Eggs](#)

[Stasyszyn, Roxanne](#)

[Steers, Edward](#)

[St-Hilaire, Frédéric](#)

[Sustainable Development
Technology Canada](#)

[Synchyshyn, Dallas](#)

[Talbot, Audrey](#)

[Taylor, Rob](#)

[Tiedeman, Conrad](#)

[Toupin, Roger](#)

[Whiteside, David](#)

[Zubalik, Steven](#)

Exchange Rate, Currency and the Cost of Living

[Big Brothers Big Sisters of Canada](#)

[Canada Without Poverty](#)

[Canadian Meat Council](#)

[Chemistry Industry Association of
Canada](#)

[Desjardins Group](#)

[MacKenzie, Tina](#)

[Paquette, Richard A.](#)

[Smith, Daryl](#)

[St. John's Board of Trade](#)

[Steers, Edward](#)

Federal Government, Federal Public Service, Federal Budget and Parliament, including salaries and pensions

[Accipiter Radar Technologies Inc.](#)

[Blumberg Segal LLP](#)

[Buchanan, Matthew](#)

[Canada Without Poverty](#)

[Canadian Alliance on Mental
Illness and Mental Health](#)

[Canadian Association of Oilwell
Drilling Contractors](#)

[Canadian Association of Physicists](#)

[Canadian Conference of the Arts](#)

[Canadian Labour Congress](#)

[Canadian Psychiatric Association](#)

[Canadian Psychological
Association](#)

[Canadian Union of Public
Employees](#)

[CHC Helicopter Corporation](#)

[City of Oshawa](#)

[Council of Canadians with
Disabilities](#)

[CropLife Canada](#)

[Dendoff, Cheryl](#)

[Eckford, Michael](#)

[Écotech Québec](#)

[Eisenhauer, Jim](#)

[Elliott, Eric](#)

[Essential Skills Ontario](#)

[Fair Pensions for All](#)

[Fischer, Doug](#)

[Fowler, Shirley](#)

[Gontran Bolduc, Gontran](#)

[Grant, Margo](#)

[Harroun, Thad](#)

[Horkoff, Zachary](#)

[Kalisiak, Caterina](#)

[Kish, Andrew](#)

[MacKenzie, Tina](#)

[Majiski, Joyce](#)

[McCormick, Jill](#)

[Merit Canada](#)

[Mowbray, Jan](#)

[Professional Institute of the
Public Service of Canada](#)

[Rainville, Simon](#)

[Rehse, Steven](#)

[Reid, Alison](#)

[Roberson, Trisha](#)

[Rowe, Brenda](#)

[Roy, René](#)

[Roy, Sébastien](#)

[Savard, Michel](#)

[Schenk, Terry](#)

[Smith, Alec](#)

[Symons, Maryellen](#)

[Thorsteinson, Janet](#)

[Université de Montréal](#)

Federal/Provincial-Territorial/Municipal Relationships and Transfers, including for social assistance

[Balfour and District Business and Historic Association](#)

[Canada Without Poverty](#)

[Canadian Alliance of Student Associations](#)

[Canadian Chamber of Commerce](#)

[Canadian Restaurant and Foodservices Association](#)

[Canadian Vehicle Manufacturers' Association](#)

[Colenutt, Brenda](#)

[Fraser, Kirsten](#)

[Gregson, Sharon](#)

[Hallmont Foundation](#)

[Hradowy, Pete](#)

[Kouri, Denise](#)

[Ramage, Dianne](#)

[Rogers, Lynn](#)

[Thompson Rivers University Students' Union](#)

[Van de Veire, Cori](#)

Financial Issues, including foreign accounts, service providers, financial education, payment systems, household saving and debt, access to credit and financial products

[Association of Canadian Search, Employment and Staffing Services](#)

[Automotive Industries Association of Canada](#)

[Brault, Olivier](#)

[Calgary Chamber of Commerce](#)

[Canadian Bankers Association](#)

[Canadian Convenience Stores Association](#)

[Certified General Accountants Association of Canada](#)

[Clark, Paul](#)

[Conseil canadien de la coopération et de la mutualité](#)

[Cory, Ken](#)

[Daniels, Peter](#)

[Deloitte Touche LLP](#)

[Fair Pensions for All](#)

[Figueroa, Carmen](#)

[Greater Kitchener Waterloo Chamber of Commerce](#)

[Investment Industry Association of Canada](#)

[Ontario Cattlemen's Association](#)

[Stahel, Cheryl Ann](#)

[University of Alberta](#)

[University of Saskatchewan](#)

Fisheries Sector

[Association of Seafood Producers](#)

[Atlantic Policy Congress Of First Nations Chiefs Secretariat](#)

[Harris, Gillian](#)

[Jean-Louis, Bonnie](#)

Food, including affordability, adequacy, safety and security

[Canada Without Poverty](#)

[Canadian Cattlemen's Association](#)

[Canadian Meat Council](#)

[Food Secure Canada](#)

[Leon, Linda](#)

[Perel, Shloime](#)

[The Local Community Food Centre](#)

[Vigneux, Jacqueline](#)

Forestry Sector

[Canadian Union of Public Employees](#)

Health

[April, Laura](#)

[Arthritis Alliance of Canada](#)

[Association of Fundraising Professionals](#)

[Bertocchi, Tony](#)

[Boily, France](#)

[Burns, Tracy](#)

[Canada Foundation for Innovation](#)

[Canada's Research-Based Pharmaceutical Companies \(RxD\)](#)

[Canadian Alliance on Mental Illness and Mental Health](#)

[Canadian Association of Occupational Therapists](#)

[Canadian Association of Social Workers](#)

[Canadian Cancer Society](#)

[Canadian Coalition for Action on Tobacco](#)

[Canadian Dental Hygienists Association](#)

[Canadian Diabetes Association](#)

[Canadian Doctors for Medicare](#)

[Canadian Federation of Medical Students](#)

[Canadian Federation of Nurses Unions](#)

[Canadian Healthcare Association](#)

[Canadian Medical Association](#)

[Canadian Nurses Association](#)

[Canadian Psychiatric Association](#)

[Canadian Psychological Association](#)

[Canadian Society for Medical Laboratory Science](#)

[Canadian Union of Public Employees](#)

[Chant, James](#)

[Chislett, Paul](#)

[Consumer Health Products Canada](#)

[Counoyer, Rachelle](#)

[Davis, Mary](#)

[Fortier, Nathalie](#)

[Frontier College](#)

[Goel, Ritika](#)

[Gordyn, Nikita](#)

[Grethen, Julie](#)

[Hnatiuk, Jeff](#)

[Holland, Erin](#)

[Interagency Coalition on AIDS and Development](#)

[Kesler, Lindsay](#)

[Looy, Heather](#)

[MacKenzie, Tina](#)

[MacLeod, Margaret](#)

[Maher, Janet](#)

[Mahoney, Tara](#)

[Medical Reform Group](#)

[Ménard, Milva](#)

[Merck Canada Inc.](#)

[Moen, Sue](#)

[Mood Disorders Society of Canada](#)

[Mueller, Richard](#)

[Newman, Maddi](#)

[Novartis Pharmaceuticals Canada Inc.](#)

[Ontario College of Art and Design](#)

[Perel, Shloime](#)

[Peterson, Kirsty](#)

[Pfizer Canada Inc.](#)

[Purvis, Russ](#)

[Rankin, Susan](#)

[Rondeau Saint-Jean, Camille](#)

[Sandbox Project](#)

[Sly, Lillian](#)

[Southlake Regional Health Centre](#)

[St. Boniface Hospital Research](#)

[Stone, Wayne](#)

[Strang, Hilary](#)

[Weight Watchers Canada Ltd.](#)

[Wound Care Alliance Canada](#)

[Zalinko, Lara](#)

Homelessness and Housing, including rental

[Canada Without Poverty](#)

[Canadian Federation of Apartment Associations](#)

[Canadian Home Builders' Association](#)

[Davis, Mary](#)

[Every Woman's Centre Association](#)

[Kamloops Homelessness Action Plan](#)

[Khare, Rajive](#)

[O'Leary, Brigit](#)

[Rental Owners and Managers Society of British Columbia](#)

[Skene, Ron](#)

Immigrants and Immigration, including visible minorities

[Association of Canadian Search, Employment and Staffing Services](#)

[Berkman, Marten](#)

[Big Brothers Big Sisters of Canada](#)

[Bow Valley College](#)

[Canadian Cattlemen's Association](#)

[Canadian Housing and Renewal Association](#)

[Chant, James](#)

[ClevrU Corporation](#)

[Coleman, Curtis](#)

[Cool, Jocelyn](#)

[Co-operative Housing Federation of Canada](#)

[Dahmé, Sherolyn](#)

[Dame, Elizabeth](#)

[Davis, Anne](#)

[Deloitte Touche LLP](#)

[Eamer, Claire](#)

[Engineers Canada](#)

[Fowler, Shirley](#)

[Grames, Panos](#)

[Helfand, David](#)

[Hnatiuk, Jeff](#)

[Klop, Edward](#)

[Lagimodiere, Darrin](#)

[McColl, John](#)

[Miles, Glenna](#)

[Mullally, Conor](#)

[Multiple Sclerosis Society of Canada](#)

[Newman, Jeffrey](#)

[NextgenID Canada Inc.](#)

[Nolan, Joseph](#)

[O'Leary, Brigit](#)

[Oommen, Frances](#)

[Partnership Group for Science and Engineering](#)

[Pelletier, Rémi](#)

[Ramage, Dianne](#)

[Regroupement des jeunes chambres de commerce du Québec](#)

[Reid-Fraser, Robin](#)

[Ross, Andrew](#)

[Schonberg, Lance](#)

[Sikkema, Arnold](#)

[Smith, Daryl](#)

[Stokes, Frank](#)

[Sundog Electric](#)

[Université de Montréal](#)

Infrastructure

[Accipiter Radar Technologies Inc.](#)

[Alberta Chambers of Commerce Association of Consulting Engineering Companies - Canada](#)

[Atlantic Provinces Community College Consortium](#)

[Bryanton, Shane](#)

[Canadian Arts Coalition](#)

[Canadian Association of Physicists](#)

[Canadian Chamber of Commerce](#)

[Canadian Energy Pipeline Association](#)

[Canadian Federation for the Humanities and Social Sciences](#)

[Canadian Federation of Students \(Newfoundland and Labrador\)](#)

[Canadian Library Association](#)

[Canadian Nurses Association](#)

[Canadian Public Works Association](#)

[Canadian Union of Public Employees](#)

[Canadian Urban Transit Association](#)

[Canadian Vehicle Manufacturers' Association](#)

[Cement Association of Canada](#)

[City of Revelstoke](#)

[Council of Canadians with Disabilities](#)

[Eliot, Loni](#)

[Engineers Canada](#)

[Fédération culturelle canadienne-française](#)

[Federation of Canadian Municipalities](#)

[Food Secure Canada](#)

[Guy, Duane](#)

[Harroun, Thad](#)

[Kalisiak, Caterina](#)

[Lahey, Kathleen](#)

[Lord, Stella](#)

[McGill University](#)

[McMaster University](#)

[Merit Canada](#)

[Mining Association of Canada](#)

[Morgenstern, Mark](#)

[NextgenID Canada Inc.](#)

[Ontario College of Art and Design](#)

[Paradis, Claire](#)

[Rainville, Simon](#)

[Rankin, Susan](#)

[Rehse, Steven](#)

[Reid-Fraser, Robin](#)

[Roberson, Trisha](#)

[Schonberg, Lance](#)

[Smith, Alec](#)

[Smyth, Tim](#)

[Société de transport de Montréal](#)

[St. John's Board of Trade](#)

[Sundog Electric](#)

[Toronto Board of Trade](#)

[Wellesley Institute](#)

Manufacturing and Value-added Processing

[Aerospace Industries
Association of Canada](#)

[Association of Canadian
Search, Employment and
Staffing Services](#)

[Bowen, Gary](#)

[Canadian Labour Congress](#)

[Canadian Manufacturers and
Exporters](#)

[Canadian Union of Public
Employees](#)

[Canadian Vehicle
Manufacturers' Association](#)

[Chemistry Industry Association
of Canada](#)

[Clark, Paul](#)

[Cowell, Gary](#)

[Desjardins Group](#)

[Eamer, Claire](#)

[Fugazza, Léo](#)

[Goodfellow, Michelle Lynne](#)

[Hanna, Bruce](#)

[Hoenle, Sandra](#)

[Hudson, Carolyn](#)

[Keast, Brian](#)

[Kraus, Danielle](#)

[Lagimodiere, Darrin](#)

[Lowe, Katy](#)

[Miles, Glenna](#)

[Oommen, Frances](#)

[Paquette, Richard A.](#)

[Quebec Employers' Council](#)

[Ranger, Johanne](#)

[Rideau Institute](#)

[Schenk, Terry](#)

[Shell Canada Limited](#)

[Size, Carol Sandra](#)

[St. John's Board of Trade](#)

[Union of National Defence
Employees](#)

[Wachiay Friendship Centre](#)

[Wagner, Neil](#)

Military and Public Safety/Security, including veterans, emergency services, prisons and illegal activities

[Accipiter Radar Technologies
Inc.](#)

[Canadian Institute for Military
and Veteran Health Research](#)

[CHC Helicopter Corporation](#)

[Cory, Ken](#)

[Customs and Immigration Union](#)

[Imperial Tobacco Canada
Limited](#)

[International Association of Fire
Fighters](#)

[Looy, Heather](#)

[MacKenzie, Tina](#)

[Mood Disorders Society of
Canada](#)

[Newark, Scott](#)

[Newman, Maddi](#)

[NextgenID Canada Inc.](#)

[Quebecor Media Inc.](#)

[SafeTracks GPS Solutions Inc.](#)

[Simon Fraser University,
Departments of Geography and
Biomedical Physiology and
Kinesiology](#)

[Thorsteinson, Janet](#)

Other, including unpaid work, international reputation, drug testing, sport events, equality, discrimination and data quality

[Canada Without Poverty](#)

[Looy, Heather](#)

[Sport Matters Group](#)

[Fund the Child Coalition](#)

[Reid-Fraser, Robin](#)

[Lahey, Kathleen](#)

[Rogers, Lynn](#)

Outsourcing

[Alarie, Nathalie](#)

[Denault, Sebastien](#)

[Smilovic, Mikhail](#)

[Balfour and District Business and Historic Association](#)

[Dorval, Justine](#)

[Velarde, Eleanor](#)

[Bartosinski, Elizabeth](#)

[Jones, Deborah](#)

[Cool, Jocelyn](#)

[Kalisiak, Caterina](#)

[Karl, Gabriel](#)

Poverty and Inequality, including minimum/"living" wages, the poor, the working poor and the middle-class

[Balfour and District Business and Historic Association](#)

[Citizens for Public Justice](#)

[Newman, Maddi](#)

[Burnstick, Brent](#)

[Cowell, Gary](#)

[Paine, Harry](#)

[Butler, Cameron](#)

[Every Woman's Centre Association](#)

[Prashaw, Rick](#)

[Canada Without Poverty](#)

[First Call: BC Child and Youth Advocacy Coalition](#)

[Reid-Fraser, Robin](#)

[Canadian Chamber of Commerce](#)

[Gontran Bolduc, Gontran](#)

[Smith, Daryl](#)

[Canadian Community Economic Development Network](#)

[Kamloops Homelessness Action Plan](#)

[Sutton, Justin](#)

[Canadian Federation of Students - National Graduate Caucus](#)

[Little, Laura](#)

[The Local Community Food Centre](#)

[Carrière, Sonia](#)

[Moen, Sue](#)

[White, Erinn](#)

Regulation, including harmonization, minimization/elimination and securities

[Association of Canadian Academic Healthcare Organizations](#)

[Canadian Convenience Stores Association](#)

[Canadian Institute of Chartered Accountants](#)

[Association of Canadian Search, Employment and Staffing Services](#)

[Canadian Council of Chief Executives](#)

[Canadian Meat Council](#)

[Callan, Sharon](#)

[Canadian Association of Oilwell Drilling Contractors](#)

[Canadian Federation of Independent Business](#)

[Canadian Petroleum Products Institute](#)

[Canadian Bankers Association](#)

[Canadian Cattlemen's Association](#)

[Canadian Fertilizer Institute](#)

[Canadian Health Food Association](#)

[Canadian Restaurant and Foodservices Association](#)

[Canadian Union of Public Employees](#)

[Canadian Independent Petroleum Marketers Association](#)

[Canola Council of Canada](#)

[Certified General Accountants Association of Canada](#)

[CropLife Canada](#)
[Food and Consumer Products of Canada](#)
[Imagine Canada](#)
[Imperial Tobacco Canada Limited](#)
[Investment Funds Institute of Canada](#)
[Johnson & Johnson Inc.](#)
[Jones, Wendy](#)
[Kouri, Denise](#)
[McColl, John](#)
[McNeil Consumer Healthcare](#)

[Ontario Cattlemen's Association](#)
[Peterson, Kirsty](#)
[Pfizer Canada Inc.](#)
[Potter, James](#)
[Professional Association of Canadian Theatres](#)
[Prospectors and Developers Association of Canada](#)
[Railway Association of Canada](#)
[Research Canada: An Alliance for Health Discovery](#)
[Scholten, Stephanie](#)
[Shell Canada Limited](#)

[Small Explorers and Producers Association of Canada](#)
[Smilovic, Mikhail](#)
[Smyth, Tim](#)
[Sparks Eggs](#)
[Université de Montréal](#)
[University of Saskatchewan](#)

Research, Development, Innovation and Commercialization, including the Scientific Research and Experimental Development investment tax credit, digital and knowledge strategies/economies, intellectual property and federal granting councils

[Aerospace Industries Association of Canada](#)
[Arthritis Alliance of Canada](#)
[Association of Atlantic Universities](#)
[Association of Canadian Academic Healthcare Organizations](#)
[Association of Canadian Community Colleges](#)
[Association of Canadian Publishers](#)
[Association of Canadian Search, Employment and Staffing Services](#)
[Association of Universities and Colleges of Canada](#)
[Athabasca University Graduate Students' Association](#)
[Atlantic Provinces Community College Consortium](#)
[Barletta, Francesco](#)
[Beauregard, Frédéric](#)
[Berkman, Marten](#)
[Big Brothers Big Sisters of Canada](#)
[BIOTECanada](#)

[Boughen, Ray M.P.](#)
[Bow Valley College](#)
[Bray, Mike](#)
[Bryanton, Shane](#)
[Canada Foundation for Innovation](#)
[Canadian Airports Council](#)
[Canadian Alliance of Student Associations](#)
[Canadian Association for Graduate Studies](#)
[Canadian Association of Physicists](#)
[Canadian Association of Research Libraries](#)
[Canadian Association of University Teachers](#)
[Canadian Cancer Society](#)
[Canadian Cattlemen's Association](#)
[Canadian Chamber of Commerce](#)
[Canadian Climate Forum](#)
[Canadian Co-operative Association](#)

[Canadian Council of Chief Executives](#)
[Canadian Federation for the Humanities and Social Sciences](#)
[Canadian Federation of Students](#)
[Canadian Federation of Students - National Graduate Caucus](#)
[Canadian Federation of Students \(Manitoba\)](#)
[Canadian Federation of Students \(Newfoundland and Labrador\)](#)
[Canadian Federation of Students \(Nova Scotia\)](#)
[Canadian Federation of Students \(Ontario\)](#)
[Canadian Fertilizer Institute](#)
[Canadian Gas Association](#)
[Canadian Health Food Association](#)
[Canadian Home Builders' Association](#)
[Canadian Labour Congress](#)
[Canadian Library Association](#)
[Canadian Manufacturers and Exporters](#)
[Canadian Meat Council](#)

[Canadian Natural Gas Vehicle Alliance](#)
[Canadian Petroleum Products Institute](#)
[Canadian Psychiatric Association](#)
[Canadian Renewable Fuels Association](#)
[Canadian Restaurant and Foodservices Association](#)
[Canadian Society for Medical Laboratory Science](#)
[Canadian Steel Producers Association](#)
[Canadian Union of Public Employees](#)
[Canadian Urban Transit Association](#)
[Canadian Vehicle Manufacturers' Association](#)
[Canadian Wireless Telecommunications Association](#)
[Canola Council of Canada](#)
[Cauley, Brian](#)
[Certified General Accountants Association of Canada](#)
[Certified Management Accountants of Canada](#)
[Chemical Institute of Canada](#)
[Chemistry Industry Association of Canada](#)
[Chisholm, Kenneth](#)
[Coalition for Canadian Astronomy](#)
[Congress of Aboriginal Peoples](#)
[Council of Ontario Universities](#)
[CropLife Canada](#)
[Dahmé, Sherolyn](#)
[Deloitte Touche LLP](#)
[Denault, Sebastien](#)
[Eamer, Claire](#)
[Écotech Québec](#)
[Edwards, Doug](#)
[Elliott, Eric](#)

[Encana Corporation](#)
[Essential Skills Ontario](#)
[Fanshawe College](#)
[Festivals and Major Events Canada](#)
[Figueroa, Carmen](#)
[Food and Consumer Products of Canada](#)
[Food Secure Canada](#)
[Forest Products Association of Canada](#)
[Fortna, Peter](#)
[Genome Canada](#)
[Gibson, Margaret](#)
[Goodman, Nicole](#)
[Gordyn, Nikita](#)
[Grain Farmers of Ontario](#)
[Grain Growers of Canada](#)
[Grant, Carmen](#)
[Greater Kitchener Waterloo Chamber of Commerce](#)
[Greyell, Leslie](#)
[Hallmont Foundation](#)
[Harroun, Thad](#)
[Hayman, Terence](#)
[Henderson, Scott](#)
[Independent Media Arts Alliance](#)
[Information Technology Association of Canada](#)
[International Science Technology Partnerships Canada](#)
[Juvenile Diabetes Research Foundation Canada](#)
[Keast, Brian](#)
[Khennache, Lylia](#)
[Klotz, Alex](#)
[Kuenzlen, Robert](#)
[Léger, Richard](#)
[Lewis, David](#)

[L'Heureux, Marie-Claude](#)
[Little, Brona](#)
[Little, Laura](#)
[Marchildon, Louis](#)
[McGill University](#)
[McMaster University](#)
[McMullen, Carole](#)
[Medical Reform Group](#)
[Ménard, Milva](#)
[Mendes, Errol](#)
[Merck Canada Inc.](#)
[Mining Association of Canada](#)
[MITACS](#)
[Moylan, Kate](#)
[Ontario Cattlemen's Association](#)
[Ontario College of Art and Design](#)
[Ottosen, David](#)
[Partnership Group for Science and Engineering](#)
[Pelletier, Genevieve](#)
[Pfizer Canada Inc.](#)
[Polytechnics Canada](#)
[Professional Institute of the Public Service of Canada](#)
[Prospectors and Developers Association of Canada](#)
[Purvis, Russ](#)
[Quebec Employers' Council](#)
[Quebecor Media Inc.](#)
[Railway Association of Canada](#)
[Rainville, Simon](#)
[Rankin, Susan](#)
[Redvers, Peter](#)
[Rehse, Steven](#)
[Reid, Alison](#)
[Research Canada: An Alliance for Health Discovery](#)

[Rideau Institute](#)
[Roberson, Trisha](#)
[Rondeau Saint-Jean, Camille](#)
[Roselle, Jeremie](#)
[Roy, René](#)
[Saint-Jean, Olivier](#)
[Semple, Mark](#)
[Shell Canada Limited](#)
[Small Explorers and Producers Association of Canada](#)
[Smith, Alec](#)
[Smyth, Tim](#)
[Southlake Regional Health Centre](#)
[Spectra Energy](#)

[St. Boniface Hospital Research](#)
[St. John's Board of Trade](#)
[St-Hilaire, Frédéric](#)
[Sundog Electric](#)
[Sustainable Development Technology Canada](#)
[Sutton, Justin](#)
[Sutton, Tove](#)
[Thompson Rivers University Students' Union](#)
[Thorsteinson, Janet](#)
[Toupin, Roger](#)
[Union of National Defence Employees](#)
[Université de Montréal](#)

[University of Alberta](#)
[University of British Columbia](#)
[University of Saskatchewan](#)
[University of Toronto](#)
[Vancouver Gear Works Ltd.](#)
[Vancouver Island University](#)
[Wound Care Alliance Canada](#)
[Yukon Art Society - Arts Underground](#)
[Zubalik, Steven](#)

Seniors, Retirement Age and Pensions

[April, Laura](#)
[Arthritis Alliance of Canada](#)
[Automotive Industries Association of Canada](#)
[Bertocchi, Tony](#)
[Big Brothers Big Sisters of Canada](#)
[Brown, Darcy](#)
[Canadian Association of Mutual Insurance Companies](#)
[Canadian Association of Occupational Therapists](#)
[Canadian Chamber of Commerce](#)
[Canadian Doctors for Medicare](#)
[Canadian Renewable Fuels Association](#)
[Carleton University](#)
[Cournoyer, Rachelle](#)
[Dahmé, Sherolyn](#)
[Deloitte Touche LLP](#)
[Greater Victoria Visitor and Convention Bureau](#)
[Guy, Duane](#)

[Hoeschele, Tobias](#)
[Horkoff, Zachary](#)
[Jardine, Susan](#)
[Kalisiak, Caterina](#)
[Karl, Gabriel](#)
[Klop, Edward](#)
[Kuenzlen, Robert](#)
[Lemon, Sue](#)
[Leonard, Deanna](#)
[Lutherans for Life Canada](#)
[MacKenzie, Tina](#)
[MacLean, Jaime](#)
[MacLeod, Margaret](#)
[Mahoney, Tara](#)
[Multiple Sclerosis Society of Canada](#)
[Namink, Bill](#)
[National Association of Federal Retirees](#)
[Parent, Echo](#)

[Peterson, Kirsty](#)
[Quinn, Iris](#)
[Romero, Lawrence](#)
[Schenk, Terry](#)
[Skene, Ron](#)
[Squamish Off-Road Cycling Association](#)
[Stokes, Frank](#)
[Stone, Wayne](#)
[Talbot, Annelise](#)
[Timmons, Zachary](#)
[Tourism Burnaby](#)
[Tourism Calgary](#)
[Tourism Industry Association of Canada](#)
[Weight Watchers Canada Ltd.](#)
[YWCA Canada](#)

Small and Medium-sized Enterprises

[Aerospace Industries Association of Canada](#)

[Association of Canadian Community Colleges](#)

[Atlantic Provinces Community College Consortium](#)

[Barclay, Reid](#)

[Bayerl, Francis](#)

[Benjamin, Chris](#)

[Big Brothers Big Sisters of Canada](#)

[Boily, France](#)

[Bowen, Gary](#)

[Brinkman, Jason](#)

[Callan, Sharon](#)

[Canadian Automobile Dealers Association](#)

[Canadian Convenience Stores Association](#)

[Certified General Accountants Association of Canada](#)

[Dahmé, Sherolyn](#)

[Eamer, Claire](#)

[England Ross, Katarina](#)

[Essential Skills Ontario](#)

[Fralin, Sara](#)

[Henderson, Scott](#)

[Investment Industry Association of Canada](#)

[Khare, Rajive](#)

[Léger, Richard](#)

[Maijski, Joyce](#)

[McColl, John](#)

[McDonald, Jen](#)

[McMaster University](#)

[Paradis, Claire](#)

[Park, Robert](#)

[Phillips, Shane](#)

[Presby, Melanie](#)

[Procom Consultants Group Ltd.](#)

[Regroupement des jeunes chambres de commerce du Québec](#)

[Roy, René](#)

[Roy, Sébastien](#)

[Saint-Jean, Olivier](#)

[Sarnia Lambton Chamber of Commerce](#)

[Small Explorers and Producers Association of Canada](#)

[Smilovic, Mikhail](#)

[Smith, Daryl](#)

[Spencer-Hallée, Olivier](#)

[St. Boniface Hospital Research](#)

[Stephen, Susan Lee](#)

[St-Hilaire, Djanice](#)

[St-Louis, Yvon](#)

[Sutton, Justin](#)

[Tourism Industry Association of the Yukon](#)

[Towsley, Josh](#)

[University of British Columbia](#)

[Van Borek, Hanah](#)

[Zubalik, Steven](#)

Taxes, including corporate, personal, consumption, capital gains, shelters, capital cost allowance, income splitting, and fees and levies

[Aerospace Industries Association of Canada](#)

[Alford, Tina](#)

[Alliance of Canadian Cinema, Television and Radio Artists](#)

[Association of Canadian Academic Healthcare Organizations](#)

[Association of Canadian Search, Employment and Staffing Services](#)

[Association of Fundraising Professionals](#)

[Association of Professional Computer Consultants](#)

[Balfour and District Business and Historic Association](#)

[Bradfield, Suellen](#)

[Buchanan, Matthew](#)

[Building and Construction Trades Department, AFL-CIO](#)

[Burnstick, Brent](#)

[Callan, Sharon](#)

[Canadian Association of Occupational Therapists](#)

[Canadian Association of Oilwell Drilling Contractors](#)

[Canadian Automobile Dealers Association](#)

[Canadian Chamber of Commerce](#)

[Canadian Construction Association](#)

[Canadian Council of Chief Executives](#)

[Canadian Federation of Apartment Associations](#)

[Canadian Institute of Chartered Accountants](#)

[Canadian Life and Health Insurance Association Inc.](#)

[Canadian Manufacturers and Exporters](#)

[Canadian Meat Council](#)

[Canadian Museums Association](#)

[Canadian Nurses Association](#)

[Canadian Restaurant and Foodservices Association](#)

[Canadian Steel Producers Association](#)
[Canadian Union of Public Employees](#)
[Canadian Wireless Telecommunications Association](#)
[Carleton University](#)
[Carrière, Sonia](#)
[Cement Association of Canada](#)
[Certified General Accountants Association of Canada](#)
[Certified Management Accountants of Canada](#)
[Chant, James](#)
[Chemistry Industry Association of Canada](#)
[Consumer Health Products Canada](#)
[Cory, Ken](#)
[Dahmé, Sherolyn](#)
[Deloitte Touche LLP](#)
[Denault, Sebastien](#)
[Eckford, Michael](#)
[Economic Development Winnipeg Inc.](#)
[Écotech Québec](#)
[Elliott, Don](#)
[Encana Corporation](#)
[Financial Executives International Canada](#)
[First Call: BC Child and Youth Advocacy Coalition](#)
[Food and Consumer Products of Canada](#)
[Forest Products Association of Canada](#)
[Fralin, Sara](#)
[Glenergy Inc.](#)
[Greater Kitchener Waterloo Chamber of Commerce](#)
[Herman, Suzanne](#)
[Hung, Winnie](#)

[Information Technology Association of Canada](#)
[Investment Industry Association of Canada](#)
[Kalisiak, Caterina](#)
[Kamloops Homelessness Action Plan](#)
[Keast, Brian](#)
[Khare, Rajive](#)
[Killam Chua, Kyly Audry](#)
[Kirschenman, Andrew](#)
[Kotyk, Phil](#)
[Kouri, Denise](#)
[Kraus, Danielle](#)
[Kuenzlen, Robert](#)
[Labelle, Teresa](#)
[Léger, Richard](#)
[Little, Brona](#)
[Longpre, Kirk](#)
[MacKenzie, Tina](#)
[McColl, John](#)
[McGlenn, Stephen](#)
[Mendes, Errol](#)
[Milchard, David](#)
[Mining Association of Canada](#)
[Minion, Dallas](#)
[Moleski, Cindy](#)
[Mowbray, Jan](#)
[Myers, David](#)
[National Allied Golf Associations](#)
[National Association of Federal Retirees](#)
[Newman, Maddi](#)
[O'Leary, Brigit](#)
[Olmstead, Amanda](#)
[Ontario Cattlemen's Association](#)
[Procom Consultants Group Ltd.](#)

[Professional Institute of the Public Service of Canada](#)
[Quality Urban Energy Systems of Tomorrow](#)
[Quebec Employers' Council](#)
[Ramage, Dianne](#)
[Regroupement des jeunes chambres de commerce du Québec](#)
[Rental Owners and Managers Society of British Columbia](#)
[Research Canada: An Alliance for Health Discovery](#)
[Retail Council of Canada](#)
[Sarnia Lambton Chamber of Commerce](#)
[Semple, Mark](#)
[Shanna, Sky](#)
[Shepherd, Ian](#)
[Singh, Robbie](#)
[Size, Carol Sandra](#)
[Small Explorers and Producers Association of Canada](#)
[Smyth, Tim](#)
[Soares, Donna](#)
[Spectra Energy](#)
[St. John's Board of Trade](#)
[Stephen, Susan Lee](#)
[St-Louis, Yvon](#)
[Stokes, Frank](#)
[Sutton, Justin](#)
[Tax Executives Institute, Inc.](#)
[Tiedeman, Conrad](#)
[Toronto Board of Trade](#)
[University of Saskatchewan](#)
[Vancouver Gear Works Ltd.](#)
[Weight Watchers Canada Ltd.](#)
[Zalinko, Lara](#)

Tourism Sector

[Atlantic Policy Congress Of First Nations Chiefs Secretariat](#)

[City of Revelstoke](#)

[Greater Victoria Visitor and Convention Bureau](#)

[Greyell, Leslie](#)

[Hospitality Newfoundland and Labrador](#)

[Majiski, Joyce](#)

[NextgenID Canada Inc.](#)

[Nunavut Tourism](#)

[Ranger, Johanne](#)

[Simon Fraser University, Departments of Geography and Biomedical Physiology and Kinesiology](#)

[Singh, Robbie](#)

[Squamish Off-Road Cycling Association](#)

[Tourism Burnaby](#)

[Tourism Calgary](#)

[Tourism Industry Association of Canada](#)

[Tourism Industry Association of the Yukon](#)

[Tourism Jasper](#)

[Tourism Vancouver](#)

Trade, Investment and Market Development, including supply chains, the shared border, and domestic and international trade and investment

[Accipiter Radar Technologies Inc.](#)

[Aerospace Industries Association of Canada](#)

[Alberta Chambers of Commerce](#)

[Association of Atlantic Universities](#)

[Association of Canadian Search, Employment and Staffing Services](#)

[Association of Universities and Colleges of Canada](#)

[Brickwood, Jim](#)

[Calgary Chamber of Commerce](#)

[Canada's Research-Based Pharmaceutical Companies \(RxD\)](#)

[Canadian Arts Coalition](#)

[Canadian Chamber of Commerce](#)

[Canadian Council of Chief Executives](#)

[Canadian Labour Congress](#)

[Canadian Meat Council](#)

[Canadian Museums Association](#)

[Canadian Union of Public Employees](#)

[Canadian Urban Transit Association](#)

[Canola Council of Canada](#)

[Chemistry Industry Association of Canada](#)

[Clark, Paul](#)

[CropLife Canada](#)

[Dahmé, Sherolyn](#)

[Deloitte Touche LLP](#)

[Forest Products Association of Canada](#)

[Forget, Marie-Josée](#)

[Fralin, Sara](#)

[Grain Farmers of Ontario](#)

[Guy, Duane](#)

[Hanna, Bruce](#)

[Hoenle, Sandra](#)

[Jean-Louis, Bonnie](#)

[Johnson & Johnson Inc.](#)

[Jones, Wendy](#)

[Kalisiak, Caterina](#)

[Killam Chua, Kyly Audry](#)

[Lalonde, Rejean](#)

[Massam, Katherine](#)

[McColl, John](#)

[McNeil Consumer Healthcare](#)

[Myers, David](#)

[NextgenID Canada Inc.](#)

[Paquette, Richard A.](#)

[Peacock, Lorie](#)

[Port Metro Vancouver](#)

[Railway Association of Canada](#)

[Ramsey, Tracey](#)

[Research Canada: An Alliance for Health Discovery](#)

[Retail Council of Canada](#)

[Rideau Institute](#)

[Southwest Nova Biosphere Reserve Association](#)

[St. Boniface Hospital Research](#)

[St-Hilaire, Djanice](#)

[Tannous, Natalie](#)

[Taylor, Chris](#)

[Taylor, Rob](#)

[Tiedeman, Conrad](#)

[Union of National Defence Employees](#)

Transportation Sector, including rail, aviation and aerospace

[Council of Canadians with Disabilities](#)

[National Airlines Council of Canada](#)

[Smyth, Tim](#)

[Desrosiers-Plaisance, Hugo](#)

[Quebecor Media Inc.](#)

[Swanson, Anders](#)

[Forget, Marie-Josée](#)

[Railway Association of Canada](#)

[Léger, Richard](#)

[Rankin, Susan](#)

[L'Heureux, Marie-Claude](#)

[Reid-Fraser, Robin](#)

Unions

[Building and Construction Trades Department, AFL-CIO](#)

[Jones, Deborah](#)

[Quebecor Media Inc.](#)

[Cory, Ken](#)

[Kennedy, Max](#)

[Redvers, Peter](#)

[Davis, Anne](#)

[Lagimodiere, Darrin](#)

[Reid-Fraser, Robin](#)

[Figueroa, Carmen](#)

[Longstaff, Bill](#)

[Singh, Robbie](#)

[Hanratty, Pat](#)

[McCull, John](#)

[Stalder, Kelly](#)

[Hudson, Carolyn](#)

[McKay, Dawn](#)

[Port Metro Vancouver](#)

Women

[Canadian Federation of University Women](#)

[Monro, Matreya](#)

[Every Woman's Centre Association](#)

[Partnership Group for Science and Engineering](#)

[Lahey, Kathleen](#)

[YWCA Canada](#)

5. OTHER CHALLENGES

With some Canadian individuals, businesses and communities facing particular challenges at this time, in your view, who is facing the most challenges, what are the challenges that are being faced and what specific federal actions are needed to address these challenges?

Aboriginal Peoples

[Arthritis Alliance of Canada](#)

[Atlantic Policy Congress Of First Nations Chiefs Secretariat](#)

[Big Brothers Big Sisters of Canada](#)

[Association of Atlantic Universities](#)

[Bowen, Gary](#)

[Association of Canadian Community Colleges](#)

[Atlantic Provinces Community College Consortium](#)

[Bradfield, Suellen](#)

[Association of Universities and Colleges of Canada](#)

[Beaugard, Frédéric](#)

[Brault, Olivier](#)

[Benjamin, Chris](#)

[Brillon, Erin](#)

[Brockner, Josie](#)

[Burnstick, Brent](#)

[Calhoun, Kristina](#)

[Campaign 2000 End Child Poverty in Canada](#)

[Canadian Alliance on Mental Illness and Mental Health](#)

[Canadian Association of Occupational Therapists](#)

[Canadian Association of Research Libraries](#)

[Canadian Association of Speech-Language Pathologists and Audiologists](#)

[Canadian Association of Student Financial Aid Administrators](#)

[Canadian Federation of Nurses Unions](#)

[Canadian Nurses Association](#)

[Canadian Psychiatric Association](#)

[Canadian Union of Public Employees](#)

[Carbonneau, Maxime](#)

[Chant, James](#)

[Charette, Marc](#)

[Citizens for Public Justice](#)

[Congress of Aboriginal Peoples](#)

[Council of Canadians with Disabilities](#)

[Council of Ontario Universities](#)

[Cowell, Gary](#)

[Dahmé, Sherolyn](#)

[Datta, Ranjan](#)

[Desjardins Group](#)

[Desrosiers-Plaisance, Hugo](#)

[Driscoll, Cathy](#)

[Dumbrill, Rebecca](#)

[Dyck, Shannon](#)

[Dykman, Kate](#)

[Fédération des communautés francophones et acadienne du Canada](#)

[First Call: BC Child and Youth Advocacy Coalition](#)

[Forget, Marie-Josée](#)

[Fortier, Nathalie](#)

[Fortna, Peter](#)

[Fowler, Shirley](#)

[Fraser, Kirsten](#)

[Frontier College](#)

[Fund the Child Coalition](#)

[Global Compliance Research Project](#)

[Goodman, Nicole](#)

[Graham, Hugh](#)

[Grant, Margo](#)

[Green Budget Coalition](#)

[Greyell, Leslie](#)

[Harris, Gillian](#)

[Hnatiuk, Jeff](#)

[Holmes, Krister](#)

[Hudson, Julian](#)

[Hussain, Aasiya](#)

[Inuit Tapiriit Kanatami](#)

[Jones, Deborah](#)

[Jones, Sebastian](#)

[Kalisiak, Caterina](#)

[Khennache, Lylia](#)

[Kollin, Russell](#)

[Lahey, Kathleen](#)

[Ledbetter, Richard](#)

[Lee, Richard](#)

[Léger, Richard](#)

[Lemieux McClure, Annie-Sara](#)

[Levsen, Grace](#)

[Little, Laura](#)

[Longstaff, Bill](#)

[Lovell, Mary](#)

[MacDonald, Jackie](#)

[MacLeod, Margaret](#)

[Maxwell, Emerson](#)

[McDonnell, Erin](#)

[McGlenn, Stephen](#)

[McMaster University](#)

[Ménard, Milva](#)

[Metcalfe, Isabel](#)

[Miles, Glenna](#)

[Mood Disorders Society of Canada](#)

[Morgan, Shauna](#)

[National Association of Career Colleges](#)

[Newman, Jeffrey](#)

[Newman, Maddi](#)

[Northwest Territories Literacy Council](#)

[Oommen, Frances](#)

[Pelletier, Genevieve](#)

[Port Metro Vancouver](#)

[Prashaw, Rick](#)

[Prospectors and Developers Association of Canada](#)

[Public Service Alliance of Canada](#)

[Ramage, Dianne](#)

[Redvers, Peter](#)

[Robillard, Roxanne](#)

[Roy, Sébastien](#)

[Schonberg, Lance](#)

[Sikkema, Arnold](#)

[Sly, Lillian](#)

[Spectra Energy](#)

[Stangeland, Andrea](#)

[Stephen, Susan Lee](#)

[Thibodeau, Nicolas](#)
[University of Alberta](#)
[University of British Columbia](#)
[University of Saskatchewan](#)

[Urbanczyk, Suzanne](#)
[Velarde, Eleanor](#)
[Wachiay Friendship Centre](#)
[Whiteside, David](#)

[Yukon Art Society - Arts
Underground](#)

Agricultural Sector

[Bayerl, Francis](#)
[Brockner, Josie](#)
[Burns, Tracy](#)
[Canadian Association of Social
Workers](#)
[Canadian Cattlemen's Association](#)
[Canadian Federation of Agriculture](#)
[Canadian Meat Council](#)
[Désautels, Dulciane](#)
[Diadick Casselman, Karen](#)

[Ducks Unlimited Canada](#)
[Food Secure Canada](#)
[Gagné, Serge](#)
[Genome Canada](#)
[Grain Growers of Canada](#)
[Laurin, Wanda](#)
[Leon, Linda](#)
[MacDonald, Jackie](#)
[MacLean, Jaime](#)

[National Cattle Feeders'
Association](#)
[Ontario Cattlemen's Association](#)
[Oommen, Frances](#)
[Reid-Fraser, Robin](#)
[Robillard, Roxanne](#)
[Sefton, James](#)
[Serda, Victoria](#)
[Torbert, Jeffrey](#)
[Vigneux, Jacqueline](#)

Artistic and Cultural Sector

[Alford, Tina](#)
[Alliance of Canadian Cinema,
Television and Radio Artists](#)
[Armitage, Kathleen](#)
[Bernier, Francois](#)
[Bowen, Gary](#)
[Brault, Olivier](#)
[Burwell, Patrick](#)
[Calder, Katarzyna](#)
[Canadian Arts Coalition](#)
[Canadian Arts Presenting
Association](#)
[Canadian Conference of the Arts](#)
[Canadian Crafts Federation](#)
[Canadian Museums Association](#)
[Carbonneau, Maxime](#)
[Cauley, Brian](#)
[Cédilot, Catherine](#)
[Charette, Marc](#)

[Chisholm, Kenneth](#)
[Coon, Timothy](#)
[Cory, Ken](#)
[Cournoyer, Rachelle](#)
[Datta, Ranjan](#)
[Dauphinais, Laurence](#)
[Désautels, Dulciane](#)
[Desrosiers-Plaisance, Hugo](#)
[Dubeau, Michel](#)
[Elliott, Don](#)
[Elliott, Eric](#)
[Fédération culturelle canadienne-
française](#)
[Federation of Canadian Music
Festivals](#)
[Forget, Marie-Josée](#)
[Fortier, Nathalie](#)
[Fowler, Shirley](#)
[Grant, Carmen](#)

[Grethen, Julie](#)
[Hamel, Jean-François](#)
[Hayman, Terence](#)
[Holland, Erin](#)
[Hudon, Richard](#)
[Hurstfield, Deanna](#)
[Independent Media Arts Alliance](#)
[Jean, Alain](#)
[Kesler, Lindsay](#)
[Léger, Richard](#)
[Leon, Linda](#)
[L'Heureux, Marie-Claude](#)
[Longpre, Kirk](#)
[Looy, Heather](#)
[Lubiniecki, Charlie](#)
[Ménard, Milva](#)
[Metcalf, Isabel](#)

[Milchard, David](#)

[Millar Drysdale, Jillian](#)

[Monro, Matreya](#)

[Mouvement pour les arts et les lettres](#)

[Opera.ca](#)

[Osborne, Judy](#)

[Ouellette, Michel](#)

[Perrier, André](#)

[Prazmowski, Richard](#)

[Professional Association of Canadian Theatres](#)

[Purvis, Russ](#)

[Rajotte, Sébastien](#)

[Robblee, Nancy](#)

[Robillard, Roxanne](#)

[Rondeau Saint-Jean, Camille](#)

[Rouette Tétreault, Antonin](#)

[Rutherford, Allan](#)

[Sangster, Troy](#)

[Schenk, Terry](#)

[Scholten, Stephanie](#)

[Shanna, Sky](#)

[Singh, Robbie](#)

[Smilovic, Mikhail](#)

[Smith, Kimberly](#)

[Soares, Donna](#)

[Spence, Madeline](#)

[Stalder, Kelly](#)

[St-Hilaire, Frédéric](#)

[Talbot, Audrey](#)

[Tannous, Natalie](#)

[Théâtre des Turcs Gobeurs d'Opium](#)

[Turner, Frank](#)

[Van Borek, Hanah](#)

[Varughese, Sugith](#)

[Writers Guild of Canada](#)

[Writers' Union of Canada](#)

[Yukon Art Society - Arts Underground](#)

Charitable/Not-for-profit Sector

[Association of Canadian Community Colleges](#)

[Association of Fundraising Professionals](#)

[Blumberg Segal LLP](#)

[Brooks, Brad](#)

[Canadian Arts Presenting Association](#)

[Canadian Conference of the Arts](#)

[Canadian Federation for the Humanities and Social Sciences](#)

[Frank, Shannon](#)

[Hallmont Foundation](#)

[Hnatiuk, Jeff](#)

[Holmes, Krister](#)

[Imagine Canada](#)

[Independent Media Arts Alliance](#)

[Mastocytosis Society Canada](#)

[Opera.ca](#)

[Professional Association of Canadian Theatres](#)

[Writers' Union of Canada](#)

Children and Youth, including parenting, families and child care

[Association of Canadian Academic Healthcare Organizations](#)

[Association of Canadian Community Colleges](#)

[Atlantic Provinces Community College Consortium](#)

[Bayerl, Francis](#)

[Blumberg Segal LLP](#)

[Boily, France](#)

[Boughen, Ray M.P.](#)

[Boys and Girls Clubs of Canada](#)

[Burnstick, Brent](#)

[Campaign 2000 End Child Poverty in Canada](#)

[Canadian Alliance of Student Associations](#)

[Canadian Association of Retired Persons](#)

[Canadian Association of Speech-Language Pathologists and Audiologists](#)

[Canadian Association of Student Financial Aid Administrators](#)

[Canadian Association of University Teachers](#)

[Canadian Community Economic Development Network](#)

[Canadian Convenience Stores Association](#)

[Canadian Federation of Students](#)

[Canadian Federation of Students \(Manitoba\)](#)

[Canadian Federation of Students \(Newfoundland and Labrador\)](#)

[Canadian Federation of Students \(Nova Scotia\)](#)

[Canadian Federation of Students \(Ontario\)](#)

[Canadian Federation of University Women](#)

[Canadian Labour Congress](#)

[Canadian Museums Association](#)

[Canadian Nurses Association](#)

[Canadian Psychological Association](#)

[Child Care Advocacy Association of Canada](#)

[Citizens for Public Justice](#)

[City of Oshawa](#)

[Clavier, Brian](#)

[Council of Canadians with Disabilities](#)

[Couto, Erika](#)

[Dame, Elizabeth](#)

[Damiao, Anthony](#)

[Danahy, Helen](#)

[Datta, Ranjan](#)

[Diadick Casselman, Karen](#)

[Everitt, Angelique](#)

[Every Woman's Centre Association](#)

[First Call: BC Child and Youth Advocacy Coalition](#)

[Fugazza, Léo](#)

[Fund the Child Coalition](#)

[Gibson, Margaret](#)

[Glenergy Inc.](#)

[Gontran Bolduc, Gontran](#)

[Grant, Margo](#)

[Gregson, Sharon](#)

[Grondin, Jordan](#)

[Guico, Stéphanie](#)

[Harris, Gillian](#)

[Hnatiuk, Jeff](#)

[Hodgins, Laurel](#)

[Hooper, Kevin](#)

[Jardine, Susan](#)

[Jones, Wendy](#)

[Kalisiak, Caterina](#)

[Kamloops Homelessness Action Plan](#)

[Kouri, Denise](#)

[Labelle, Teresa](#)

[Lahey, Kathleen](#)

[Longstaff, Bill](#)

[Lord, Stella](#)

[MacLeod, Margaret](#)

[Metcalf, Isabel](#)

[Millar Drysdale, Jillian](#)

[Monro, Matreya](#)

[Mood Disorders Society of Canada](#)

[Mullally, Conor](#)

[Multiple Sclerosis Society of Canada](#)

[O'Leary, Brigit](#)

[Oommen, Frances](#)

[Paquette, Richard A.](#)

[Peacock, Lorie](#)

[Peterson, Kirsty](#)

[Phillips, Shane](#)

[Rankin, Susan](#)

[Redvers, Peter](#)

[Regroupement des jeunes chambres de commerce du Québec](#)

[Sandbox Project](#)

[Schonberg, Lance](#)

[Sport Matters Group](#)

[Stokes, Frank](#)

[Strang, Hilary](#)

[Sutton, Tove](#)

[Symons, Maryellen](#)

[Talbot, Annelise](#)

[Thibodeau, Nicolas](#)

[Thomson, Taryn](#)

[Timmons, Zachary](#)

[Université de Montréal](#)

[University of Alberta](#)

[Urbanczyk, Suzanne](#)

[Van Borek, Hanah](#)

[Wachiay Friendship Centre](#)

[Weniger, Ian](#)

[White, Erinn](#)

[Whiteside, David](#)

[Witteman, Cassandra](#)

[Yukon Art Society - Arts Underground](#)

Collaboration, Partnerships, Networks and Clusters

[Bow Valley College](#)

[Canada Foundation for Innovation](#)

[Canadian Association of Physicists](#)

[Canadian Institute for Military and Veteran Health Research](#)

[Carleton University](#)

[Chemical Institute of Canada](#)

[Hodgson, Cory](#)

[International Science Technology Partnerships Canada](#)

[Johnson & Johnson Inc.](#)

[Juvenile Diabetes Research Foundation Canada](#)

[March of Dimes Canada](#)

[McLaughlin, Murray](#)

[MITACS](#)

[Partnership Group for Science and](#)

[Engineering](#)

[Rainville, Simon](#)

[Roberson, Trisha](#)

[Southlake Regional Health Centre](#)

Community and Communities, including regions, Francophone, language rights, rural, northern and remote

[Ainstey, Beatrice](#)

[Atlantic Policy Congress Of First Nations Chiefs Secretariat](#)

[Atlantic Provinces Community College Consortium](#)

[Balfour and District Business and Historic Association](#)

[Beingessner, Naomi](#)

[Bernier, Francois](#)

[Big Brothers Big Sisters of Canada](#)

[Bow Valley College](#)

[Brault, Olivier](#)

[Canada Foundation for Innovation](#)

[Canadian Alliance on Mental Illness and Mental Health](#)

[Canadian Association of Mutual Insurance Companies](#)

[Canadian Association of Student Financial Aid Administrators](#)

[Canadian Chamber of Commerce](#)

[Canadian Community Economic Development Network](#)

[Canadian Convenience Stores Association](#)

[Canadian Federation for the Humanities and Social Sciences](#)

[Canadian Federation of Medical Students](#)

[Canadian Federation of Students \(Ontario\)](#)

[Canadian Gas Association](#)

[Canadian Steel Producers Association](#)

[Cédilot, Catherine](#)

[Citizens for Public Justice](#)

[City of Edmonton](#)

[City of Red Deer](#)

[Coleman, Curtis](#)

[Conseil canadien de la coopération et de la mutualité](#)

[Cross, Michael](#)

[Dame, Elizabeth](#)

[Decoda Literacy Solutions](#)

[Desjardins Group](#)

[Eisenhauer, Jim](#)

[Essential Skills Ontario](#)

[Fédération culturelle canadienne-française](#)

[Fédération des communautés francophones et acadienne du Canada](#)

[Federation of Canadian Municipalities](#)

[Food Secure Canada](#)

[Fortier, Nathalie](#)

[Glenergy Inc.](#)

[Gontran Bolduc, Gontran](#)

[Greetham, Sue](#)

[Hanna, Bruce](#)

[Hnatiuk, Jeff](#)

[Hnatiuk, Joseph](#)

[Holland, Erin](#)

[Jean-Louis, Bonnie](#)

[Jones, Wendy](#)

[Keast, Brian](#)

[Kliner, Alex](#)

[Leclerc, Geneviève](#)

[Little, Laura](#)

[Lord, Stella](#)

[Lutherans for Life Canada](#)

[MacKenzie, Tina](#)

[MacLean, Jaime](#)

[Moylan, Kate](#)

[Newman, Maddi](#)

[Northwest Territories Literacy Council](#)

[Olynyk, Oliver](#)

[Ouellette, Michel](#)

[Paradis, Claire](#)

[Pelletier, Rémi](#)

[Port Metro Vancouver](#)

[Prashaw, Rick](#)

[Quebecor Media Inc.](#)

[Ranger, Johanne](#)

[Rogers, Lynn](#)

[Sefton, James](#)

[Shepherd, Ian](#)

[Simard, Suzanne](#)

[Simon Fraser University, Departments of Geography and Biomedical Physiology and Kinesiology](#)

[Simpson, Pierre](#)

[Smith, Kimberly](#)

[Spitzer, Aaron](#)

[St-Hilaire, Djanice](#)

[Swanson, Anders](#)

[Taylor, Kenneth](#)

[Union of National Defence Employees](#)

[Université de Montréal](#)

[Wachiay Friendship Centre](#)

Cooperative Sector

[Canadian Association of Mutual Insurance Companies](#)

[Canadian Community Economic Development Network](#)

[Canadian Co-operative Association](#)

[Conseil canadien de la coopération et de la mutualité](#)

[Food Secure Canada](#)

Corporate Governance, Corporate Behaviour and Executive Compensation

[Eliot, Loni](#)

[Fischer, Doug](#)

[Greetham, Sue](#)

[O'Hearn, Hubert](#)

[Roselle, Jeremie](#)

[Simpson, Grant](#)

Democracy, Elections and Accountability

[Brekke, David](#)

[Caron, Danielle](#)

[Davis, Mary](#)

[Eckford, Michael](#)

[England Ross, Katarina](#)

[Figueroa, Carmen](#)

[Fontaine, Linda](#)

[Hawkins, Mary](#)

[Leon, Linda](#)

[Majiski, Joyce](#)

[Nolan, Joseph](#)

[Oommen, Frances](#)

[Stahel, Cheryl Ann](#)

[Taylor, Rob](#)

[Toupin, Roger](#)

[Vigneux, Jacqueline](#)

[Vlahos, Nick](#)

[Whiteside, David](#)

[Zubalik, Steven](#)

Disabled and Disability Issues

[Arthritis Alliance of Canada](#)

[Association of Canadian Community Colleges](#)

[Atlantic Provinces Community College Consortium](#)

[Canadian Association of Student Financial Aid Administrators](#)

[Canadian National Institute for the Blind](#)

[Citizens for Public Justice](#)

[Community Living Essex County](#)

[Council of Canadians with Disabilities](#)

[Dahmé, Sherolyn](#)

[Dendoff, Cheryl](#)

[Frank, Shannon](#)

[Lahey, Kathleen](#)

[Laurin, Wanda](#)

[MacDonald, Jackie](#)

[March of Dimes Canada](#)

[Multiple Sclerosis Society of Canada](#)

[Patterson, Debbie](#)

[Peterson, Kirsty](#)

[Public Service Alliance of Canada](#)

[University of Alberta](#)

[Zalinko, Lara](#)

Economic Issues and the Economy, including uncertainty, development and market structures

[Association of Professional Computer Consultants](#)

[Automotive Industries Association of Canada](#)

[Canadian Chamber of Commerce](#)

[Canadian Community Economic Development Network](#)

[Canadian Natural Gas Vehicle Alliance](#)

[Canadian Steel Producers Association](#)

[Citizens for Public Justice](#)

[Daniels, Peter](#)

[Deloitte Touche LLP](#)

[Edwards, Doug](#)

[England Ross, Katarina](#)

[Henderson, Scott](#)

[Hoeschele, Tobias](#)

[Leclerc, Dominique](#)

[Myers, David](#)

[Oommen, Frances](#)

[Paine, Harry](#)

[Payne, Nick](#)

[Procom Consultants Group Ltd.](#)

[Ranger, Johanne](#)

[Redvers, Peter](#)

[Research Canada: An Alliance for Health Discovery](#)

[Rideau Institute](#)

[Spectra Energy](#)

[Stone, Wayne](#)

[Turchynsky, Dave](#)

[Vancouver Gear Works Ltd.](#)

Education and Skills Training, including apprenticeships and mentoring

[ABC Life Literacy Canada](#)

[Ainstey, Beatrice](#)

[Alarie, Nathalie](#)

[April, Laura](#)

[Association of Canadian Academic Healthcare Organizations](#)

[Association of Canadian Community Colleges](#)

[Athabasca University Graduate Students' Association](#)

[Atlantic Provinces Community College Consortium](#)

[Baartman, Rick](#)

[Boily, France](#)

[Boys and Girls Clubs of Canada](#)

[Bradfield, Suellen](#)

[Braun, Raymond](#)

[Brinkman, Jason](#)

[Brockner, Josie](#)

[Buchanan, Matthew](#)

[Burns, Tracy](#)

[Campus Stores Canada](#)

[Canadian Alliance of Student Associations](#)

[Canadian Association for Graduate Studies](#)

[Canadian Association of Research Libraries](#)

[Canadian Association of Student Financial Aid Administrators](#)

[Canadian Association of University Teachers](#)

[Canadian Bureau for International Education](#)

[Canadian Chamber of Commerce](#)

[Canadian Community Economic Development Network](#)

[Canadian Federation of Medical Students](#)

[Canadian Federation of Students](#)

[Canadian Federation of Students - National Graduate Caucus](#)

[Canadian Federation of Students \(Manitoba\)](#)

[Canadian Federation of Students \(Newfoundland and Labrador\)](#)

[Canadian Federation of Students \(Nova Scotia\)](#)

[Canadian Housing and Renewal Association](#)

[Canadian Labour Congress](#)

[Canadian Labour Congress](#)

[Carrière, Sonia](#)

[Carson, Isabel](#)

[Cédilot, Catherine](#)

[Chemical Institute of Canada](#)

[Child Care Advocacy Association of Canada](#)

[Chong, Louie](#)

[Citizens for Public Justice](#)

[Clavier, Brian](#)

[Coates, Chris](#)

[Colenutt, Brenda](#)

[Conroy, Jack](#)

[Cool, Jocelyn](#)

[Council of Canadians with Disabilities](#)

[Couto, Erika](#)

[Dahmé, Sherolyn](#)

[Danahy, Helen](#)

[Datta, Ranjan](#)

[Dauphinais, Laurence](#)

[Decoda Literacy Solutions](#)

[Desjardins Group](#)

[Eamer, Claire](#)

[Eliot, Loni](#)

[Every Woman's Centre Association](#)

[Fanshawe College](#)

[Financial Executives International Canada](#)

[Fugazza, Léo](#)

[Fund the Child Coalition](#)

[Gibson, Margaret](#)

[Gilani, Mahebab](#)

[Global Compliance Research Project](#)

[Goel, Ritika](#)

[Goodman, Nicole](#)

[Gordyn, Nikita](#)

[Grames, Panos](#)

[Grant, Margo](#)

[Hanna, Bruce](#)

[Hradowy, Pete](#)

[Hudon, Richard](#)

[Investment Industry Association of Canada](#)

[Jardine, Susan](#)

[Kalisiak, Caterina](#)

[Karl, Gabriel](#)

[Keast, Brian](#)

[Kollin, Russell](#)

[Kouri, Denise](#)

[Lahey, Kathleen](#)

[Leonard, Deanna](#)

[Looy, Heather](#)

[Lord, Stella](#)

[Maher, Janet](#)

[Martel, Sylvain](#)

[McGill University](#)

[McGlenn, Stephen](#)

[McMaster University](#)

[Medical Reform Group](#)

[Ménard, Milva](#)

[Monro, Matreya](#)

[Morgenstern, Mark](#)

[National Association of Career Colleges](#)

[Northwest Territories Literacy Council](#)

[O'Leary, Brigit](#)

[Oommen, Frances](#)

[Oosterman-Nicholson, Elizabeth](#)

[Paquette, Richard A.](#)

[Peacock, Lorie](#)

[Phillips, Shane](#)

[Polytechnics Canada](#)

[Romero, Lawrence](#)

[Sangster, Troy](#)

[Saskatchewan Literacy Network](#)

[Schenk, Terry](#)

[Schonberg, Lance](#)

[Serda, Victoria](#)

[Simard, Suzanne](#)

[Société de transport de Montréal](#)

[Spectra Energy](#)

[St-Hilaire, Frédéric](#)

[Sustainable Development Technology Canada](#)

[Sutton, Justin](#)

[Sutton, Tove](#)

[Swanson, Anders](#)

[Symons, Maryellen](#)

[Talbot, Annelise](#)

[Tehrani, Sheri](#)

[Timmons, Zachary](#)

[Université de Montréal](#)

[University of Alberta](#)

[University of British Columbia](#)

[Urbanczyk, Suzanne](#)

[UTEX Scientific Instruments Inc.](#)

[Vancouver Island University](#)

[White, Erinn](#)

[Witteman, Cassandra](#)

[Writers' Union of Canada](#)

[Zalinko, Lara](#)

[Zubalik, Steven](#)

Employment, Unemployment and Job Creation, including employers, part-time work, labour markets, labour market information and labour mobility

[ABC Life Literacy Canada](#)

[Ainstey, Beatrice](#)

[Arthritis Alliance of Canada](#)

[Association of Seafood Producers](#)

[Bartosinski, Elizabeth](#)

[Beingessner, Naomi](#)

[Boys and Girls Clubs of Canada](#)

[Bradfield, Suellen](#)

[Braun, Raymond](#)

[Brockner, Josie](#)

[Burns, Tracy](#)

[Canadian Association of Oilwell Drilling Contractors](#)

[Canadian Association of Retired Persons](#)

[Canadian Association of Social Workers](#)

[Canadian Association of University Teachers](#)

[Canadian Community Economic Development Network](#)

[Canadian Federation of Students](#)

[Canadian Federation of Students \(Manitoba\)](#)

[Canadian Federation of Students \(Newfoundland and Labrador\)](#)

[Canadian Federation of Students \(Nova Scotia\)](#)

[Canadian Federation of Students \(Ontario\)](#)

Canadian Museums Association	Gordyn, Nikita	Oosterman-Nicholson, Elizabeth
Canadian Nurses Association	Grant, Carmen	Orchestras Canada
Carroll, Adam	Guico, Stéphanie	Park, Robert
Certified Management Accountants of Canada	Hanratty, Pat	Peacock, Lorie
CHC Helicopter Corporation	Hayman, Terence	Phillips, Shane
Child Care Advocacy Association of Canada	Hnatiuk, Joseph	Port Metro Vancouver
Citizens for Public Justice	Hoenle, Sandra	Prashaw, Rick
City of Oshawa	Hooper, Kevin	Procom Consultants Group Ltd.
Clark, Paul	Horkoff, Zachary	Prospectors and Developers Association of Canada
Cool, Jocelyn	Hudson, Carolyn	Public Service Alliance of Canada
Council of Canadians with Disabilities	Hung, Winnie	Ramsey, Tracey
Damiao, Anthony	Kalisiaik, Caterina	Rankin, Susan
Danahy, Helen	Khare, Rajive	Robillard, Roxanne
Daniels, Peter	Kuenzlen, Robert	Société de transport de Montréal
Datta, Ranjan	Labelle, Teresa	Sparks Eggs
Dauphinais, Laurence	Laurin, Wanda	Strang, Hilary
Decoda Literacy Solutions	Lemon, Sue	Sutton, Tove
Desjardins Group	Leonard, Deanna	Swanson, Anders
Diadick Casselman, Karen	Lowe, Katy	Symons, Maryellen
Essential Skills Ontario	MacLean, Jaime	Taylor, Chris
Everitt, Angelique	Maher, Janet	University of Alberta
Every Woman's Centre Association	Marchildon, Louis	Urbanczyk, Suzanne
Fair Pensions for All	McColl, John	Vancouver Island University
First Call: BC Child and Youth Advocacy Coalition	McKay, Dawn	Vigneux, Jacqueline
Fischer, Doug	Medical Reform Group	Wachiy Friendship Centre
Food and Consumer Products of Canada	Ménard, Milva	Weniger, Ian
Gagné, Serge	Mowbray, Jan	White, Erinn
Goel, Ritika	Moylan, Kate	
	Multiple Sclerosis Society of Canada	
	National Association of Computer Consulting Businesses Canada	

Environment and Energy, including climate change, “green” measures, various types of energy and Dutch disease

Askew, James	Cement Association of Canada	Leon, Linda
Bayerl, Francis	Chant, James	Lewis, David
Beingessner, Naomi	Clifton, Sarrah	L'Heureux, Marie-Claude
Berkman, Marten	Colenutt, Brenda	Little, Brona
Bernier, Francois	Cory, Ken	Looy, Heather
Bertocchi, Tony	Cowell, Gary	Lord, Stella
Boily, France	Davis, Mary	MacLean, Jaime
Bowen, Gary	Denault, Sebastien	Majiski, Joyce
Bray, Mike	Desjardins Group	Marshall, Patricia
Brinkman, Jason	Doherty, Eric	McDonald, Jen
Brockner, Josie	Driscoll, Cathy	McDonnell, Erin
Butler, Cameron	Ducks Unlimited Canada	McKenna, Janis
Canadian Association of Oilwell Drilling Contractors	Eliot, Loni	McMullen, Carole
Canadian Association of Physicists	Federation of Canadian Municipalities	Mendes, Errol
Canadian Association of Social Workers	Fontaine, Linda	Miles, Glenna
Canadian Climate Forum	Global Compliance Research Project	Mining Association of Canada
Canadian Community Economic Development Network	Goodman, Nicole	MITACS
Canadian Electricity Association	Green Budget Coalition	Moylan, Kate
Canadian Energy Pipeline Association	Greyell, Leslie	Mueller, Richard
Canadian Fertilizer Institute	Hanna, Bruce	Neumann, Lila
Canadian Gas Association	Harrison, Mary	Newman, Maddi
Canadian Independent Petroleum Marketers Association	Hodgson, Cory	Nicholls, Rebecca
Canadian Natural Gas Vehicle Alliance	Holmes, Krister	Nolan, Joseph
Canadian Petroleum Products Institute	Hooper, Kevin	Oommen, Frances
Canadian Propane Association	Jardine, Susan	Paquette, Richard A.
Canadian Renewable Fuels Association	Kish, Andrew	Parent, Echo
Canadian Steel Producers Association	Klop, Edward	Pelletier, Rémi
Canadian Vehicle Manufacturers' Association	Kraus, Danielle	Perel, Shloime
Carrigan, Andrew	Lagimodiere, Darrin	Plourde, Jocelyn
	Lahey, Kathleen	Potter, James
	Lathwell, Peggy	Prazmowski, Richard
	Lemieux McClure, Annie-Sara	Professional Institute of the Public Service of Canada

[Prospectors and Developers Association of Canada](#)
[Quality Urban Energy Systems of Tomorrow](#)
[Rainville, Simon](#)
[Ramage, Dianne](#)
[Reddin, Tony](#)
[Redvers, Peter](#)
[Rehse, Steven](#)
[Reid, Alison](#)
[Reid-Fraser, Robin](#)
[Roberson, Trisha](#)
[Rondeau Saint-Jean, Camille](#)
[Rushant, Jessie](#)
[Savard, Michel](#)

[Serda, Victoria](#)
[Shell Canada Limited](#)
[Smilovic, Mikhail](#)
[Smith, Alec](#)
[Smith, Daryl](#)
[Spence, Madeline](#)
[Squamish Off-Road Cycling Association](#)
[Stahel, Cheryl Ann](#)
[Stangeland, Andrea](#)
[Stephen, Susan Lee](#)
[Stephens-Anderson, Rhonda](#)
[Sutton, Justin](#)
[Synchyshyn, Dallas](#)

[Taylor, Kenneth](#)
[Taylor, Rob](#)
[Tiedeman, Conrad](#)
[Turchynsky, Dave](#)
[Tyssen, Richard](#)
[Urbanczyk, Suzanne](#)
[Vigneux, Jacqueline](#)
[Wagner, Susan](#)
[Whiteside, David](#)
[Yukon Art Society - Arts Underground](#)
[Zubalik, Steven](#)

Exchange Rate, Currency and the Cost of Living

[Balfour and District Business and Historic Association](#)
[Canadian Co-operative Association](#)
[Certified Management Accountants of Canada](#)
[Clark, Paul](#)
[Dueck, Michelle](#)

[Festivals and Major Events Canada](#)
[Food and Consumer Products of Canada](#)
[Lemon, Sue](#)
[MITACS](#)
[Myren, Eric](#)

[Retail Council of Canada](#)
[Smith, Daryl](#)
[Stasyszyn, Roxanne](#)
[Sundog Electric](#)
[Turchynsky, Dave](#)

Federal Government, Federal Public Service, Federal Budget and Parliament, including salaries and pensions

[Accipiter Radar Technologies Inc.](#)
[Boily, France](#)
[Brickwood, Jim](#)
[Canadian Federation of Independent Business](#)
[Canadian Manufacturers and Exporters](#)
[Canadian Renewable Fuels Association](#)
[Chanyi, Jason](#)
[Cool, Jocelyn](#)
[Customs and Immigration Union](#)

[Desjardins Group](#)
[Écotech Québec](#)
[Fair Pensions for All](#)
[Figueroa, Carmen](#)
[Fischer, Doug](#)
[Guy, Duane](#)
[Harroun, Thad](#)
[Hodgson, Cory](#)
[Hooper, Kevin](#)
[Hradowy, Pete](#)

[Hussain, Aasiya](#)
[Investment Industry Association of Canada](#)
[Jardine, Susan](#)
[Jean-Louis, Bonnie](#)
[Kerton, Sarah](#)
[Kesler, Lindsay](#)
[Kirschenman, Andrew](#)
[Kuenzlen, Robert](#)
[Lagimodiere, Darrin](#)

Leon, Linda	Rideau Institute	Van Borek, Hanah
Majiski, Joyce	Robblee, Nancy	Vigneux, Jacqueline
McCullough, Don	Sadlemyer, Jim	Vlahos, Nick
Merit Canada	Simpson, Grant	Wachiay Friendship Centre
Minion, Dallas	Spitzer, Aaron	Weckwerth, Brian
Mroz, Daniel	Stangeland, Andrea	Zubalik, Steven
Oommen, Frances	Sustainable Development Technology Canada	
Public Service Alliance of Canada	Université de Montréal	

Federal/Provincial-Territorial/Municipal Relationships and Transfers, including for social assistance

Armitage, Kathleen	Federation of Canadian Municipalities	Medical Reform Group
Butler, Cameron	Frank, Shannon	Mining Association of Canada
Canadian Association of Occupational Therapists	Goel, Ritika	Oommen, Frances
Canadian Doctors for Medicare	Goodman, Nicole	Peterson, Kirsty
Canadian Federation of Apartment Associations	Gordyn, Nikita	Ross, Andrew
Canadian Federation of Students	Harris, Gillian	Simard, Suzanne
Canadian Federation of Students (Manitoba)	Hnatiuk, Joseph	St. John's Board of Trade
Canadian Federation of Students (Newfoundland and Labrador)	Hoeschele, Tobias	Stalder, Kelly
Canadian Union of Public Employees	Jardine, Susan	The Local Community Food Centre
Canadian Urban Transit Association	Jean-Louis, Bonnie	Van Borek, Hanah
Davis, Anne	Khare, Rajive	Van de Veire, Cori
Economic Development Winnipeg Inc.	Lahey, Kathleen	White, Erinn
	Little, Laura	Witteman, Cassandra
	Lord, Stella	Zubalik, Steven
	Maher, Janet	

Financial Issues, including foreign accounts, service providers, financial education, payment systems, household saving and debt, access to credit and financial products

BIOTECanada	Canadian Chamber of Commerce	Canadian Independent Petroleum Marketers Association
Brown, Darcy	Canadian Community Economic Development Network	Canadian Renewable Fuels Association
Canadian Association of Social Workers	Canadian Federation of Independent Business	Cédilot, Catherine
Canadian Bankers Association		

[Certified General Accountants Association of Canada](#)

[Clark, Paul](#)

[ClevrU Corporation](#)

[Danek, Darryl](#)

[Deloitte Touche LLP](#)

[Dendoff, Cheryl](#)

[Dorval, Justine](#)

[Écotech Québec](#)

[First Call: BC Child and Youth Advocacy Coalition](#)

[Investment Funds Institute of Canada](#)

[Mastocytosis Society Canada](#)

[Morgenstern, Mark](#)

[Oommen, Frances](#)

[Ottosen, David](#)

[Phillips, Shane](#)

[Portfolio Management Association of Canada](#)

[Regroupement des jeunes chambres de commerce du Québec](#)

[Retail Council of Canada](#)

[Smyth, Tim](#)

[Sparks Eggs](#)

[St-Louis, Yvon](#)

[Sustainable Development Technology Canada](#)

[Toronto Board of Trade](#)

Fisheries Sector

[Bayerl, Francis](#)

[Canadian Electricity Association](#)

[Clifton, Sarrah](#)

[Global Compliance Research Project](#)

[Leon, Linda](#)

[Little, Brona](#)

[Reid-Fraser, Robin](#)

[Robillard, Roxanne](#)

[Vigneux, Jacqueline](#)

[Wagner, Susan](#)

Food, including affordability, adequacy, safety and security

[Beingessner, Naomi](#)

[Bradfield, Suellen](#)

[Brown, Darcy](#)

[Canada Without Poverty](#)

[Canadian Association of Physicists](#)

[Canadian Association of Social Workers](#)

[Canadian Cattlemen's Association](#)

[Canadian Community Economic Development Network](#)

[Canadian Nurses Association](#)

[Citizens for Public Justice](#)

[Danahy, Helen](#)

[Davis, Mary](#)

[Food and Consumer Products of Canada](#)

[Genome Canada](#)

[Gibson, Margaret](#)

[Gilani, Maheeb](#)

[Global Compliance Research Project](#)

[Hodgson, Cory](#)

[Hoenle, Sandra](#)

[Leon, Linda](#)

[Lord, Stella](#)

[Ménard, Milva](#)

[Miles, Glenna](#)

[Mueller, Richard](#)

[Newman, Maddi](#)

[Olmstead, Amanda](#)

[Oommen, Frances](#)

[Plourde, Jocelyn](#)

[Rainville, Simon](#)

[Rehse, Steven](#)

[Reid-Fraser, Robin](#)

[Roberson, Trisha](#)

[Robillard, Roxanne](#)

[Stangeland, Andrea](#)

[Vigneux, Jacqueline](#)

[Wachiay Friendship Centre](#)

[Whiteside, David](#)

Forestry Sector

[Canada Foundation for Innovation](#)

[Genome Canada](#)

Health

[Arthritis Alliance of Canada](#)

[Association of Canadian Academic Healthcare Organizations](#)

[Balfour and District Business and Historic Association](#)

[Boys and Girls Clubs of Canada](#)

[Bradfield, Suellen](#)

[Calhoun, Kristina](#)

[Campaign 2000 End Child Poverty in Canada](#)

[Canada Foundation for Innovation](#)

[Canadian Alliance on Mental Illness and Mental Health](#)

[Canadian Arts Presenting Association](#)

[Canadian Association of Occupational Therapists](#)

[Canadian Association of Physicists](#)

[Canadian Association of Retired Persons](#)

[Canadian Association of Speech-Language Pathologists and Audiologists](#)

[Canadian Coalition for Action on Tobacco](#)

[Canadian Dental Hygienists Association](#)

[Canadian Diabetes Association](#)

[Canadian Doctors for Medicare](#)

[Canadian Federation of Apartment Associations](#)

[Canadian Federation of Medical Students](#)

[Canadian Federation of Students \(Manitoba\)](#)

[Canadian Health Food Association](#)

[Canadian Healthcare Association](#)

[Goodfellow, Randal](#)

[Squamish Off-Road Cycling Association](#)

[Canadian Institute for Military and Veteran Health Research](#)

[Canadian Medical Association](#)

[Canadian Nurses Association](#)

[Canadian Psychiatric Association](#)

[Canadian Psychological Association](#)

[Canadian Society for Medical Laboratory Science](#)

[Canadian Union of Public Employees](#)

[Centre de réadaptation en dépendance Le Virage](#)

[Chenier, Nicole](#)

[Citizens for Public Justice](#)

[Council of Canadians with Disabilities](#)

[Désautels, Dulciane](#)

[Eliot, Loni](#)

[Forseth, Paul](#)

[Fralin, Sara](#)

[Gibson, Margaret](#)

[Goel, Ritika](#)

[Gordyn, Nikita](#)

[Grant, Margo](#)

[Harris, Gillian](#)

[Hnatiuk, Jeff](#)

[Hodgson, Cory](#)

[Hoenle, Sandra](#)

[Interagency Coalition on AIDS and Development](#)

[Investment Industry Association of Canada](#)

[Jardine, Susan](#)

[Johnson & Johnson Inc.](#)

[Juvenile Diabetes Research Foundation Canada](#)

[Karl, Gabriel](#)

[Kollin, Russell](#)

[Lahey, Kathleen](#)

[Laidley, Jennefer](#)

[Little, Laura](#)

[Lovell, Mary](#)

[MacLeod, Margaret](#)

[Maher, Janet](#)

[Martel, Sylvain](#)

[Massam, Katherine](#)

[McNeil Consumer Healthcare](#)

[Medical Reform Group](#)

[Minion, Dallas](#)

[Mood Disorders Society of Canada](#)

[Multiple Sclerosis Society of Canada](#)

[Novartis Pharmaceuticals Canada Inc.](#)

[O'Leary, Brigit](#)

[Oommen, Frances](#)

[Osborne, Judy](#)

[Patterson, Debbie](#)

[Peacock, Lorie](#)

[Peterson, Kirsty](#)

[Rainville, Simon](#)

[Rankin, Susan](#)

[Rehse, Steven](#)

[Research Canada: An Alliance for Health Discovery](#)

[Roberson, Trisha](#)

[Sandbox Project](#)

[Simard, Suzanne](#)

[Simon Fraser University,
Departments of Geography and
Biomedical Physiology and
Kinesiology](#)

[Smith, Alec](#)

[Southlake Regional Health Centre](#)

[Sport Matters Group](#)

[St. Boniface Hospital Research](#)

[Taylor, Kenneth](#)

[Timmons, Zachary](#)

[Urbanczyk, Suzanne](#)

[Van Borek, Hanah](#)

[Vigneux, Jacqueline](#)

[Wachiay Friendship Centre](#)

[Witteman, Cassandra](#)

[Woods, Jeri-Lynn](#)

[Wound Care Alliance Canada](#)

[Yanchula, Marlene](#)

[Zubalik, Steven](#)

Homelessness and Housing, including rental

[Beauregard, Frédéric](#)

[Blumberg Segal LLP](#)

[Bradfield, Suellen](#)

[Brockner, Josie](#)

[Burnstick, Brent](#)

[Canadian Community Economic
Development Network](#)

[Canadian Federation of Apartment
Associations](#)

[Canadian Federation of University
Women](#)

[Canadian Home Builders'
Association](#)

[Canadian Housing and Renewal
Association](#)

[Canadian Nurses Association](#)

[Canadian Real Estate Association](#)

[Carson, Isabel](#)

[Centre de réadaptation en
dépendance Le Virage](#)

[Chant, James](#)

[Child Care Advocacy Association of
Canada](#)

[Citizens for Public Justice](#)

[City of Edmonton](#)

[City of Red Deer](#)

[Community Living Essex County](#)

[Cool, Jocelyn](#)

[Danahy, Helen](#)

[Davis, Anne](#)

[Dendoff, Cheryl](#)

[Federation of Canadian
Municipalities](#)

[First Call: BC Child and Youth
Advocacy Coalition](#)

[Gibson, Margaret](#)

[Goel, Ritika](#)

[Gordyn, Nikita](#)

[Grant, Margo](#)

[Hayman, Terence](#)

[Hoenle, Sandra](#)

[Kamloops Homelessness Action
Plan](#)

[Killam Chua, Kyly Audry](#)

[Kliner, Alex](#)

[Kollin, Russell](#)

[Kouri, Denise](#)

[Lord, Stella](#)

[Maher, Janet](#)

[Medical Reform Group](#)

[O'Leary, Brigit](#)

[Olmstead, Amanda](#)

[Quinn, Iris](#)

[Rental Owners and Managers
Society of British Columbia](#)

[Skene, Ron](#)

[Stangeland, Andrea](#)

[Stasyszyn, Roxanne](#)

[Stephen, Susan Lee](#)

[Sundog Electric](#)

[Sutton, Tove](#)

[Urbanczyk, Suzanne](#)

[Wachiay Friendship Centre](#)

[Wellesley Institute](#)

[White, Erinn](#)

[Whiteside, David](#)

[Witteman, Cassandra](#)

[Woods, Jeri-Lynn](#)

[Yanchula, Marlene](#)

[YWCA Canada](#)

Immigrants and Immigration, including visible minorities

[Association of Canadian Academic Healthcare Organizations](#)

[Association of Canadian Community Colleges](#)

[Atlantic Provinces Community College Consortium](#)

[Bernier, Francois](#)

[Brocker, Josie](#)

[Canadian Alliance on Mental Illness and Mental Health](#)

[Canadian Association of Research Libraries](#)

[Canadian Association of Retired Persons](#)

[Canadian Bureau for International Education](#)

[Canadian Federation of Apartment Associations](#)

[Canadian Literacy and Learning Network](#)

[Canadian Nurses Association](#)

[Canadian Psychiatric Association](#)

[Carrière, Sonia](#)

[Chislett, Paul](#)

[Chong, Louie](#)

[Citizens for Public Justice](#)

[Dahmé, Sherolyn](#)

[Datta, Ranjan](#)

[Diadick Casselman, Karen](#)

[Dyck, Shannon](#)

[Federation of Canadian Municipalities](#)

[First Call: BC Child and Youth Advocacy Coalition](#)

[Fontaine, Linda](#)

[Fralin, Sara](#)

[Guico, Stéphanie](#)

[Harris, Gillian](#)

[Herman, Suzanne](#)

[Hnatiuk, Jeff](#)

[Hodgins, Laurel](#)

[Holmes, Krister](#)

[Hudson, Julian](#)

[Hussain, Aasiya](#)

[Imagine Canada](#)

[Killam Chua, Kyly Audry](#)

[Labelle, Teresa](#)

[Lahey, Kathleen](#)

[Levsen, Grace](#)

[Lovell, Mary](#)

[Mullally, Conor](#)

[National Cattle Feeders' Association](#)

[O'Leary, Brigit](#)

[Pelletier, Genevieve](#)

[Public Service Alliance of Canada](#)

[Robillard, Roxanne](#)

[Roy, Sébastien](#)

[Schonberg, Lance](#)

[Slade, Jenna](#)

[Spencer-Hallée, Olivier](#)

[Stalder, Kelly](#)

[Timmons, Zachary](#)

[University of Alberta](#)

[University of Saskatchewan](#)

[White, Erinn](#)

Infrastructure

[Balfour and District Business and Historic Association](#)

[Barclay, Reid](#)

[Brown, Darcy](#)

[Bryanton, Shane](#)

[Butler, Cameron](#)

[Canadian Association of Social Workers](#)

[Canadian Public Works Association](#)

[Canadian Steel Producers Association](#)

[Canadian Urban Transit Association](#)

[Cement Association of Canada](#)

[City of Red Deer](#)

[City of Revelstoke](#)

[Colenutt, Brenda](#)

[Desjardins Group](#)

[Eliot, Loni](#)

[Engineers Canada Federation of Canadian Municipalities](#)

[Fowler, Shirley](#)

[Hnatiuk, Jeff](#)

[Hnatiuk, Joseph](#)

[Hodgson, Cory](#)

[Jardine, Susan](#)

[Juvenile Diabetes Research Foundation Canada](#)

[Kouri, Denise](#)

[Lewis, David](#)

[Lord, Stella](#)

[McGill University](#)

[Mendes, Errol](#)

[Morgenstern, Mark](#)

[Partnership Group for Science and Engineering](#)

[Pilon, Nathalie](#)

[Quebec Employers' Council](#)

[Ranger, Johanne](#)

[Rankin, Susan](#)

[Reid-Fraser, Robin](#)

[Serda, Victoria](#)

[Sparks Eggs](#)

[Sport Matters Group](#)

[Squamish Off-Road Cycling Association](#)

[Stasyszyn, Roxanne](#)

[Swanson, Anders](#)

[Union of National Defence Employees](#)

[University of Toronto](#)

[Vancouver Island University](#)

[White, Erinn](#)

Manufacturing and Value-added Processing

[Aerospace Industries Association of Canada](#)

[Brickwood, Jim](#)

[Buchanan, Matthew](#)

[Canadian Institute of Chartered Accountants](#)

[Certified Management Accountants of Canada](#)

[Chislett, Paul](#)

[Clark, Paul](#)

[Cory, Ken](#)

[Dauphinais, Laurence](#)

[Desjardins Group](#)

[Hanna, Bruce](#)

[Holmes, Krister](#)

[Investment Industry Association of Canada](#)

[Little, Brona](#)

[Ouellette, Michel](#)

[Smith, Daryl](#)

[Sutton, Justin](#)

[Wagner, Neil](#)

[Williams, Ron](#)

Military and Public Safety/Security, including veterans, emergency services, prisons and illegal activities

[Bernier, Francois](#)

[Blumberg Segal LLP](#)

[Boys and Girls Clubs of Canada](#)

[Campaign 2000 End Child Poverty in Canada](#)

[Canada Without Poverty](#)

[Canadian Alliance on Mental Illness and Mental Health](#)

[Canadian Association of Fire Chiefs](#)

[Canadian Association of Occupational Therapists](#)

[Canadian Association of Physicists](#)

[Canadian Coalition for Action on Tobacco](#)

[Canadian Convenience Stores Association](#)

[Canadian Energy Pipeline Association](#)

[Canadian Federation of Students \(Manitoba\)](#)

[Canadian Institute for Military and Veteran Health Research](#)

[Canadian Psychiatric Association](#)

[Canadian Steel Producers Association](#)

[Carrière, Sonia](#)

[CHC Helicopter Corporation](#)

[City of Edmonton](#)

[Cool, Jocelyn](#)

[Dahmé, Sherolyn](#)

[Davis, Mary](#)

[Eliot, Loni](#)

[Federation of Canadian Municipalities](#)

[Food and Consumer Products of Canada](#)

[Funeral Service Association of Canada](#)

[Gontran Bolduc, Gontran](#)

[Greetham, Sue](#)

[Hnatiuk, Jeff](#)

[Hodgson, Cory](#)

[Imperial Tobacco Canada Limited](#)

[International Association of Fire Fighters](#)

[Jardine, Susan](#)

[Khare, Rajive](#)

[Laidley, Jennefer](#)

[Lewis, David](#)

[Little, Laura](#)

[Maher, Janet](#)

[Medical Reform Group](#)

[Millar Drysdale, Jillian](#)

[Monster Government Solutions](#)

[National Association of Federal Retirees](#)

[National Coalition Against
Contraband Tobacco](#)

[Paradis, Claire](#)

[Prazmowski, Richard](#)

[Quebec Employers' Council](#)

[Rainville, Simon](#)

[Rehse, Steven](#)

[Rideau Institute](#)

[Roberson, Trisha](#)

[Rothmans, Benson & Hedges Inc.](#)

[Royal Canadian Marine Search and
Rescue](#)

[Sangster, Troy](#)

[Shepherd, Ian](#)

[Thorsteinson, Janet](#)

[Vigneux, Jacqueline](#)

[Wagner, Susan](#)

[Wittman, Cassandra](#)

Other, including global image, the Court Challenges Program, support for success, international assistance, human rights, diversity, equality and privacy, and the restaurant sector

[Barclay, Reid](#)

[Beingessner, Naomi](#)

[Blumberg Segal LLP](#)

[Brinkman, Jason](#)

[Canadian Restaurant and
Foodservices Association](#)

[Herold, Bob](#)

[Interagency Coalition on AIDS and
Development](#)

[Lahey, Kathleen](#)

[Leon, Linda](#)

[Smith, Kimberly](#)

[Wagner, Susan](#)

Outsourcing

[Association of Professional
Computer Consultants](#)

[Henderson, Scott](#)

[Tehrani, Sheri](#)

Poverty and Inequality, including minimum/"living" wages, the poor, the working poor and the middle-class

[Alarie, Nathalie](#)

[Association of Professional
Computer Consultants](#)

[Atlantic Policy Congress Of First
Nations Chiefs Secretariat](#)

[Beauregard, Frédéric](#)

[Bradfield, Suellen](#)

[Butler, Cameron](#)

[Calhoun, Kristina](#)

[Callan, Sharon](#)

[Campaign 2000 End Child Poverty
in Canada](#)

[Canada Without Poverty](#)

[Canadian Association of Retired
Persons](#)

[Canadian Association of Student
Financial Aid Administrators](#)

[Canadian Community Economic
Development Network](#)

[Canadian Federation of University
Women](#)

[Canadian Labour Congress](#)

[Canadian Labour Congress](#)

[Canadian Nurses Association](#)

[Canadian Union of Public
Employees](#)

[Carrière, Sonia](#)

[Carroll, Adam](#)

[Carson, Isabel](#)

[Chant, James](#)

[Child Care Advocacy Association of
Canada](#)

[Citizens for Public Justice](#)

[Coates, Chris](#)

[Coleman, Curtis](#)

[Cool, Jocelyn](#)

[Council of Canadians with
Disabilities](#)

[Cross, Michael](#)

[Danahy, Helen](#)

[Danek, Darryl](#)

[Datta, Ranjan](#)

[Davis, Anne](#)

[Denault, Sebastien](#)

Dendoff, Cheryl	Lafontaine, Andree	Quinn, Iris
Dueck, Michelle	Lahey, Kathleen	Rental Owners and Managers Society of British Columbia
Everitt, Angelique	Laidley, Jennefer	Roselle, Jeremie
Every Woman's Centre Association	Lemon, Sue	Roy, Sébastien
Federation of Canadian Municipalities	Leonard, Deanna	Sangster, Troy
Figueroa, Carmen	Levsen, Grace	Sefton, James
Fischer, Doug	Little, Laura	Shaw, Joanne
Food Secure Canada	Lord, Stella	Simard, Suzanne
Frank, Shannon	Lowe, Katy	Société de transport de Montréal
Goel, Ritika	MacDonald, Jackie	Stangeland, Andrea
Goodfellow, Michelle Lynne	Macerollo, Anthony	Steers, Edward
Goodman, Nicole	Maher, Janet	St-Louis, Yvon
Gordyn, Nikita	Marchildon, Louis	Sutton, Tove
Grames, Panos	Massam, Katherine	Swanson, Anders
Grant, Margo	McCormick, Jill	The Local Community Food Centre
Greetham, Sue	McGlenn, Stephen	Thibodeau, Nicolas
Guy, Duane	Medical Reform Group	Thomson, Taryn
Harris, Gillian	Ménard, Milva	Towsley, Josh
Harrison, Mary	Miles, Glenna	Tracy, Keegan
Hayman, Terence	Morgan, Shauna	University of British Columbia
Hnatiuk, Jeff	Morgenstern, Mark	Wachiy Friendship Centre
Hoenle, Sandra	Mowbray, Jan	Webster, Linda
Howard, Chris	Multiple Sclerosis Society of Canada	Wellesley Institute
Hudson, Carolyn	O'Hearn, Hubert	White, Erinn
Hussain, Aasiya	Olmstead, Amanda	Whiteside, David
Jardine, Susan	Peterson, Kirsty	Witteman, Cassandra
Kennedy, Max	Prashaw, Rick	Woods, Jeri-Lynn
Kouri, Denise	Public Service Alliance of Canada	

Regulation, including harmonization, minimization/elimination and securities

Bartosinski, Elizabeth	Canadian Association of Petroleum Producers	Canadian Coalition for Action on Tobacco
Butler, Cameron	Canadian Automobile Dealers Association	Canadian Council of Chief Executives
Canadian Association of Oilwell Drilling Contractors	Canadian Bankers Association	Canadian Electricity Association

[Canadian Energy Pipeline Association](#)

[Canadian Federation of Agriculture](#)

[Canadian Health Food Association](#)

[Canadian Institute of Chartered Accountants](#)

[Canadian Manufacturers and Exporters](#)

[Canadian Petroleum Products Institute](#)

[Canola Council of Canada](#)

[Certified General Accountants Association of Canada](#)

[CropLife Canada](#)

[Ducks Unlimited Canada](#)

[Food and Consumer Products of Canada](#)

[Gilani, Mahebus](#)

[Greater Victoria Visitor and Convention Bureau](#)

[Hospitality Newfoundland and Labrador](#)

[Investment Industry Association of Canada](#)

[Johnson & Johnson Inc.](#)

[MacLean, Jaime](#)

[McNeil Consumer Healthcare](#)

[Mining Association of Canada](#)

[Moylan, Kate](#)

[Newman, Maddi](#)

[Portfolio Management Association of Canada](#)

[Railway Association of Canada](#)

[Shepherd, Ian](#)

[Tourism Burnaby](#)

[Vancouver Gear Works Ltd.](#)

Research, Development, Innovation and Commercialization, including the Scientific Research and Experimental Development investment tax credit, digital and knowledge strategies/economies, intellectual property and federal granting councils

[ABC Life Literacy Canada](#)

[Aerospace Industries Association of Canada](#)

[Association of Canadian Academic Healthcare Organizations](#)

[Bartman, Rick](#)

[BIOTECANADA](#)

[Bryanton, Shane](#)

[Canada Foundation for Innovation](#)

[Canadian Association of Physicists](#)

[Canadian Association of Speech-Language Pathologists and Audiologists](#)

[Canadian Association of Student Financial Aid Administrators](#)

[Canadian Bankers Association](#)

[Canadian Council of Chief Executives](#)

[Canadian Federation for the Humanities and Social Sciences](#)

[Canadian Federation of Students - National Graduate Caucus](#)

[Canadian Institute for Military and Veteran Health Research](#)

[Canadian Literacy and Learning Network](#)

[Canadian Wireless Telecommunications Association](#)

[Carleton University](#)

[Certified General Accountants Association of Canada](#)

[Certified Management Accountants of Canada](#)

[Chemical Institute of Canada](#)

[Chenier, Nicole](#)

[Clark, Paul](#)

[Coalition for Canadian Astronomy](#)

[Cory, Ken](#)

[Deloitte Touche LLP](#)

[Écotech Québec](#)

[Edwards, Doug](#)

[Eliot, Loni](#)

[Genome Canada](#)

[Grain Growers of Canada](#)

[Harroun, Thad](#)

[Hodgson, Cory](#)

[Holmes, Krister](#)

[Hradowy, Pete](#)

[Interagency Coalition on AIDS and Development](#)

[International Science Technology Partnerships Canada](#)

[Johnson & Johnson Inc.](#)

[Juvenile Diabetes Research Foundation Canada](#)

[Klotz, Alex](#)

[L'Heureux, Marie-Claude](#)

[Looy, Heather](#)

[Majiski, Joyce](#)

[McGill University](#)

[McNeil Consumer Healthcare](#)

[MITACS](#)

[Mouvement pour les arts et les lettres](#)

[Moylan, Kate](#)
[Partnership Group for Science and Engineering](#)
[Polytechnics Canada](#)
[Procom Consultants Group Ltd.](#)
[Professional Institute of the Public Service of Canada](#)
[Public Service Alliance of Canada](#)
[Rainville, Simon](#)
[Rehse, Steven](#)
[Research Canada: An Alliance for Health Discovery](#)
[Roberson, Trisha](#)

[Robillard, Roxanne](#)
[Roy, René](#)
[Saint-Jean, Olivier](#)
[Shepherd, Ian](#)
[Smith, Kimberly](#)
[Southlake Regional Health Centre](#)
[Spence, Madeline](#)
[St-Hilaire, Frédéric](#)
[Sustainable Development Technology Canada](#)
[Sustainable Development Technology Canada](#)

[Symons, Maryellen](#)
[Taylor, Kenneth](#)
[Toronto Board of Trade](#)
[Université de Montréal](#)
[University of British Columbia](#)
[Vancouver Island University](#)
[Vigneux, Jacqueline](#)

Seniors, Retirement Age and Pensions

[April, Laura](#)
[Bayerl, Francis](#)
[Budd, Jim](#)
[Burnstick, Brent](#)
[Canadian Association of Retired Persons](#)
[Canadian Council of Chief Executives](#)
[Canadian Labour Congress](#)
[Canadian Literacy and Learning Network](#)
[Caron, Danielle](#)
[Conroy, Jack](#)
[Cool, Jocelyn](#)
[Dahmé, Sherolyn](#)
[Demontigny, Louise](#)
[Desjardins Group](#)
[Durant, Ross](#)
[Everitt, Angelique](#)
[Federation of Canadian Municipalities](#)

[Fund the Child Coalition](#)
[Greater Kitchener Waterloo Chamber of Commerce](#)
[Guico, Stéphanie](#)
[Guy, Duane](#)
[Harris, Gillian](#)
[Hnatiuk, Jeff](#)
[Hodgins, Laurel](#)
[Holland, Erin](#)
[Hussain, Aasiya](#)
[Imagine Canada](#)
[Johnson & Johnson Inc.](#)
[Jones, Wendy](#)
[Leon, Linda](#)
[Little, Laura](#)
[Lord, Stella](#)
[MacDonald, Jackie](#)
[March of Dimes Canada](#)
[Moon, Harry](#)

[O'Leary, Brigit](#)
[Osborne, Judy](#)
[Peacock, Lorie](#)
[Public Service Alliance of Canada](#)
[Regroupement des jeunes chambres de commerce du Québec](#)
[Roselle, Jeremie](#)
[Rowe, Brenda](#)
[Size, Carol Sandra](#)
[Stephen, Susan Lee](#)
[Thomson, Taryn](#)
[Timmons, Zachary](#)
[Université de Montréal](#)
[University of Alberta](#)
[Van de Veire, Cori](#)
[Vigneux, Jacqueline](#)

Small and Medium-sized Enterprises

[Accipiter Radar Technologies Inc.](#)

[Alberta Chambers of Commerce](#)

[Association of Canadian Academic Healthcare Organizations](#)

[Association of Canadian Community Colleges](#)

[Association of Canadian Search, Employment and Staffing Services](#)

[Association of Professional Computer Consultants](#)

[Bartosinski, Elizabeth](#)

[Bowen, Gary](#)

[Burns, Tracy](#)

[Burwell, Patrick](#)

[Campbell-Conlon, Kathlene](#)

[Canadian Convenience Stores Association](#)

[Canadian Federation of Independent Business](#)

[Canadian Health Food Association](#)

[Canadian Independent Petroleum Marketers Association](#)

[Carleton University](#)

[Cédilot, Catherine](#)

[Certified General Accountants Association of Canada](#)

[Cross, Sharon](#)

[Dendoff, Cheryl](#)

[Desrosiers-Plaisance, Hugo](#)

[Federation of Canadian Municipalities](#)

[Festivals and Major Events Canada](#)

[Food Secure Canada](#)

[Goodman, Nicole](#)

[Greater Kitchener Waterloo Chamber of Commerce](#)

[Greyell, Leslie](#)

[Guy, Duane](#)

[Hayman, Terence](#)

[Hudson, Carolyn](#)

[International Science Technology Partnerships Canada](#)

[Jean, Alain](#)

[Kliner, Alex](#)

[Kotyk, Phil](#)

[Kraus, Danielle](#)

[Lalonde, Rejean](#)

[Leclerc, Dominique](#)

[Lutherans for Life Canada](#)

[MacDonald, Jackie](#)

[MacLean, Jaime](#)

[MacLeod, Margaret](#)

[Mastocytosis Society Canada](#)

[Moleski, Cindy](#)

[National Association of Computer Consulting Businesses Canada](#)

[Newman, Jeffrey](#)

[Oommen, Frances](#)

[Pelletier, Rémi](#)

[Polytechnics Canada](#)

[Procom Consultants Group Ltd.](#)

[Ranger, Johanne](#)

[Regroupement des jeunes chambres de commerce du Québec](#)

[Rogers, Lynn](#)

[Rothmans, Benson & Hedges Inc.](#)

[Schenk, Terry](#)

[Stephen, Susan Lee](#)

[Thorsteinson, Janet](#)

[Tso, Yee Jee](#)

[Université de Montréal](#)

[UTEX Scientific Instruments Inc.](#)

[Wachiay Friendship Centre](#)

Taxes, including corporate, personal, consumption, capital gains, shelters, capital cost allowance, income splitting, and fees and levies

[Alberta Chambers of Commerce](#)

[Association of Canadian Search, Employment and Staffing Services](#)

[Association of Professional Computer Consultants](#)

[Balfour and District Business and Historic Association](#)

[Brault, Olivier](#)

[Brooks, Brad](#)

[Buchanan, Matthew](#)

[Budd, Jim](#)

[Calhoun, Kristina](#)

[Callan, Sharon](#)

[Campaign 2000 End Child Poverty in Canada](#)

[Canadian Arts Presenting Association](#)

[Canadian Association of Petroleum Producers](#)

[Canadian Automobile Dealers Association](#)

[Canadian Coalition for Action on Tobacco](#)

[Canadian Conference of the Arts](#)

[Canadian Construction Association](#)

[Canadian Convenience Stores Association](#)

[Canadian Council of Chief Executives](#)

[Canadian Diabetes Association](#)

[Canadian Federation of Apartment Associations](#)

[Canadian Home Builders' Association](#)

[Canadian Institute of Chartered Accountants](#)
[Canadian Manufacturers and Exporters](#)
[Canadian Vehicle Manufacturers' Association](#)
[Carrière, Sonia](#)
[Carroll, Adam](#)
[Certified General Accountants Association of Canada](#)
[Conroy, Jack](#)
[Conroy, Trevor](#)
[Cory, Ken](#)
[Danahy, Helen](#)
[Danek, Darryl](#)
[Deloitte Touche LLP](#)
[Denault, Sebastien](#)
[Dueck, Michelle](#)
[Economic Development Winnipeg Inc.](#)
[Écotech Québec](#)
[Eliot, Loni](#)
[Encana Corporation](#)
[Federation of Canadian Municipalities](#)
[Festivals and Major Events Canada](#)
[Figueroa, Carmen](#)
[Fischer, Doug](#)
[Fontaine, Linda](#)
[Grant, Margo](#)
[Greater Victoria Visitor and Convention Bureau](#)
[Guy, Duane](#)
[Harrison, Mary](#)
[Hayman, Terence](#)
[Herman, Suzanne](#)
[Hnatiuk, Jeff](#)
[Hnatiuk, Joseph](#)

[Horkoff, Zachary](#)
[Hospitality Newfoundland and Labrador](#)
[Howard, Chris](#)
[Investment Industry Association of Canada](#)
[Kamloops Homelessness Action Plan](#)
[Kennedy, Max](#)
[Khare, Rajive](#)
[Killam Chua, Kyly Audry](#)
[Kraus, Danielle](#)
[Laidley, Jennefer](#)
[Looy, Heather](#)
[Lord, Stella](#)
[MacLean, Jaime](#)
[MacLean, Kathleen](#)
[McNeil Consumer Healthcare](#)
[Medicine Hat and District Chamber of Commerce](#)
[Moleski, Cindy](#)
[Morgenstern, Mark](#)
[Multiple Sclerosis Society of Canada](#)
[Opera.ca](#)
[Parent, Echo](#)
[Phillips, Shane](#)
[Pinder, Herb](#)
[Portfolio Management Association of Canada](#)
[Potter, James](#)
[Procom Consultants Group Ltd.](#)
[Quinn, Iris](#)
[Ramsey, Tracey](#)
[Rental Owners and Managers Society of British Columbia](#)
[Research Canada: An Alliance for Health Discovery](#)

[Rogers, Lynn](#)
[Roselle, Jeremie](#)
[Roy, Sébastien](#)
[Royal Canadian Marine Search and Rescue](#)
[Sangster, Troy](#)
[Sarnia Lambton Chamber of Commerce](#)
[Schenk, Terry](#)
[Schonberg, Lance](#)
[Sefton, James](#)
[Simard, Suzanne](#)
[Smyth, Tim](#)
[Southlake Regional Health Centre](#)
[St-Louis, Yvon](#)
[Stokes, Frank](#)
[Tax Executives Institute, Inc.](#)
[Taylor, Kenneth](#)
[Thomson, Taryn](#)
[Tiedeman, Conrad](#)
[Toronto Board of Trade](#)
[Toupin, Roger](#)
[Tourism Burnaby](#)
[Tourism Vancouver](#)
[Towsley, Josh](#)
[Tracy, Keegan](#)
[Van de Veire, Cori](#)
[Vancouver Gear Works Ltd.](#)
[Vigneux, Jacqueline](#)
[Writers Guild of Canada](#)
[Zubalik, Steven](#)

Tourism Sector

[Balfour and District Business and Historic Association](#)
[Canada Foundation for Innovation](#)
[Festivals and Major Events Canada](#)
[Greater Victoria Visitor and Convention Bureau](#)
[Hospitality Newfoundland and Labrador](#)
[Leon, Linda](#)
[McDonald, Jen](#)
[Ménard, Milva](#)

[National Airlines Council of Canada](#)
[Nunavut Tourism](#)
[Simon Fraser University, Departments of Geography and Biomedical Physiology and Kinesiology](#)
[Squamish Off-Road Cycling Association](#)
[Stephen, Susan Lee](#)
[Tourism Burnaby](#)
[Tourism Calgary](#)

[Tourism Industry Association of Canada](#)
[Tourism Industry Association of the Yukon](#)
[Tourism Jasper](#)
[Tourism Vancouver](#)
[Vigneux, Jacqueline](#)
[Yukon Art Society - Arts Underground](#)

Trade, Investment and Market Development, including supply chains, the shared border, and domestic and international trade and investment

[Association of Professional Computer Consultants](#)
[Automotive Industries Association of Canada](#)
[Canadian Arts Coalition](#)
[Canadian Association of Oilwell Drilling Contractors](#)
[Canadian Manufacturers and Exporters](#)
[Canadian Union of Public Employees](#)
[Canola Council of Canada](#)
[Carleton University](#)
[Chislett, Paul](#)
[CropLife Canada](#)
[Festivals and Major Events Canada](#)

[Financial Executives International Canada](#)
[Food and Consumer Products of Canada](#)
[Food Secure Canada](#)
[Gagné, Serge](#)
[Hodgson, Cory](#)
[International Science Technology Partnerships Canada](#)
[Investment Industry Association of Canada](#)
[Kotyk, Phil](#)
[Oommen, Frances](#)
[Orchestras Canada](#)
[Port Metro Vancouver](#)

[Proto Manufacturing Ltd.](#)
[Railway Association of Canada](#)
[Ramsey, Tracey](#)
[Rothmans, Benson & Hedges Inc.](#)
[Sefton, James](#)
[Taylor, Chris](#)
[Thorsteinson, Janet](#)
[Tiedeman, Conrad](#)
[Torbert, Jeffrey](#)
[Writers' Union of Canada](#)

Transportation Sector, including rail, aviation and aerospace

[Aerospace Industries Association of Canada](#)
[Canadian Federation of Agriculture](#)
[Canadian Fertilizer Institute](#)
[Canadian Petroleum Products Institute](#)
[City of Red Deer](#)

[Colenutt, Brenda](#)
[Forest Products Association of Canada](#)
[Mendes, Errol](#)
[Namink, Bill](#)
[National Airlines Council of Canada](#)

[Quebec Employers' Council](#)
[Semple, Mark](#)

Unions

[Burns, Tracy](#)

[Customs and Immigration Union](#)

[Hanratty, Pat](#)

[Leon, Linda](#)

[Mowbray, Jan](#)

[Steers, Edward](#)

[Vigneux, Jacqueline](#)

Women

[Arthritis Alliance of Canada](#)

[Boily, France](#)

[Brockner, Josie](#)

[Canadian Association of Retired
Persons](#)

[Canadian Federation of University
Women](#)

[Canadian Literacy and Learning
Network](#)

[Child Care Advocacy Association of](#)

[Canada](#)

[Council of Canadians with
Disabilities](#)

[Dahmé, Sherolyn](#)

[Fontaine, Linda](#)

[Fortier, Nathalie](#)

[Hussain, Aasiya](#)

[Lahey, Kathleen](#)

[Leon, Linda](#)

[Longstaff, Bill](#)

[MacDonald, Jackie](#)

[Peacock, Lorie](#)

[Public Service Alliance of Canada](#)

[Weniger, Ian](#)

[YWCA Canada](#)

MINUTES OF PROCEEDINGS

A copy of the relevant *Minutes of Proceedings* ([Meetings Nos. 76- 82, 84, 92, 93, and 97-100](#)) is tabled.

Respectfully submitted,

James Rajotte, M.P.
Chair

Pre-budget Consultation Minority Report – Building a better Budget for all Canadians in 2013

Introduction

The New Democratic Party is once again pleased that the Standing Committee on Finance conducted broad and extensive pre-budget consultations that engaged Canadians on fiscal and policy priorities for the 2013 Budget. However, we would suggest that the format for submissions be less limiting in the future, both in terms of questions and of allowed length. Limiting interventions to this extent does not allow for Canadians to participate in the Budget process in the fullest and most comprehensive fashion.

We are producing this minority report because, while we think that the majority report contains many important summaries of witness testimonies, the report's recommendations do not present comprehensive solutions to the important issues raised in the hearings.

Canada has done better than many countries during and after the last recession, but Canadians and their economy are not out of the woods by any means:

- Unemployment remains stubbornly high at over 7% across the country. Some provinces still have double digit unemployment and the total unemployed still number near 1.4 million – higher absolute numbers than before the recession.
- Many segments of the population have much higher than average rates of unemployment—including youth at a jobless rate of 14%, Aboriginal peoples and new Canadians.
- At a time when families are struggling to make ends meet, hundreds of thousands of Canadians are in part-time and precarious work when they would rather have full-time permanent jobs.
- The government's job creation strategy is unbalanced and limited as it puts all of its emphasis on resource extraction and export and not enough on promoting the development of value added jobs in diverse sectors.
- At the same time, there are more than a quarter of a million vacant jobs in Canada that are going unfilled.
- Rather than developing the skills of Canadian workers and matching our unemployed to these vacancies, the government has put the emphasis on Temporary Foreign Workers (TFW) as a solution. There were 190,842 new TFW entrants in 2011 – a 56-per-cent increase over the 122,368 who entered in 2005. At the end of 2011 there were 446,847 TFWs in Canada, roughly double the 2005 total. By comparison, the family class, economic and refugee categories of immigrants totaled 248,748 in 2011.
- Household debt remains stubbornly high and is worsening. In the December 2012 Financial System Review, the Bank of Canada noted that “Data for the second quarter show that the household debt-to-disposable income ratio increased by another 1 1/2 percentage points to 163 per cent, while the aggregate credit-to-GDP gap remained high.”
- Poverty also remains unacceptably high in Canada, with just under a million children living in poverty and over 882,000 Canadians using food banks on a monthly basis.

- The government is downloading massive costs to the provinces through cuts in health care and by raising the age of eligibility for OAS. The government is cutting some \$36 billion from health transfers and has disengaged from any real leadership role with the provinces in improving healthcare – including assuring access to health care professionals, providing better prescription drug coverage at a lower cost, and ensuring quality homecare and long term care.

In order to effectively deal with these issues we need a new commitment to open, transparent and accountable government. We have heard from Canadians and stakeholders from coast to coast to coast who are outraged at the changes being made in successive omnibus budget bills. They want real consultation and real partnership from their government, and they deserve better.

The Government must work with the Parliamentary Budget Officer and Parliamentarians to improve transparency in the long-term so that Canadians and their representatives are able to make informed decisions about the future of our country

Dealing with an unstable world economic climate needs a clear strategy.

This is why Budget 2013 needs to be about job creation and ensuring that Canadian employment and economic growth are protected against global economic volatility. Canada needs a budget that will get Canadians to work now and that will address the persistent high unemployment that has not fundamentally subsided since the 2008 recession.

To make this happen, the federal government needs a plan to fix the skills mismatch that is sapping our economy. The government also needs to address two decades of very weak productivity growth, which has likely resulted in billions of dollars of lost gross domestic production.

As a result of a well-regulated financial sector, Canada has weathered the financial crisis and subsequent global recession better than many nations. However, ongoing volatility in the global economy, combined with contradictory domestic fiscal policy, poses a risk to Canada's future economic growth. New Democrats believe strongly that the federal government should take immediate action to safeguard the Canadian economy against outside risks from the Euro-zone and the United States.

As the **Toronto Board of Trade** told the Committee, "Maintaining [this] economic dynamism is not easy, especially within an economic environment characterized by considerable political and economic uncertainty in key export markets like the U.S. and Europe. Key to the success of our region's and nation's economy is having both a credible fiscal plan and a clear strategy to drive private sector growth. As events in the U.S. and Europe demonstrate, not having a credible fiscal plan becomes a drag on economic growth, increases debt servicing cost, and threatens the ability of governments to pay for vital investments in human and physical capital."

Focus for the next Budget

Four elements require urgent attention in Budget 2013:

1. Promoting jobs and skills in a balanced economy;
2. Promoting productivity growth by closing our infrastructure gap with strategic investments;
3. Building a sustainable vision for Canada's energy economy;
4. Supporting Canada's families.

THE NDP RESPONSE 1: Promoting jobs and skills in a balanced economy

While the government talks about a jobs and prosperity agenda – this talk has not turned into action. The Official Opposition New Democrats ask the federal government to tie financial incentives to real job creation and to bring down the stubbornly high unemployment rate. We must ensure that business can find the workers they need, and that Canadian workers have the opportunities they deserve.

Economic growth and employment are currently widely divergent across Canada in terms of regions, population groups and industrial sectors. And despite the significant employment challenges outlined above, in certain regions of the country and in certain industries, there are also acute labour shortages. For example, the Prairie provinces have low levels of unemployment, while most Atlantic Canadian provinces have rates in the double digits. Measures need to be included to promote local job creation as well as to provide support for labour mobility.

As we have noted, youth, new Canadians and Aboriginal peoples all continue to have very high unemployment. Specific strategies need to be developed for these groups. For example, the **Assembly of First Nations** emphasized that “investments in First Nation education systems become even more crucial to ensuring that First Nation citizens can take advantage of existing and projected opportunities. Canada requires a well-trained workforce, especially in the booming resource extraction industry, and First Nation entrants into the labour market will be crucial in filling current and future labour market requirements in all sectors, skilled trades and professions”.

We also need to develop new strategies to create value added jobs in diverse sectors of the economy.

As the **Canadian Labour Congress** indicated, “Business investments are not where they should be. The across-the-board corporate tax cut didn't deliver the promised investments in real assets, such as new factories and workers' training. Thus, these cuts failed to boost economic growth and productivity and didn't help create more and better jobs in Canada. Instead, those corporate tax cuts delivered high compensation to CEOs, cost Canadians billions in lower than expected government revenues, led to higher federal debt and deficit, and led to cuts in public services.”¹

The federal government must take immediate measures to promote job creation and to enhance and sustain economic growth for all Canadians in all regions, population groups and across all economic sectors.

The Official Opposition New Democrats are asking for the government to bring in a jobs and skills plan with the following components:

- A long-term skills training strategy – created in partnership with the provinces and territories, employers, labour and educational organizations – to fill the skilled job shortages;
- A sector-by-sector strategy – developed in partnership with industry, labour and the provinces and territories – to promote job creation across all economic sectors;
- The improvement of supports for voluntary labour mobility where there is a short or long-term need that a Canadian worker can fill;
- Developing a comprehensive strategy to deal with persistent structural youth un- and underemployment involving linking education and training with targeted job creation;

¹<http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5750871&Mode=1&Parl=41&Ses=1&Language=E>

- Stable, predictable and sustainable funding – developed in consultation with First Nations – for the successful Aboriginal Skills and Employment Training Strategy and for other programs to help First Nations and other Aboriginal groups fill the skilled job shortages;
- Significant improvements to the Temporary Foreign Worker program, including working with the provinces to improve the monitoring of rights and compliance issues, and setting out a path for citizenship for Temporary Foreign Workers.

THE NDP RESPONSE 2: Turning productivity growth around by closing our infrastructure gap with strategic investments

Canada needs sustainable, predictable and transparent infrastructure funding to lower business costs and boost productivity. The Official Opposition New Democrats urge the government to take action in Budget 2013 to build our social and physical infrastructure in order to ensure Canada’s competitiveness and support our families into the future.

Canada is falling behind in rebuilding existing infrastructure and creating new projects. This infrastructure deficit has major economic costs. There is a demonstrated link between aging and underdeveloped infrastructure and flagging productivity. According to the **Federation of Canadian Municipalities (FCM)**, “During the period when productivity in the United States outpaced Canada’s, infrastructure investment in Canada declined by 3.5 percent while in the United States it grew by 24 percent. The discrepancy between Canada’s infrastructure investments and that of other global competitors, especially China and the European Union, are even greater.” In fact, Canada’s infrastructure deficit was estimated by the FCM at over \$123 billion in 2007.

The **Canadian Construction Association** told the Committee that: “With respect to Canada’s continued economic recovery and growth, it will probably come as no surprise to you that we continue to emphasize the importance of ensuring that Canada’s key critical public infrastructures—its highways, roads, bridges, seaports, border crossings, inland trade routes, water treatment facilities, water distribution systems, schools, and hospitals—are not only repaired and restored, but improved and maintained. Why? Because there can be no economic growth without state-of-the-art and well-maintained critical public infrastructure”.

The cost of new infrastructure more than pays for itself over time. The **Association of Consulting Engineering Companies – Canada** cited a study by the Residential and Civil Construction Alliance of Ontario that “predicts that public infrastructure underinvestment will cost the Canadian economy 1.1% of real GDP growth annually over the next fifty years and reduce the long-term profitability of Canadian businesses by an average of 20%”.

Investment in public infrastructure provides enormous economic benefits. The **Federation of Canadian Municipalities** noted in their presentation to the Committee that “There is no surer way to create jobs today and strengthen our economic foundations of tomorrow than investing in municipal infrastructure”. The **Association of Consulting Engineering Companies – Canada** agreed: “A national, long-term infrastructure investment strategy can eliminate the economic costs of infrastructure underinvestment and promote a sustained economic recovery in Canada”.

There is also a crucial link between innovation and good jobs. The **Canada Foundation for Innovation** told the Committee that: “The Government of Canada’s most important role in increasing productivity is to support both the generation of new knowledge that leads to innovation and the training of highly productive workers.”

Innovative technology is a key driver of increased productivity. For this reason, if Canada is to invest to promote innovation, it must help businesses every step of the way. As **Ecotech** noted, “The funding chain tends to give businesses access to capital over the entire phase of development, from basic research all the way to marketing and public trading of shares”. The Canadian Manufacturers and Exporters Association has also warned against the effects of cuts to research funding².

Canada needs a long-term strategy that provides cities with long-term, predictable funding to improve business productivity and keep our communities moving. Funding should support innovative projects such as public transit, as well as projects that will help refurbish our communities and spur creative job development.

The Official Opposition New Democrats are calling on the federal government to address Canada’s lagging productivity gap by:

- Bringing in long-term, predictable and transparent infrastructure funding, starting with the allocation of 1 cent of the gas tax to transit projects across the country;
- Maintaining the Gateways and Border Crossings Fund, and continuing current federal infrastructure commitments, like those under the Building Canada Fund;
- Reversing cuts to research funding.

THE NDP RESPONSE 3: Building a sustainable vision for Canada’s energy economy

We need a Canadian energy strategy that realizes our potential and reflects the interests of all Canadians. The Official Opposition New Democrats urge the federal government to partner with the provinces and territories in moving Canada to a sustainable energy future.

The way we produce and consume our energy has major implications both for the competitiveness of our economy, and for the sustainability of our environment. A sound and sustainable energy policy for the 21st century must integrate both renewable and nonrenewable energy sectors. It must be framed in the practical understanding that economic success and the protection of the environment are deeply intertwined.

New Democrats recognize that depending solely on renewable sources is impossible and must be balanced with the use of existing non-renewable energy resources. The responsible approach would be to work with the provinces, territories and First Nations stakeholders to set a policy framework that would reduce our environmental footprint, and that would also safeguard future generations’ access to Canada’s valuable yet finite resources. Such a framework would include improved environmental performance as well as an increase in value-added processing of energy resources in Canada to capture more of the benefits of our non-renewable resources.

Countries like Germany are showing us that the right mix of public investment and market solutions in the green economy can create whole new sectors in green technology, conservation and renewable energy. The **Canadian Chamber of Commerce** told the Committee that “no one opposes environmental improvements. It is in area in Canada that we think is very promising”.

²http://www.parl.gc.ca/Content/HOC/Committee/411/FINA/WebDoc/WD5709773/411_FINA_PBC2012_Briefs%5CCanadianManufacturersandExportersE.pdf

Unfortunately, Canada is missing out on this important opportunity. We are at the top globally of per capita contributors to climate change, and at the bottom of international energy efficiency ratings of major economies.

The Conservatives are squandering Canada's ability to cash in on a clean technology market that reached \$1 trillion last year and is expected to grow to \$3 trillion by 2020. Their roll back of environmental protections and failure to make polluters pay is not only causing significant damage to our environment – it's having a negative impact on our economy as well.

And yet we are still spending large sums on tax expenditures for fossil fuels. The **Green Budget Coalition** has recommended to the Committee that the government “further reduce the over \$1.3 billion in federal subsidies to fossil fuels”.

The Conservative government's focus on exports of raw resources undermines our capacity to help secure Canada's own energy needs, and neglects important opportunities for building value-added industry and good-paying jobs across the country.

The **Canadian Labour Congress** confirmed that our reliance on exporting unprocessed natural resources has a negative impact on productivity. They advocate for a new policy framework for international trade and investment that will lay out essential principles such as strict labour standards, create good jobs and promote sustainable economic development.

The Official Opposition New Democrats are calling for Budget 2013 to include a sustainable vision for Canada's energy economy. The federal government must work with the provinces on the development of a Canadian energy strategy that will kick-start our green energy potential by:

- Restoring investment in home energy efficiency retrofits;
- Supporting renewable energy sectors to help Canada grow and succeed in a new global economy;
- Taking action on eliminating \$1.3 billion in fossil fuel subsidies;
- Helping industry capture the benefits of clean technology markets by supporting green R&D;
- Supporting skills training to prepare Canadian workers for the jobs of tomorrow.

THE NDP RESPONSE 4: Supporting Canada's families

Canada's stagnant economic growth has had serious consequences for families. The Official Opposition New Democrats urge the federal government to use Budget 2013 to protect families and the economy from the looming household debt crunch.

Both Bank of Canada Governor Mark Carney and Minister Flaherty have issued warnings about unprecedented levels of household debt, but the Conservative government is failing to take the necessary actions to deal with this situation. Between 1982 and 2010, mortgage debt has exploded, increasing tenfold. Consumer debt has increased from \$48 billion to \$460 billion over the same period.

At the same time, wages have remained stagnant and income inequality has been on the rise in Canada over the last two decades. Things remain particularly difficult for women, new Canadians and Aboriginal Canadians. **YWCA Canada** emphasized to the Committee that “Women are central to the nation's prosperity and productivity. Economic policy that fails to recognize this will fail for lack of foundation in the realities of Canada today”.

Budget 2013 must provide a plan for economic growth that benefits everyone. As **Campaign 2000** noted, “This period of slow economic growth and high personal debt requires the federal government to prevent and reduce poverty for the health and well-being of all Canadians”.

Unfortunately, the Conservative government has remained focused on an austerity agenda that has made major cuts to the services on which families rely. Of the nearly 1.4 million Canadians who are unemployed, only about 39% of them receive Employment Insurance benefits. The Conservatives’ recent changes will make the situation worse and force unemployed Canadians to accept lower skilled jobs and leave home to seek work.

Communities and industries that depend on seasonal workers are bearing the brunt of the Conservative changes introduced without any consultation with premium-paying workers and businesses. Wait times at Service Canada are unacceptably long and have not improved.

When interest rates go back up, or if we experience another economic shock as a result of global economic volatility, things could get much worse for millions of Canadians.

The Official Opposition New Democrats are calling on the federal government to take immediate action to set out a plan that will protect Canadian families and the economy from the looming household debt crunch, including:

- Reverse their damaging reforms to Employment Insurance and fix EI so that it works for unemployed Canadians;
- Hiring sufficient staff to properly administer Service Canada programs and dramatically reducing wait times;
- Implementing strong regulations to stop abusive practices by banks, lenders and credit card companies;
- Implementing the housing strategy as outlined in Bill C-400 (MC Morin);
- Implementing the anti-poverty strategy as outlined in Bill C-233 (Crowder);
- Providing equitable funding for all First Nations schools based on the Shannen’s Dream motion passed in the House in February 2012, including core and program funding that is stable, sustainable and predictable and that is determined in consultation with First Nations.

SUPPLEMENTARY REPORT OF THE LIBERAL PARTY OF CANADA

This year, the Standing Committee on Finance heard from a record number of individuals and organizations during its pre-budget consultations. We would like to thank the hundreds of people who took the time to share their thoughts with us either through written submissions or by appearing before the Committee.

While we support many of the recommendations contained in the report, we believe that the report does not go far enough in addressing the important challenges facing Canada.

Jobs and the Economy

We are concerned that the majority on the Committee have grown complacent about troubles in Canada's economy. Job creation has failed to keep up with population growth. The proportion of Canadians in the labour force remains well below pre-recession levels; too many have given up and stopped looking for work. In 2012, Canada saw some of the highest youth unemployment numbers since Statistics Canada began to track the data in the 1970s; an entire generation of Canadians risks being scarred with high student debt and no meaningful job experience. Therefore, to help improve job creation we recommend:

- 1. That the government recognize the significant unemployment and underemployment of young Canadians, and implement a national youth jobs strategy that includes a hiring tax credit dedicated to young Canadians, a significant expansion of the Canada Summer jobs program, and the reopening the summer job centres that were closed by the government.**
- 2. That the government freeze Employment Insurance (E.I.) premium rates in order help Canadian employers create Canadian jobs.**

If, however, the government chooses to proceed with another temporary "hiring" credit for small businesses instead of an across-the-board E.I. rate freeze, we recommend:

- 3. That the government lift the freeze on the \$10,000 threshold for the hiring credit so that, unlike in 2012, small businesses near the threshold will not be penalized for hiring new workers or giving their existing workers modest wage increases.**

4. **That the government extend the accelerated Capital Cost Allowance (CCA) for a period of at least five years so that Canadian employers can make strategic investments to boost productivity and create Canadian jobs.**
5. **That the government reverse its cuts to the Scientific Research and Experimental Development (SR&ED) tax credit in order to provide the necessary incentives for Canadian employers to invest in Canadian research and development and create Canadian jobs.**
6. **That, in order to maintain a strong and vibrant tourism industry in Canada, the government recognize how essential international marketing is to attracting more foreign tourists to Canada and increase support for the Canada Tourism Commission.**

The Committee also heard from the Bank of Canada that record high personal debt levels are the single biggest domestic threat to our economy. High personal debt is also a threat to Canadians' retirement security. To help Canadians increase their savings and prepare for retirement, we recommend:

7. **That the government work with the provinces and territories to introduce a voluntary, supplemental program under the Canada Pension Plan so that Canadians and their employers have access to a retirement savings option with lower risks and lower administrative costs.**

Childcare remains one of the most significant costs facing Canadian families. A recent TD report argues for greater public investment in early childhood education:

“There is a great deal of literature showing compelling evidence of the benefits of early learning. Not only do high-quality early childhood education programs benefit children, they also have positive impacts on parents and the economy as a whole. Several studies show that the benefits of early childhood education far outweigh the costs... More focus should be put on investing in, and improving, the system. Indeed, in most parts of Canada, there currently exists a gap between parental leave and the start of formal schooling, and the limited child care spaces that are available are often very costly for parents.”

To strengthen the economy and help Canadian families make ends meet, we recommend:

8. That the government increase support for affordable early childhood education and care programs.

A Stronger Society

While the body of the report includes testimony from a wide range of witnesses calling attention to challenges faced by disadvantaged Canadians, the majority report is remarkably light on recommendations that address these challenges.

We reject the false dichotomy that others believe exists between a strong economy and a compassionate society. Instead, we believe that making the necessary investments so that Canadians from all backgrounds can more fully participate in the economy is both the right thing to do and makes good economic sense. Removing the barriers that prevent some Canadians from completing their education or contributing to the workforce leads to greater productivity and economic growth. Investing in education, health care, arts and culture not only contributes to a stronger society; it also helps us to attract and retain talent from around the world in today's globally competitive market for skilled workers.

On the issue of removing economic barriers for Aboriginal Canadians, the Committee heard from a large number of witnesses about the need to significantly improve funding and support for Aboriginal education. We heard from the University of Saskatchewan that:

“Investing in aboriginal education and employment is not only a moral imperative, it is a sound investment. Studies have shown that closing the education and labour market gap between aboriginals and non-aboriginals by 2026 would lead to cumulative benefits of \$400.5 billion in additional output and \$115 billion in avoided government expenditures over the period from 2001 to 2026.”

The Canadian Alliance of Student Associations also told the Committee that:

“Demographic projections illustrate that one of the most important investments the government can make is in the aboriginal population of Canada, which is forecast to grow to 1.4 million by 2017. However, the program currently structured to support first nations and Inuit students is under a 2% funding cap placed on Aboriginal Affairs and Northern Development Canada... Those who've received funding are accessing and completing their education, and this is a positive. We're recommending the government remove the 2% funding cap

on the post-secondary student support program, fund the backlog of students who've been denied funding, and ensure that the program is adequately funded into the future..."

Therefore, we recommend:

- 9. That the Government of Canada recognize the urgent need to improve socioeconomic outcomes of Aboriginal Peoples in Canada through significantly improved educational support, including the immediate removal of the 2 percent funding cap on the Post-Secondary Student Support Program for Aboriginal students.**

The Committee also heard from witnesses about challenges associated with Canada's rapidly aging population. Witnesses argued for a smarter use of resources to relieve pressure on our public health care sector, and greater support for Canadians who are taking care of their aging loved ones. The Canadian Medical Association told the Committee that:

"Our country needs to catch up with other nations and develop a pan-Canadian strategy for long-term care, home care, and palliative care. We badly need a dementia strategy, and we need a national pharmaceutical strategy. We should not accept that one in 10 Canadians cannot afford to buy the medicines they've been prescribed... We know we are the only one of the G-7 countries that does not have a national dementia strategy."

Therefore, we recommend:

- 10. That the government introduce a national dementia strategy.**
- 11. That the government recognize the need for a national pharmaceutical strategy so that Canadians can afford essential drugs.**

Finally, the recommendations in the report were silent on one of the single most important concerns to Canadians: growing income inequality. We recommend:

- 12. That the government continue to increase the value of the Working Income Tax Benefit (WITB) and move toward widening eligibility for the WITB to include all households with earned income below the after-tax low income cut-off (LICO).**

- 13. That the government reverse its recent decision to increase in the age of eligibility for Old Age Security (OAS) benefits.**
- 14. That the government design and implement a federal poverty reduction plan.**
- 15. That, in order to move toward a more fair and just society, the government consider making the Disability Tax Credit and the Family Caregiver Tax Credit fully refundable so that low-income Canadians are not deliberately excluded from these programs.**
- 16. That, in order to fight growing income inequality in Canada, the government refrain from introducing new personal income tax credits until existing personal income tax credits – in particular, the Disability Tax Credit, Family Caregiver Tax Credit, Volunteer Firefighters Tax Credit, Children’s Arts Tax Credit, Children’s Fitness Tax Credit, Public Transit Tax Credit, and the education tax credits – are made fully refundable so that low-income Canadians can also benefit from them.**

