



US Tariff Survey Results

February 2025

SBOT
SURREY BOARD OF TRADE

South Surrey & White Rock
CHAMBER
of Commerce

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Surrey Board of Trade and South Surrey & White Rock Chamber

WHO WE ARE

The Surrey Board of Trade and South Surrey & White Rock Chamber of Commerce are city-building business organizations that supports, promotes, and advocates for commercial and industrial interests for Surrey and White Rock's businesses — the cities' economic drivers. With Surrey and White Rock's rapidly growing significance in the Lower Mainland, the role of the Surrey Board of Trade and South Surrey & White Rock Chamber has never been more important than now to champion a strong, vibrant business community for needed economic and infrastructure assets.

OUR MEMBERSHIP

The Surrey Board of Trade and South Surrey & White Rock Chamber of Commerce are powerful links between business, government, and community with combined memberships representing over 7,000 member contacts and 70,000 employees. As we merge to become the Surrey & White Rock Board of Trade, our representation will grow with the pace of the South Fraser Economic region.

WHAT WE DO

The Surrey Board of Trade and South Surrey & White Rock Chamber of Commerce provide businesses and organizations with:

- Economic opportunity
- Workplace development and education
- International trade
- Government advocacy
- Business connections

ADVOCACY

As city-building business organizations, the Surrey Board of Trade and South Surrey & White Rock Chamber of Commerce are independent voices of business that develop positions on relevant economic topics of concern to our members and the business community at large.

PURPOSE OF SURVEYS

The Surrey Board of Trade and South Surrey & White Rock Chamber of Commerce implement surveys on a range of topics to obtain input from our memberships. Member participation is voluntary and anonymous; however, the data is an invaluable tool for the Surrey Board of Trade and South Surrey & White Rock Chamber of Commerce's advocacy and policy development. These surveys are sent to our memberships by email.

Introduction

As a result of President Donald Trump's idea to impose a 25% tariff on Canadian goods, Prime Minister Justin Trudeau convened a meeting of the Premiers across Canada. Following the meeting, Premier David Eby met with business leaders from across the province to garner their input on what the 25% tariffs would mean for our business community. As a result of these discussions, the Surrey Board of Trade (SBOT) and South Surrey & White Rock Chamber of Commerce (SSWRC) commissioned a survey to our members to understand the impact the tariffs will have. On February 1, Trudeau announced that Canada will impose a 25% retaliatory tariff on US goods. On February 3, Canada and the US agreed to pause tariffs for 30 days.

The survey was distributed at the end of November and will continue to be promoted to our memberships to gather insights as the situation is evolving. This report highlights the responses of 78 businesses.

The Surrey and White Rock region is a key player in Canada's trade ecosystem. These proposed tariffs would have devastating consequences for our local businesses, further straining supply chains and diminishing the economic recovery we've worked so hard to achieve.

Impact on Surrey and White Rock businesses:

1. Surrey and White Rock is home to numerous businesses that rely on cost-effective access to US markets for goods, materials, and equipment. Tariffs of this magnitude would drastically increase the cost of doing business.
2. A tariff of this scale could disrupt supply chains and force businesses to raise prices, impacting both local and national economies.
3. Canadian and US economies are deeply interconnected, particularly in manufacturing and forestry sectors.

The Canadian economy is still recovering from years of pandemic-related challenges, with high inflation, supply chain disruptions, and labour shortages already creating obstacles for businesses. Tariffs of this magnitude would compound these difficulties, further jeopardizing economic stability.

The relationship between Canada and the US is built on decades of mutual benefit. Tariffs disrupt that harmony and threaten livelihoods on both sides of the border. We urge both governments to work toward fair and cooperative trade practices to avoid damaging the livelihoods of millions of workers and businesses.

Executive Summary

A recent survey of businesses in Surrey and White Rock revealed widespread concern over potential US tariffs, particularly a 25% tariff on exported goods. Over 64% of respondents were employers, with the majority representing small and medium-sized enterprises (SMEs). Many businesses in the region export finished goods to the US and fear that increased costs will lead to financial losses, job cuts, and decreased competitiveness.

Key findings include:

- Revenue Impact: Most respondents derive less than 10% of revenue from US exports, but for those exceeding 11%, manufacturing is the most affected sector.
- Business Risks: 64.5% foresee significant risks due to US tariff and policy changes.
- Economic Consequences: Businesses predict severe impacts, including increased costs, customer loss, market withdrawal, and operational shifts to the US. Some are already considering relocating investments.
- Industry-Wide Effects: Manufacturing, agricultural, construction, transportation, retail, and hospitality sectors are expected to suffer as layoffs rise and disposable income declines.

RECOMMENDATIONS

As a result of survey responses and voluntary additional comments, the Surrey Board of Trade and South Surrey & White Rock Chamber of Commerce recommend:

1. Creating a Canadian supplier directory to reduce reliance on US imports.
2. Providing export training and tax relief for SMEs experiencing revenue loss.
3. Reducing interprovincial trade barriers and enhancing global trade partnerships.
4. Offering sector-specific strategies through direct industry consultation.
5. Clarifying tariff implications for service-based businesses.
6. Protect businesses by halting all taxation changes that would deter business growth.
7. Immediately freeze all regulatory changes on industry that would add cost and red tape.
8. Implement a strategic plan to ensure that businesses in the South Fraser Economic Region, which are particularly vulnerable to these tariffs as a result of the industries and proximity to the border, are provided with greater international trade support through the Surrey Board of Trade's International Trade Centre.

The results indicate an urgent need for government intervention to support SMEs, protect Canadian industries, and develop domestic and international trade strategies to counteract potential economic disruptions.

Survey Highlights

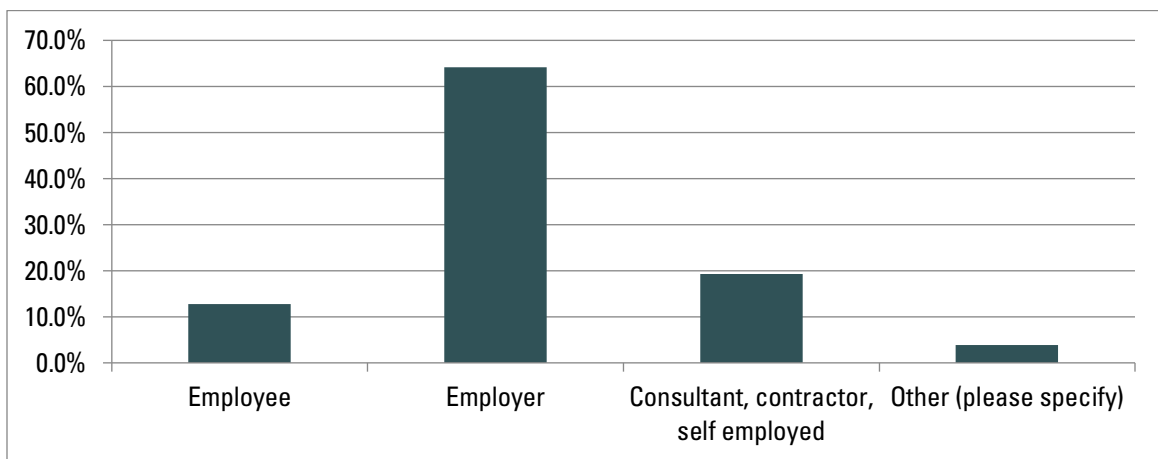
Methodology

The survey was distributed via email to our memberships representing over 7,000 member contacts and 70,000 employees. The survey was also promoted on our website (businessinsurrey.com), and our various social media channels such as Facebook, Instagram, X (formerly Twitter), and LinkedIn.

Overview of Results

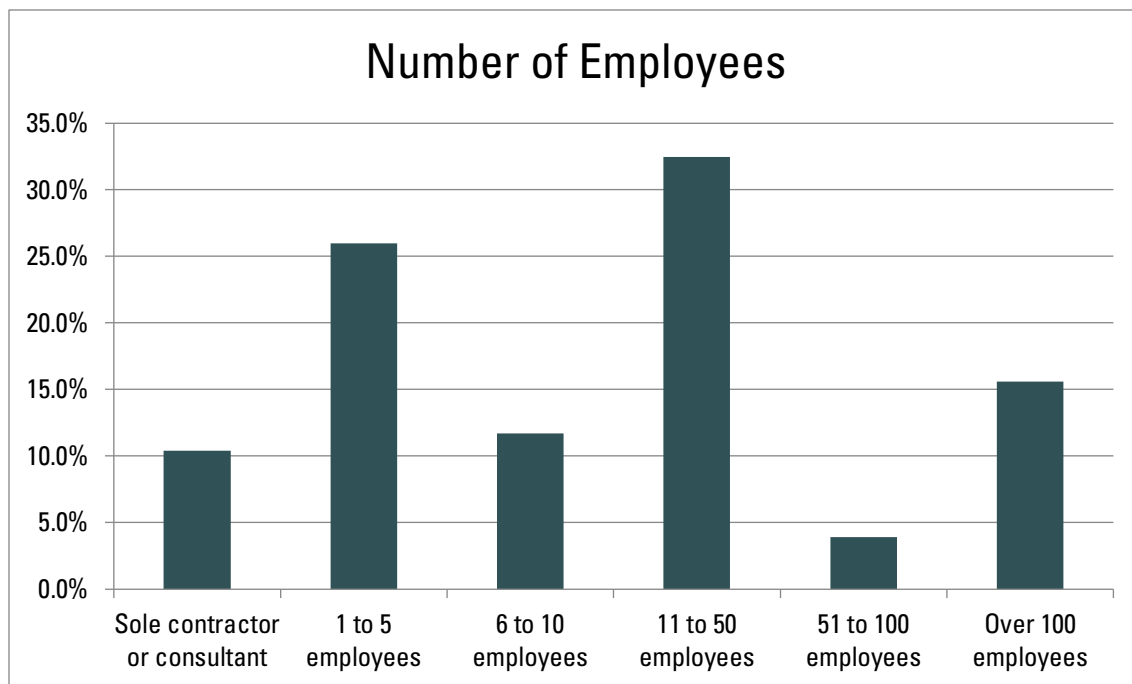
Please note: Details and tables of results are in Appendix 1 on page 16. All data are in percentages unless otherwise indicated. Numerical data, where given, have been rounded to the first decimal, therefore results may not add up to 100%.

EMPLOYMENT



Over 64.1% of respondents were employers while 19.2% were consultants, contractors, or self-employed, and 12.8% were employees. Those that indicated other were co-owners, owners, or fractional employees.

COMPANY SIZE



The majority of respondents were SME's. This is reflective of the Surrey Board of Trade and South Surrey & White Rock Chamber of Commerce's memberships, and the business community in Metro Vancouver.

GOODS OR SERVICES SOLD TO THE US



The majority of the goods sold to the US were finished goods. Other respondents indicated that they import US goods to Canada.

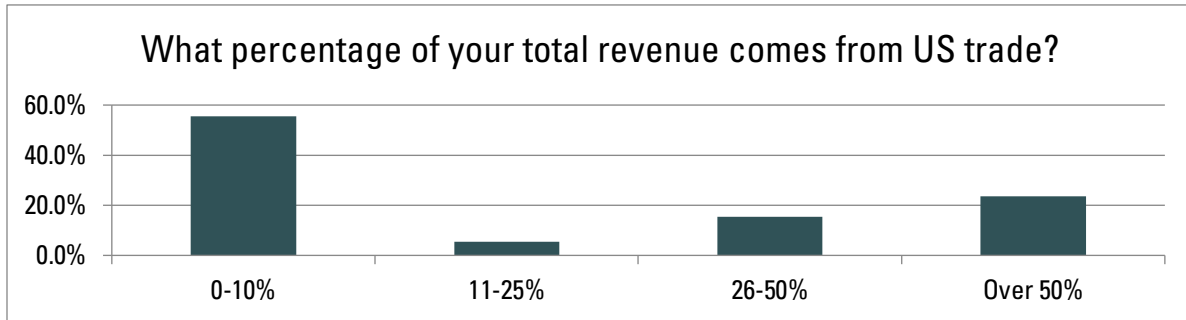
SPECIFIC GOODS

We asked respondents to list the specific goods that they sell to the United States. This information will help government understand the types of markets that need to be created domestically and abroad to supplement any loss of business that may be experienced as a result of tariffs.

Corrugated carton board in sheets and corrugated carton boxes.	Packaging	Graphic design
Accommodation, food & beverage, event services	Dairy products including dairy based appetizers/ desserts and confections	Import flat deck trailers. The aluminum portion are bought in BC, but manufactured and built in USA
Auto, transportation, oil and gas manufactured parts	Digital streaming	Matting
Automotive fluids such as lubricants, greases, coolants, etc.	Environmental engineering services	Information technologies and professional services
Battery charger, power supplies, inverters, voltage Converters	Finance consulting	Manufactured components & assemblies
Building automation systems - hardware and software	Food products	Windows and Doors for installation on US high-rises
Management consulting	Freight forwarding and customs brokerage services to US firms who import from Asia.	Utility products (power distribution)
Ivey-sol Surfactant Remediation Product DECON-IT Omni Surface Decontaminator PFAS-SOL For PFAS Remediation/Decontamination	Freight forwarding services to importers in US and Canada.	Environmental remediation products to enhance soil & groundwater remediation.
Lighting products	Paint	Software
Lumber	Parts sales for logging equipment	Sports uniforms and equipment
Machinery for the food processing industry	Raw material and finished goods being loaded or unloaded to/from rail destined or originating in the US	Training, expertise, education

REVENUE PERCENTAGE FROM US TRADE

The majority of the respondents derive under 10% of their revenue from exporting to the United States.



If we examine how many respondents do export to the United States and derive over 11% of revenue from export-related activities, we see that the majority are in the manufacturing sector as illustrated in the table below.

Consultant, contractor, self employed	Sole contractor or consultant	Finance and Insurance	Over 50%
Consultant, contractor, self employed	11 to 50 employees	Manufacturing	26-50%
Employee	11 to 50 employees	Manufacturing	Over 50%
Employee	Over 100 employees	Manufacturing	Over 50%
Employee	Over 100 employees	Forestry	Over 50%
Employee	6 to 10 employees	Professional, Scientific and Technical Services	11-25%
Employer	11 to 50 employees	Manufacturing	26-50%
Employer	1 to 5 employees	Professional, Scientific and Technical Services	Over 50%
Employer	1 to 5 employees	Manufacturing	26-50%
Employer	Over 100 employees	Manufacturing	Over 50%
Employer	Over 100 employees	Manufacturing	Over 50%
Employer	6 to 10 employees	Manufacturing	26-50%
Employer	1 to 5 employees	Manufacturing	11-25%
Employer	Over 100 employees	Manufacturing	Over 50%
Employer	11 to 50 employees	Manufacturing	Over 50%
Employer	11 to 50 employees	Manufacturing	Over 50%
Employer	1 to 5 employees	Professional, Scientific and Technical Services	26-50%
Employer	6 to 10 employees	Wholesale Trade	11-25%
Employer	Over 100 employees	Manufacturing	Over 50%
Employer	Over 100 employees	Transportation and Warehousing	26-50%
Employer	51 to 100 employees	Manufacturing	26-50%
Employer	1 to 5 employees	Transportation and Warehousing	Over 50%
Employer	11 to 50 employees	Other Services (except Public Administration)	Over 50%
Employer	1 to 5 employees	Manufacturing	26-50%
Employer	Over 100 employees	Manufacturing	26-50%

RISKS IN US TRADE RELATIONSHIPS

64.5% of respondents indicated they foresee risks as tariff and policy changes loom in the United States.

When we asked respondents to explain the impact a 25% tariff would have on their businesses, businesses in Surrey and White Rock indicated they are deeply concerned about the impact of tariffs on their operations, with many predicting severe financial losses, job cuts, and even closures. As one respondent stated, “A 25% tariff on the goods we export to the US will have a devastating negative effect on our business!” Others noted that higher input costs and customer perceptions of increased prices could lead to a loss of market share:

- “Our items just became 25% more expensive.”
- “We will likely no longer be competitive in the US market.”
- “We will lose our customers.”

Some businesses fear they will be forced to withdraw from the US market entirely, while others anticipate being priced out by American competitors:

- “Higher costs for US-based customers [will encourage] them to find US suppliers.”
- “Tariffs, real or perceived, can impact our clients' behavior... in an effort to locate competitor products in an effort to replace us.”

For industries reliant on US imports, retaliatory tariffs could be even worse:

- “80% of the cost of our goods that we sell are imported through the USA.”
- “Retaliatory tariffs imposed by Canada on raw materials would be even worse since 80% of paint ingredients come from the US.”

Some businesses are already considering shifting operations to the US to avoid these costs:

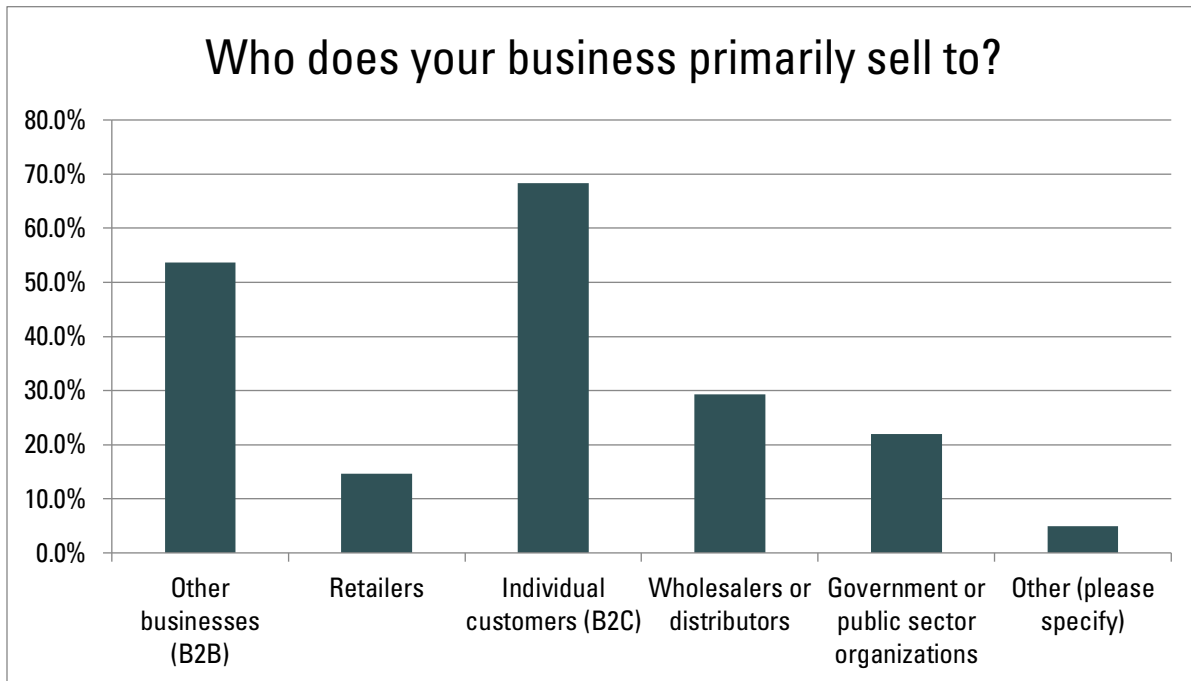
- “If we have to get our products prepared (blended) within USA to avert the tariffs, this will cost us more in operational costs and reduce our profit margins.”
- “We are investing a large amount in Canada. With the tariffs, we will lose the opportunity to supply into the USA. This is placing our project at high risk, and we might be considering moving our investment to the US”

The economic impact is expected to extend beyond individual businesses, affecting industries like construction, transportation, and hospitality:

- “In BC, prominent businesses are linked with trucking, lumber, and construction... Tariffs are going to change every single resident’s life like never experienced before in the last 40+ years.”
- “The hospitality industry will be affected as people get more layoffs and household incomes go down. Many corporates will stop traveling as businesses stop doing business with the US.”

BUSINESS SALES INFORMATION

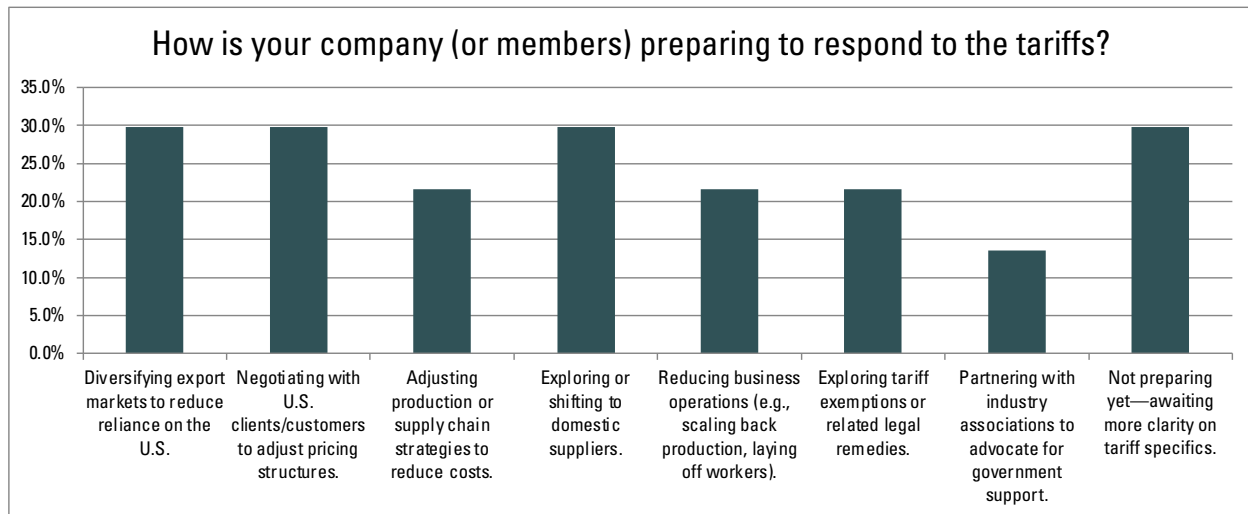
We asked respondents who their business primarily sells to. The majority either sell to other businesses (B2B) or individual customers (B2C). A strategy to ensure that tariffs are not imposed is through the grass roots method. Knowing that the majority of Surrey and White Rock’s business community sells to business owners or consumers is to directly indicate that the tariffs will increase their costs. While Trump’s messaging has been to have businesses open in the United States, this will take time and the time it takes will also cost money while also negatively impacting the Canadian and BC economy.



BUSINESSES RESPONSE TO TARIFFS

Respondents were asked to tell us how they are preparing for tariffs. Most businesses are utilizing multifaceted approaches, and others are waiting for more clarity. We know that Trump has imposed a 25% tariff on aluminum and steel, and more will likely come prior to the April 1 report President Trump has commissioned his administration to create to determine trade deficits and solutions.

Businesses that aren't thinking about preparing should be targeted by business organizations and the government to ensure they are looking at potential ways to mitigate the impact of tariffs.



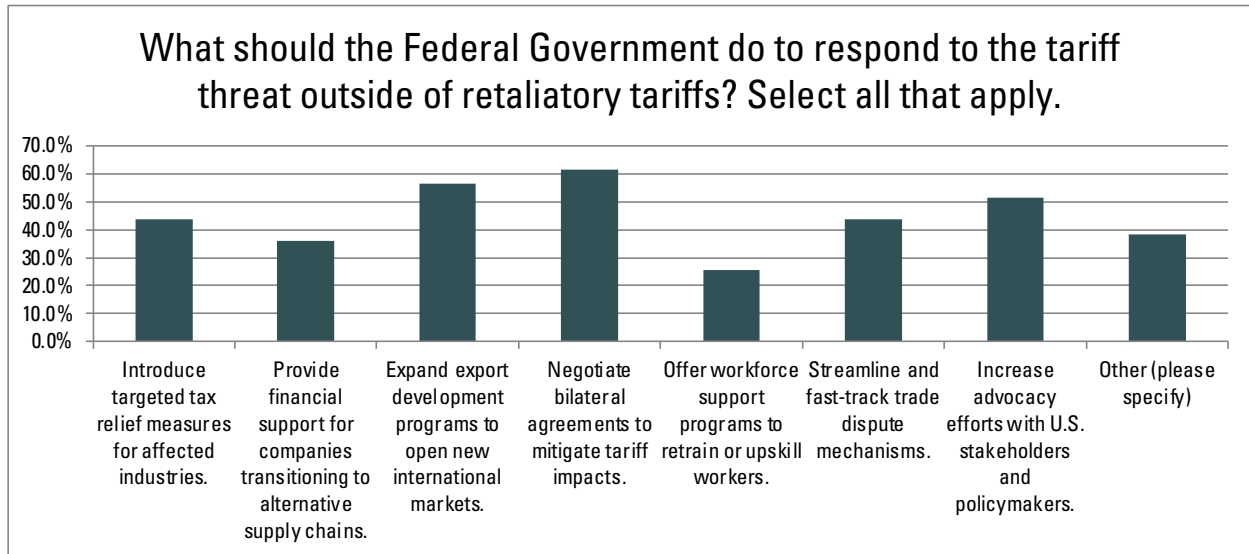
When we asked respondents to provide details on what the impact of tariffs would be on their business, 91.2% of respondents indicated a financial impact. 79.4% indicated employment and operational impact. 76.5% indicated a market impact of customer loss or reduced competitiveness. 73.5% indicated other reasons.

Estimated financial impact (e.g., increased costs, reduced revenue).	91.2%
Operational impact (e.g., disruption to supply chains, production delays).	79.4%
Market impact (e.g., loss of customers, reduced competitiveness in US markets).	76.5%
Employment impact (e.g., layoffs, hiring freezes).	79.4%
Specific examples (e.g., "We expect a 20% cost increase on raw materials sourced from the US").	73.5%

Respondents were provided an opportunity to give specifics on financial, operational, market, employment, and other impacts. The majority of the businesses indicated costs will increase, reduction of production, loss of customers and market share, hiring freezes, layoffs, and increased production costs. The full list of responses can be found in Appendix 1 on page 20.

FEDERAL GOVERNMENT INTERVENTION

Respondents were asked what the Federal Government can do to protect businesses and the economy in light of potential tariffs from our largest trading partner. All of the responses below are ways that the Federal Government should provide support.



Respondents that indicated “other” provided the following responses:

- A resource directory of Canadian products and suppliers that is available to all businesses, so each business doesn't have to start from scratch to source in Canada.
- More export training for Canadian businesses.
- Introduce tax relief measures for SME's that see a significant reduction (25% or more) in revenue.
- Do not download costs to SMEs. Commercial property taxes have increased by 170% since COVID for my business and that will be a bigger threat to the viability of my business than Trump.
- Reduce inter-provincial trade barriers.
- Consult with industry for sector specific strategies.
- Allow imports from Europe more easily.
- We need to shore up our support from other countries that are at risk of the United States' aggression.
- Provide proof of false claims on border operations. Immediately deport the illegal refugees seeking asylum in Canada via the American border.
- Correct the imbalance of power that has resulted from a Trump administration. Congress needs to retain their role in blocking such executive actions.
- Look into the viability of joining the European Union, expanding their market and ours.
- Fix the border and immigration problems and there will not be any tariffs.
- Since we sell only services to US firms, would our billing be affected by these tariffs or these only on good imported from Canada? Clarity is needed.

Conclusion

The survey results highlight the deep concerns among Surrey and White Rock businesses regarding the potential impact of US tariffs. While most SMEs currently derive a small portion of their revenue from US exports, those in manufacturing and other key industries face significant risks. Increased costs, market uncertainty, and potential job losses could have ripple effects across multiple sectors, including construction, transportation, and hospitality.

To mitigate these challenges, businesses—particularly those in manufacturing—require strategic government support, including halting taxation changes that deter business growth and freezing regulatory changes that would add costs and red tape. Additionally, a targeted strategy is needed to support businesses in the South Fraser Economic Region, which are especially vulnerable due to their industries and proximity to the border. This includes greater international trade support through the Surrey Board of Trade’s International Trade Centre to help businesses diversify and strengthen their global market presence.

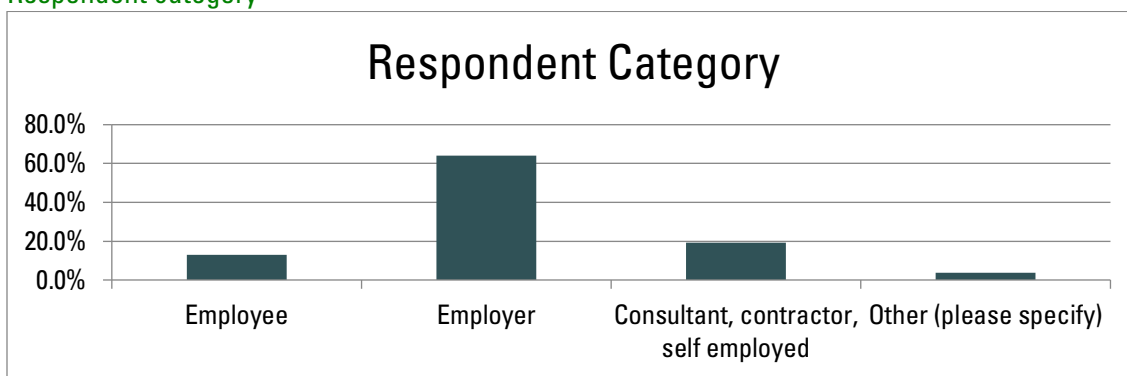
As the US administration continues to reshape trade policy, Canadian businesses must remain adaptable. Policymakers must take swift action to protect manufacturing and other key industries, ease regulatory burdens, and enhance international trade efforts to ensure long-term economic stability in the region.

APPENDIX 1 – Respondents in Detail

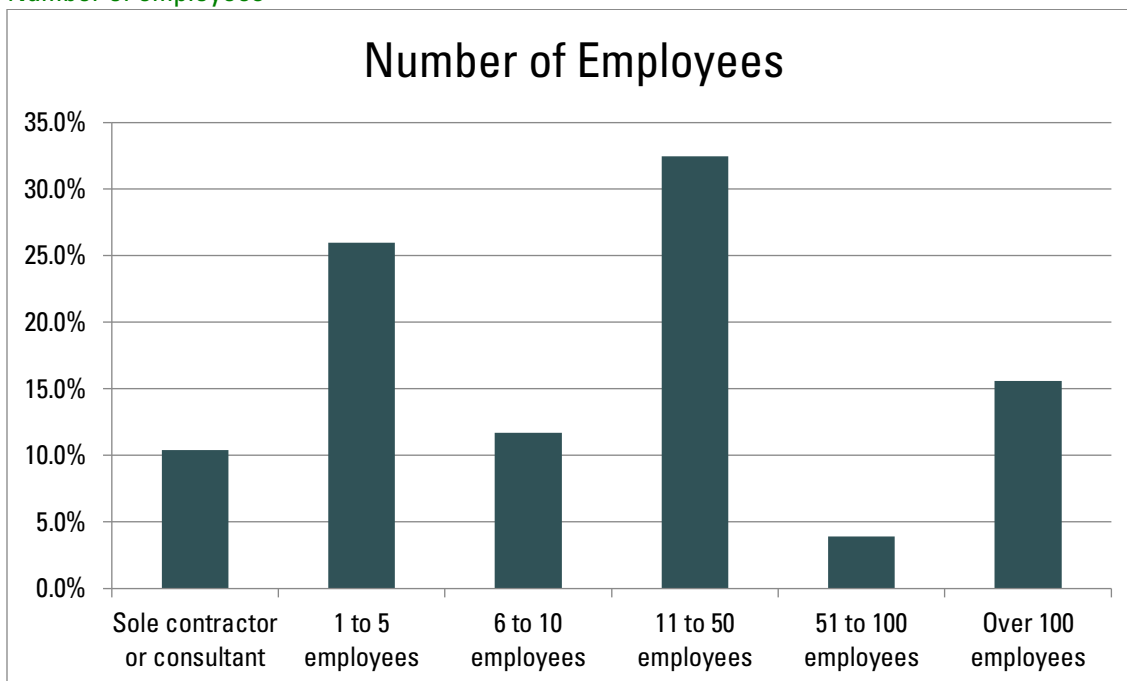
Responding to the survey is voluntary. Who chooses to respond, their industry or sector, and their particular concerns influences the data collected. Three questions are consistently asked for each survey implemented by the Surrey Board of Trade: whether they are employers or employees; how large is the organization for which they work; and what industry they work within. All response data is presented in percentages.

We saw a large increase in employees and self-employed individuals responding to the survey this year when compared to previous years.

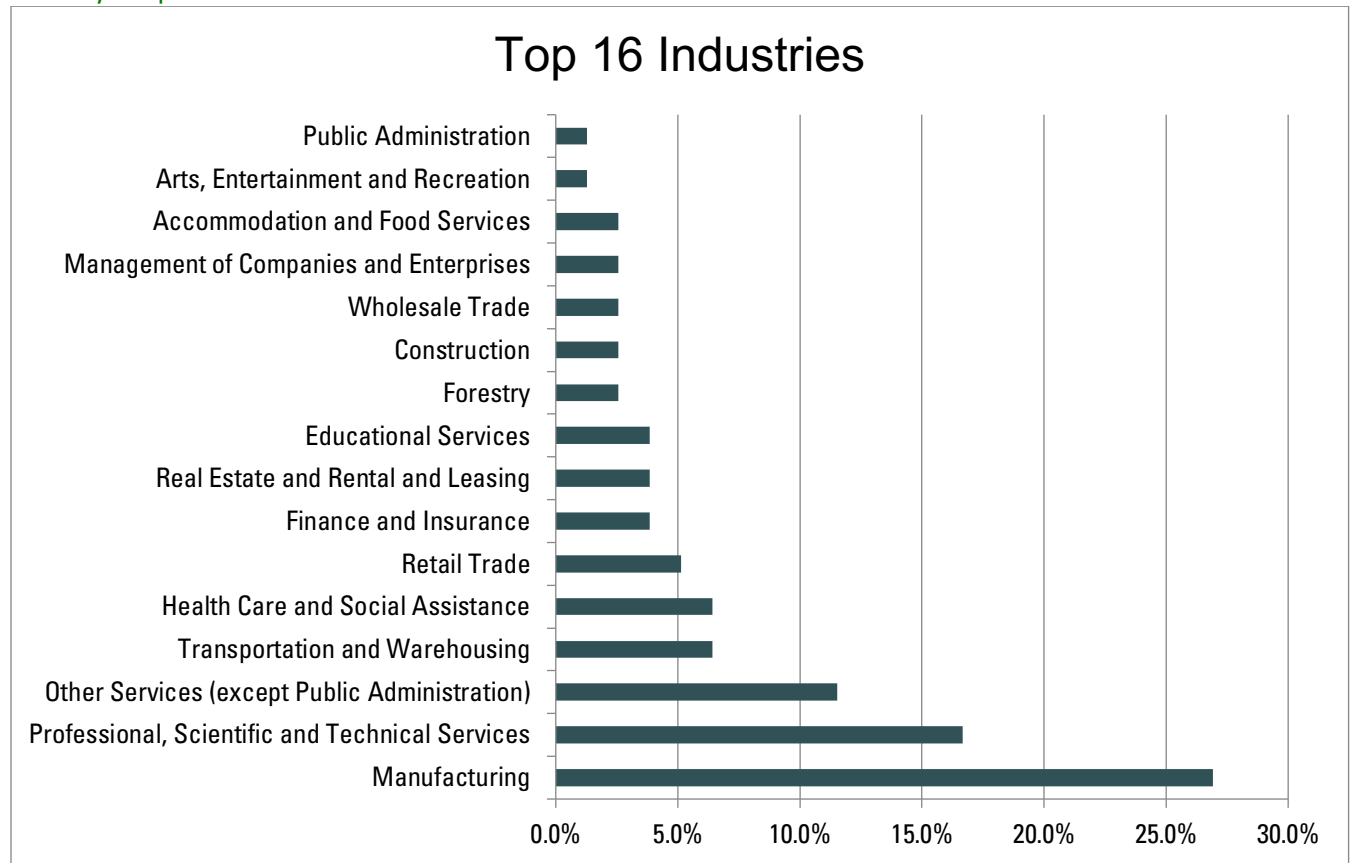
Respondent category



Number of employees



Industry Respondents



Also tracked are the different industries that are represented by respondents. To be consistent, the Surrey Board of Trade uses the North American Industry Classification System (NAICS). NAICS is used by business and government to classify business establishments according to type of economic activity (process of production) in Canada, Mexico, and the United States of America.

Does your business sell goods or services to the US?

Yes	57.7%
No	42.3%

What type of goods or services do you sell to the US?

Input goods sent to the US for completion and re-imported to Canada	7.1%
Input goods sent to the US for completion and sold in the US or exported internationally	14.3%
Finished goods exported to the US	48.2%
Provide a service to US businesses or customers	33.9%
Other (please specify)	23.2%

What are the specific goods/services you export to the US?

Corrugated carton board in sheets and corrugated carton boxes.	Packaging	Graphic design
Accommodation, food & beverage, event services	Dairy products including dairy based appetizers/ desserts and confections	Import flat deck trailers. The aluminum portion are bought in BC, but manufactured and built in USA
Auto, transportation, oil and gas manufactured parts	Digital streaming	Matting
Automotive fluids such as lubricants, greases, coolants, etc.	Environmental engineering services	Information technologies and professional services
Battery charger, power supplies, inverters, voltage Converters	Finance consulting	Manufactured components & assemblies
Building automation systems - hardware and software	Food products	Windows and Doors for installation on US high-rises
Management consulting	Freight forwarding and customs brokerage services to US firms who import from Asia.	Utility products (power distribution)
Ivey-sol Surfactant Remediation Product DECON-IT Omni Surface Decontaminator PFAS-SOL For PFAS Remediation/Decontamination	Freight forwarding services to importers in US and Canada.	Environmental remediation products to enhance soil & groundwater remediation.
Lighting products	Paint	Software
Lumber	Parts sales for logging equipment	Sports uniforms and equipment
Machinery for the food processing industry	Raw material and finished goods being loaded or unloaded to/from rail destined or originating in the US	Training, expertise, education

What percentage of your total revenue comes from US trade?

0-10%	55.6%
11-25%	5.6%
26-50%	15.3%
Over 50%	23.6%

Do you anticipate any risks or opportunities in your US trade relationships due to potential tariffs or policy changes?

Yes	64.5%
No	35.5%

Who does your business primarily sell to?

Other businesses (B2B)	53.7%
Retailers	14.6%
Individual customers (B2C)	68.3%
Wholesalers or distributors	29.3%
Government or public sector organizations	22.0%
Other (please specify)	4.9%

How is your company (or members) preparing to respond to the tariffs?

Diversifying export markets to reduce reliance on the US	29.7%
Negotiating with US clients/customers to adjust pricing structures.	29.7%
Adjusting production or supply chain strategies to reduce costs.	21.6%
Exploring or shifting to domestic suppliers.	29.7%
Reducing business operations (e.g., scaling back production, laying off workers).	21.6%
Exploring tariff exemptions or related legal remedies.	21.6%
Partnering with industry associations to advocate for government support.	13.5%
Not preparing yet—awaiting more clarity on tariff specifics.	29.7%
Other (please specify)	
<ul style="list-style-type: none"> • Exiting the market. • We have Distributors in USA with capacity to make a good portion of our USA sales, so will set them up with extra inventory to increase their manufacturing role in USA to protect our stablished market position which has been growing year on year. • Our franchisor is looking into this on our behalf. • Moving some production to the US. • We have established a relationship with a company in USA with 13 locations, with 3 of these where they can blend our products to sell directly to USA market as a 'Made In USA' products and avert tariffs. • Speaking to clients and keeping them informed of developments. Preparing them for uncertainty in pricing. • We personally own recreational property in the USA; we will probably spend less time there. • We have blenders in USA so stocked them up with inventory to last 2 years if TRUMP causes tariff issues...so we can side step the issue. 	

Impact of Tariffs on Your Business

Estimated financial impact (e.g., increased costs, reduced revenue).	91.2%
Operational impact (e.g., disruption to supply chains, production delays).	79.4%
Market impact (e.g., loss of customers, reduced competitiveness in US markets).	76.5%
Employment impact (e.g., layoffs, hiring freezes).	79.4%
Specific examples (e.g., "We expect a 20% cost increase on raw materials sourced from the US").	73.5%

Estimated financial impact (e.g., increased costs, reduced revenue).	Operational impact (e.g., disruption to supply chains, production delays).	Market impact (e.g., loss of customers, reduced competitiveness in US markets).	Employment impact (e.g., layoffs, hiring freezes).	Specific examples (e.g., "We expect a 20% cost increase on raw materials sourced from the US").
\$5-7 million	Potential for weeks of production delays	Could be upwards of 20% customer loss	10% workforce could be impacted	Potential upwards of 25% increase on raw materials
Increase cost of goods from retaliatory tariffs, reduced revenue, project cancellations	Extended manufacturing timelines	Projects cancelled or put on hold		We expect a 25% cost increase to pre-fabricated buildings we import from the USA.
If customer loses job, they will not be able to insure their house and/or car, etc.	None		Unlikely	N/A
Could cut revenue up to half.	Much more labour intensive to source inputs, potential shortages on supply during the adjustment period	Absolutely - the EU is offering competitive products that will become more attractive globally, including within the US	Potential layoffs	With Canada's retaliatory tariff's we would expect a 25% increase in materials and components
Reduced revenue		Loss of clients	Reduction in operation costs	

Reduced revenue	Disrupt the supply chains	Lose customers	Hiring freezes	25 to 30 percent
Reduced sales to USA	Staff workload in Surrey will reduce by what they historically made for USA exports	Loss due to perception good 'may' become 25% more expensive, to 'Buy America' theme is we appear too Canadian (efforts to have made in America, help us but false perceptions to miss information could lead to collateral impacts, even if no tariffs!	We may lose 1 staff member as a result	This will be subject to which goods Canada applied tariffs to in retaliation!
Higher costs less revenue	Could disrupt supply chain	Cost of living increase and customers not afford to buy our products	Possible layoffs	N/A
Loss of donors and sponsors			Down-sizing due to financial constraints	We are already experiencing lower donations and revenues
\$5M to \$40M profit reduction	Medium	High for US customers and high for CDN customers if countervailing duties applied to incoming raw materials. This must be avoided at all cost.	Medium	We would expect a 25% cost increase on 80% of the raw materials we buy to make paint, and regardless of tariffs our costs are up 7% on US raw materials due to currency weakness
\$10,000	5,000			
\$60,000,000	Production delays, supply chain	Loss of US customers due to higher costs	Layoffs and hiring freezes	We expect to lose our competitiveness in comparison to Washington based corrugators and therefore loss of both US and Canada clients (if Canada choses not to reciprocate,

				our company has to close operations)
25-30% business going down			Layoffs	We expect 25% loss of revenues as less people will travel
Reduced revenue, limited contracts	Freeze on client spending, new contracts	Loss of customers, downward pressure on prices (revenue)	May have to lay off sub contractors	
Increased costs, reduced margins, short vs long term decisions on how much tariff impact to absorb or pass on	Potential supply chain disruptions, potential manufacturing delays, contract negotiations	Potential reduced competitiveness in the US market, potential loss of current and/or future customers	Potential layoffs if US sales reduce longer term	With current tariff rates we expect a 25% cost increase on components sourced from the US (we expect vendors to pass this on), we expect to absorb some of the 25% tariff on goods shipped to the US on at least a short term basis
Increased cost, reduced revenue, loss of business	Production slowdown	Loss of customers to other suppliers especially suppliers from other countries	Layoff and hiring freeze	25% raw material increase that will result in almost 40% increase at retail level.
>\$100,000.00 to >\$250,000.00 lost revenue	Yes I can see that. The full extent I'm still processing.	Yes, because once they find an alternative it much harder to win them back!	We may lay off a person as a result	If Canada counters with tariffs we could have a >20% increase in costs of goods we import from USA to make some of our products!
Increased product cost, so less sales especially with a low dollar	Less manufacturing in USA because of lower demand. They may choose to buy aluminum from elsewhere instead of BC which will affect sales in the aluminum industry. It	Loss of customers who may not be willing to pay more	Layoffs on both sides of the border. Layoffs at manufacturer in USA and layoffs in aluminum facility in BC. Cost of trucking increases, leading to less drivers because it's	25% tariffs on aluminum will lead to price increase on trailers. At least \$3k per trailer increase which customer must pay

	could lead to layoffs in BC if multiple American companies do the same		not affordable	
	Supply chain			
\$1M in lost revenue, undeterminable in terms of global attitude	Will lay off people and join forces with other non-US entities, moving away from domestic partners.	We will thrive by not working with US for the foreseeable future.	\$500K in layoffs	We expect that we'll shift to serving non-US sectors despite being wholly incorporated in US and desire to support US entities.
Depends on the tariff, but the full increase of the tariff		Yes	Possibly	
				Our variety is going to be down of options for our business
		Yes. Already with the new Amazon rules, US customers are already removing their product from Canada to their facilities in the US.		
NA	NA	Probably Yes	Freeze	
Substantial	Substantial	Substantial	Substantial	Right now this moment hard working people, businesses, professionals are struggling and some have even lost their jobs, homes, investments and this will put residents in a very bad situation.
Increased costs	Possible supply disruptions	Loss of ability to produce	Only owners working	We expect a 15% cost increase due to dollar value shifts in products that have US companies

				involved in their manufacture/distribution
None	None	None	None	I don't think they will be implemented and if they do they will be short term.
Potentially reduced revenue	Less this being an issue for us	Potentially but	Potentially	Not unless Canada imposes tariffs on USA goods to Canada. But the cost of our goods could go up from Canadian suppliers as a pseudo inflationary move to offset their potential market losses by increasing their rates to US.
Yes				
\$60,000,000	Production delays, supply chain	Loss of US customers due to higher costs	Layoffs and hiring freezes	We expect to lose our competitiveness in comparison to Washington based corrugators and therefore loss of both US and Canada clients (if Canada choses not to reciprocate, our company has to close operations)
Increased cost	Disruption in supply			We expect a 15-20% increase in goods sourced from the US
\$100 per day	Product delays	Loss of customers	Expansion jeopardized	

What should the Federal Government do to respond to the tariff threat outside of retaliatory tariffs?

Introduce targeted tax relief measures for affected industries.	43.6%
Provide financial support for companies transitioning to alternative supply chains.	35.9%
Expand export development programs to open new international markets.	56.4%
Negotiate bilateral agreements to mitigate tariff impacts.	61.5%
Offer workforce support programs to retrain or upskill workers.	25.6%
Streamline and fast-track trade dispute mechanisms.	43.6%
Increase advocacy efforts with US stakeholders and policymakers.	51.3%
Other (please specify)	38.5%

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