

Borderlines & Bottom Lines: Navigating Trade Uncertainty

October 1, 2026



Union of Municipalities
of New Brunswick

Union des municipalités
du Nouveau-Brunswick



Public procurement across Canada

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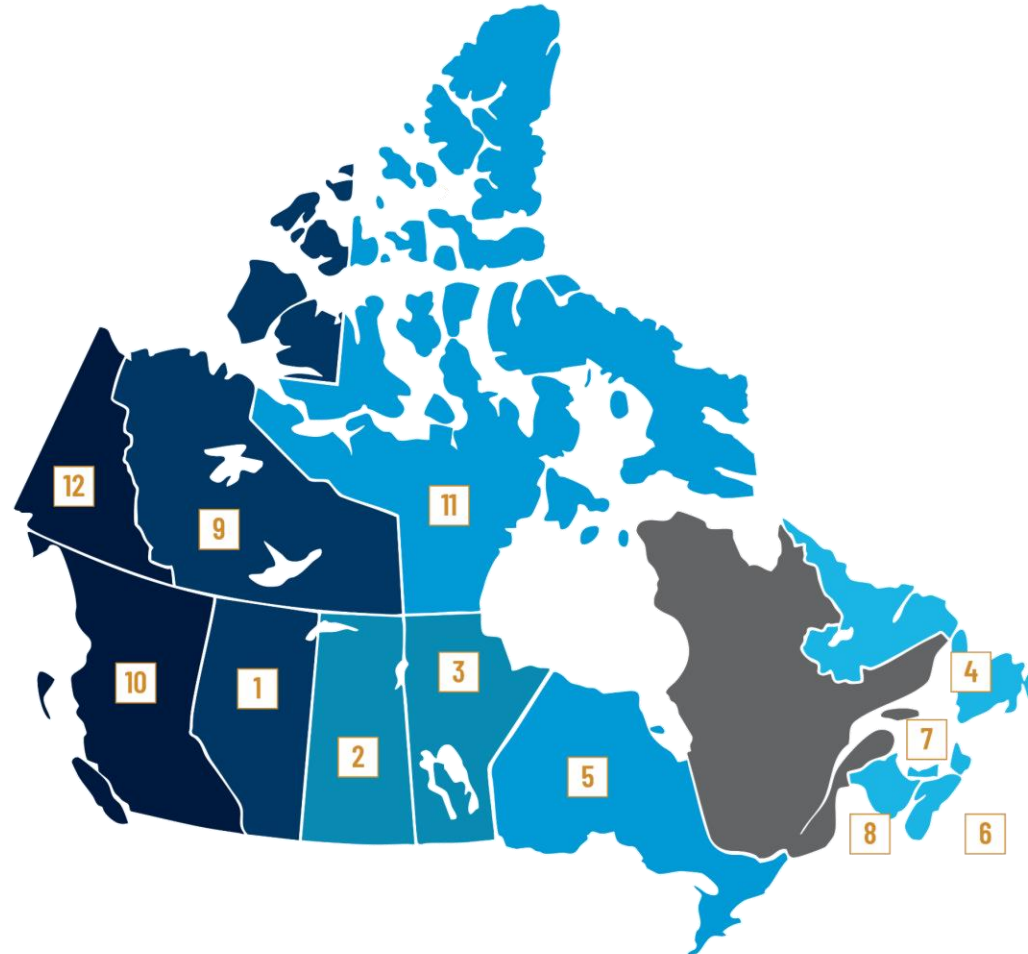
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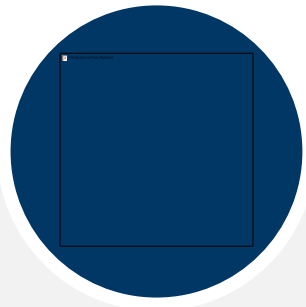


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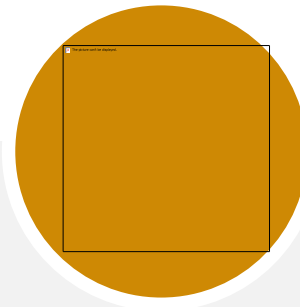
What defines a Canadian company?

Organizations are struggling to define what a Canadian Company is. The *Investment Canada Act* defines a Canadian company to be a supplier, manufacturer, or distributor that meets the following conditions:



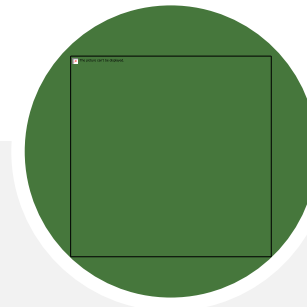
Place of Business

The company maintains a physical location within Canada where it conducts its operations



Employment

The company employs or engages individuals in Canada who contribute to its business activities



Assets

The company possesses assets within Canada that are utilized in carrying out its business functions

Tariffs are not necessarily
'new'



The Canada-United States-Mexico Agreement (CUSMA)

Canada, the United States, and Mexico created the largest free trade region in the world, generating economic growth and helping to raise the standard of living for the people of all three member countries. CUSMA reinforces Canada's strong economic ties with the United States and Mexico.



Trade agreements & policy considerations



New Brunswick First Procurement Policy

CanadaBuys

Welcome to the home for doing business with the Government of Canada and the broader Canadian public sector. Here you will find our suite of online procurement services.

Prioritizing Canadian suppliers, materials, and innovation – [Buy Canadian Policy](#)



What is a tariff?



Who pays the tariff?



Real impacts of trade disputes



Tariffs – point in time update October 1, 2026

- U.S. imposed 50% tariffs on roughly C\$27.6B of Canadian goods
 - auto, dairy, alcohol, wood and paper, apparel, electronics, cosmetics, sporting goods
- Canada's counter-tariffs: 15%, 25% and 50% on 629 tariff items covering C\$27.6B of U.S. imports
 - steel, dairy, appliances, agricultural equipment, pulp and paper, electronics.

What are other impacts of reciprocal tariffs?

- Energy Prices are skyrocketing
- Market Uncertainty
- Price changes coming
- Fuel surcharges are already here
- Further escalation of more tariffs and counter tariffs a possibility
 - alternately, could be a deescalation if a CUSMA deal is struck

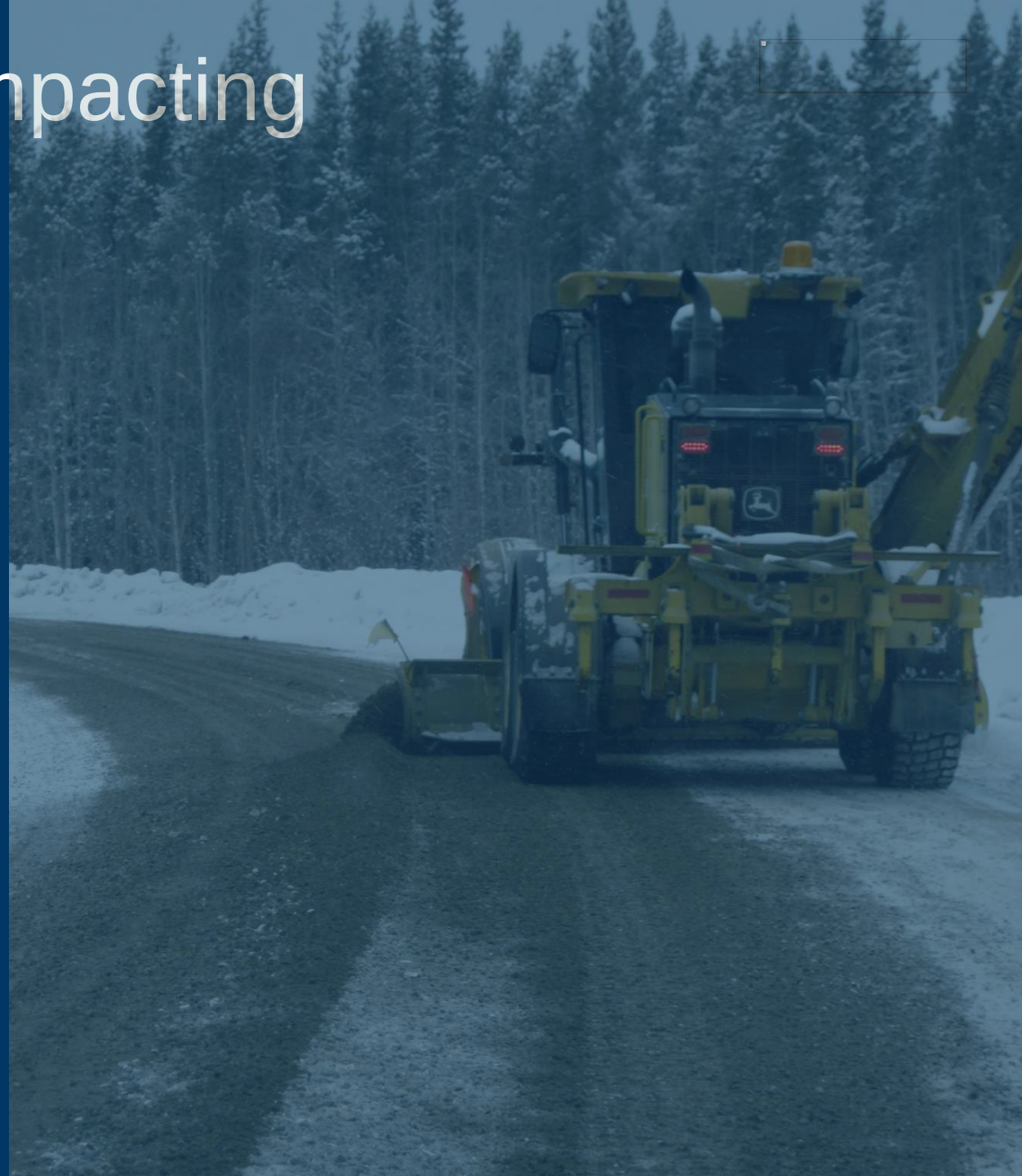


What are suppliers doing as a result of tariffs?

- Assess pricing and supply chain impacts of geopolitical issues
 - Many suppliers say energy prices are a bigger driver for price increases than increase in tariffs themselves
- Members encouraged to stay in close contact with suppliers to
 - track potential price changes
 - Work collaboratively to address potential impacts
- Tariff cost may not show up on an invoice

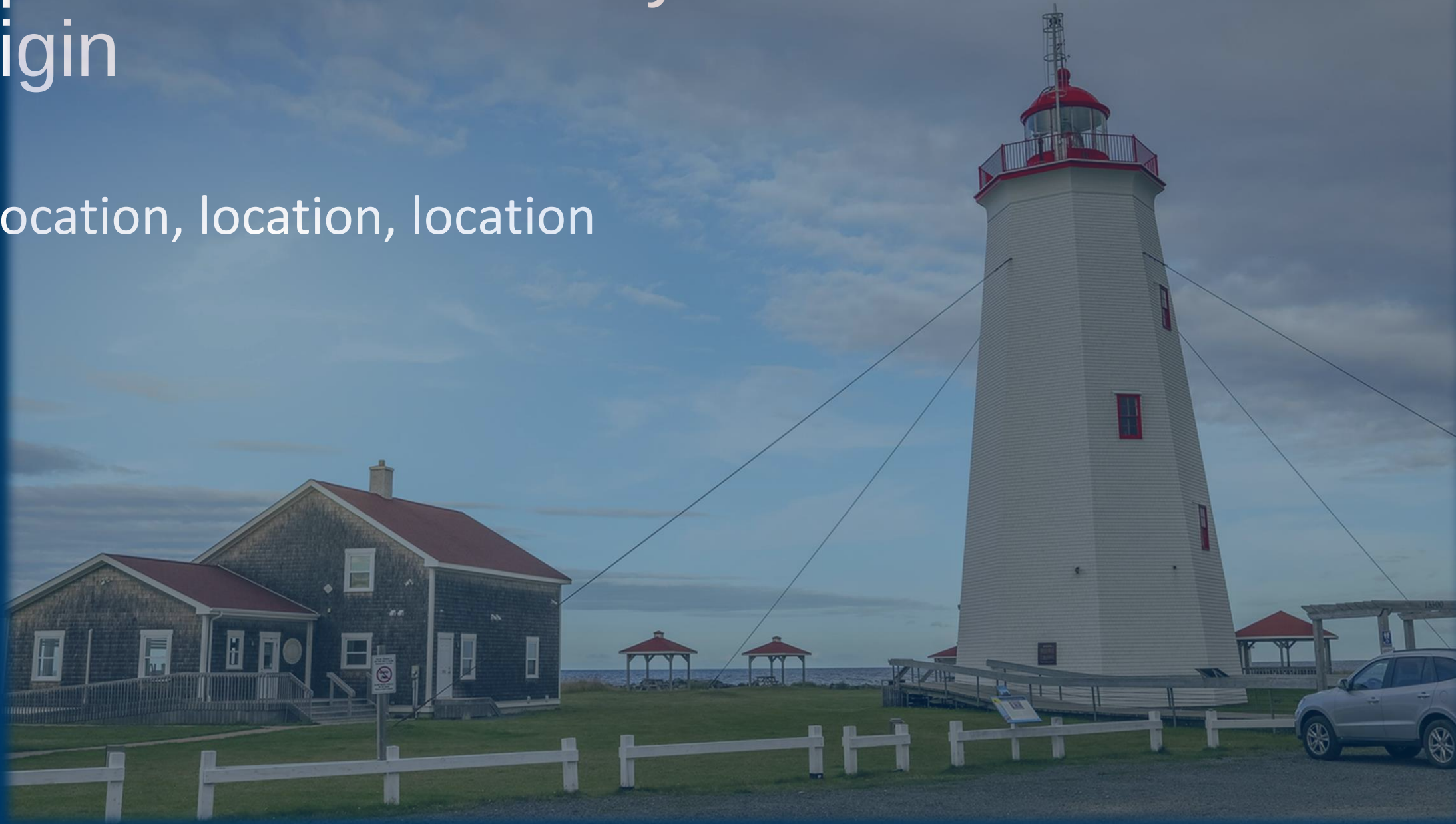
Recent supply chain impacting events

- Pandemics (2019)
- Suez Canal Obstruction (2021)
- Tariffs (2025-2026)



Importance of Country of Origin

- Location, location, location



Product of Canada verses Made In Canada

- "Product of Canada" subject to higher threshold
 - 98% Canadian content
- "Made in Canada"
 - 51% + Canadian content
 - Should be accompanied by qualifying statement indicating product contains imported content.
- "Prepared in Canada"
 - Packaged in Canada

What are some practical things municipalities can do?

✓ Ask suppliers:

- What products may be impacted by tariffs?
- Which product lines are less exposed?
- What upcoming pricing changes are anticipated?
- What inventory is currently available in Canada?



Understand Canadian and NB content

✓ Ask about:

- Canadian manufacturing content
- Canadian assembly operations
- NB dealers
- Local service and support capabilities
- Canadian parts inventory locations



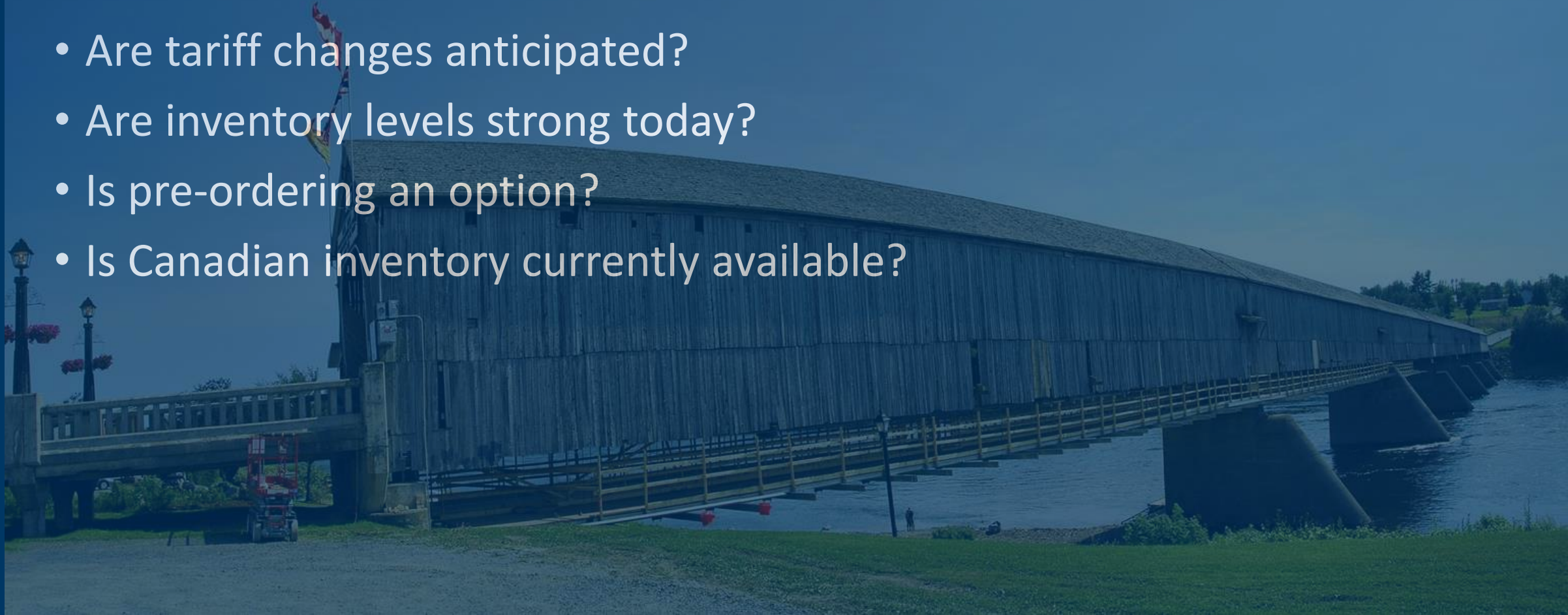
Request tariff-impact transparency

- ✓ Ask suppliers to clearly identify:
 - Manufacturer pricing changes
 - Tariff-related price increases
 - Manufacturer surcharges
 - Freight Charges



Review ordering strategies

- ✓ Ask:
- Are tariff changes anticipated?
- Are inventory levels strong today?
- Is pre-ordering an option?
- Is Canadian inventory currently available?



Leverage local dealer relationships

✓ Ask:

- Supply issues
- Parts & product constraints
- Upcoming changes



'Buy Canada' policies questions to potentially ask ...

- Does my procurement approach reflect reality of an interconnected global supply chain while prioritizing support for Canadian company's that provide goods and equipment that may not be “Products of Canada”?
- Are solicitations following trade-compliant procurement processes that welcome competitive bids?

So how do we 'tariff proof' our municipalities?

- Think inside and outside the box
 - Create, review or update your Purchasing Policy
 - Consider flexibility in specifications
- Consider using group purchasing programs
New is not always better, look at rebuilds and retreading tires
- Connect with and consider your local supplier
 - many of the products we need may not be made entirely in Canada, the supplier certainly is

Resilience through procurement flexibility

Canoe cannot:

- ✗ Eliminate tariffs
- ✗ Control global markets
- ✗ Guarantee pricing

Canoe can:

- ✓ Provide procurement-ready solutions
- ✓ Offer access to multiple suppliers
- ✓ Reduce sourcing timelines
- ✓ Help members respond faster
- ✓ Connect members with supplier expertise



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Questions?



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Thank You!

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