



# Chamber 2025: Strategic Plan Summary



Canadian  
Chamber of  
Commerce

Chambre de  
Commerce  
du Canada

# Introduction

Canadians today live in an era of dramatic change that offers both challenges and opportunities unprecedented in our history. Every organization, including governments, voluntary organizations and businesses, must adapt to this new reality.

For Canada's businesses, this means procuring new tools to navigate a landscape where the technology and competition change daily. And, they need a champion whose clear purpose is to drive Canadian business success.

Since its founding, the Canadian Chamber of Commerce has provided Canadian businesses with a strong and respected voice. We are proud of that contribution, but we are convinced that we can do much more.

The support we provided businesses of all sizes, in all sectors and from all regions during the COVID-19 pandemic demonstrated how the Canadian Chamber can offer not only a voice for businesses, but also a helping hand to ensure their survival and success.

**Chamber 2025** will build on the momentum created during the pandemic and help us play an even greater role in shaping the future of Canadian business. It stems from a transformational mandate from the Board of Directors in October 2020 to create a reimagined and renewed Canadian Chamber.

In the intervening months, we have undertaken the most extensive strategic planning exercise in the Canadian Chamber's history to produce the **Chamber 2025** Strategic Plan.

Our transformation will take us from being the voice of Canadian business as a federal lobby organization to also becoming the **undisputed champion and catalyst for business success** by:

- **Expanding our scope, influence and impact** to give our members more of what they need to succeed.
- **Launching whole new divisions and offerings that deliver elevated support and value to businesses of all sizes**, including best-in-class data and insights, enhanced membership benefits, B2B networking opportunities, international growth boosters and tailor-made solutions for small business.



Our goal is not to duplicate what others are doing but to occupy a unique space and make a contribution that others cannot. We will focus on areas where we can be best-in-class and leave others to do what they can do better than we can.

We bring several important assets to the job:

- The breadth and local-rootedness of our unique Canadian Chamber Network.
- The strength of a brand that is known for quality and integrity.
- Our unique power to convene — to build coalitions and to bring a wide range of interests to the table to work together.
- Our reputation for advocacy that is thorough, non-partisan, responsible and grounded in fact.
- Our ability to represent Canadian business as a whole — every size, every sector, every region. No other business organization in Canada occupies that space.



# Consultations and Research Conducted

The **Chamber 2025** Strategic Plan is the product of 12 months of consultations, workshops, roundtables and interviews with stakeholders that ranged from members of the Board of Directors to local, provincial and territorial chambers, to individual businesses and next generation entrepreneurs. In addition, we conducted market research to determine the types of products and services that would be most valuable for Canadian businesses over the coming years.

## Critical Success Factors and Risks

Through the **Chamber 2025** process, we identified critical success factors to deliver our vision to shape the future of Canadian business. Like the strategic pillars, these are ingredients we must bring together to bring our written strategy to life.

### Maximizing the Superpower of the Network

We use the term “network” in two different ways. The first relates to the 450 chambers of commerce and boards of trade (referred to in this document as “the Canadian Chamber Network”) that are our members and that are at the heart of our governance. The second refers to our network of relationships that includes not only this core group, but also our business members, our approximately 100 association members and other businesses, associations and coalitions, including the direct business-to-business connections that we facilitate. Together, they form a unique part of Canada’s business infrastructure that we are determined to both strengthen and leverage more fully.

**Our network’s value is only as strong and relevant as our ability to leverage our unified assets and capabilities to support the full spectrum of Canadian businesses we serve.**

While each element of our network has a unique ability to narrowcast in supporting unique sectoral or geographic needs, our ability to act in unison to champion broadly-shared goals remains largely untapped. We can also connect businesses to businesses in more productive and effective ways.

Our Canadian Chamber Network roundtable consultations revealed strong support for increased collaboration and cooperation across all three tiers. Many participants stated that the Canadian Chamber Network is a powerful force with major convening capacity that can create growth for local chambers across the country. Our performance during the pandemic has generated a renewed interest in collaboration on new initiatives. Chambers expressed strong support for us to lead national campaigns and marketing initiatives that include all three tiers.

## A Strategy for Growth

**We plan to double our current revenues in under four years.** We have assessed the business opportunity associated with each of our strategic pillars and have identified indicators of viability based on a business plan for funding, return on investment and anticipated growth. In addition, we have considered the leadership and staffing strategies required for each phase of growth.

## Becoming Data Driven

To shape the future of Canadian business, we must know where the puck is going. To champion business success, we must be leaders in business data, insights and economic forecasting.

Many chambers benefit from the information generated by our partnership with Statistics Canada on the Canadian Survey on Business Conditions. Many chambers expressed support for additional data initiatives we could lead.

Our Business Data Lab, outlined in Pillar 1, will position us as an essential partner for future-focused, real-time business data and economic insights for every size, sector and region of business.

## An Increased Profile and Presence in Quebec

To be truly national, we must demonstrate convening and leadership capabilities across sectors and geographies. We need to increase our resources, profile and presence in Quebec, which remains one of Canada's largest markets where next generation business leaders are innovating in key sectors of the economy. Through this Strategic Plan and enhancements to our existing business model, we will extend our capabilities and our physical presence in the province to better serve our members.

## Improving Our Connection with Next Generation Business Leaders

Our market research with next generation leaders identified an important challenge for the Canadian Chamber: we are not well known within the high growth tech sector — a key engine of the future of Canadian business.

This lack of presence **creates an imperative and opportunity to increase our value and visibility with the next generation of business leaders.** Accordingly, Pillars 2 and 4 include offerings to directly support next generation business needs as well as investments in a Canadian Chamber value, engagement and marketing plan for next generation business leader audiences.

## Enhancing Our Entrepreneurial DNA to Build a More Dynamic Canadian Chamber

The survival and success of Canada's businesses increasingly requires them to be adaptive, creative, bold and entrepreneurial. We must embody these values ourselves.

As we transform the Canadian Chamber, we will build new business units with the responsibility of identifying and serving the needs of businesses. This transformation will take us far beyond simple advocacy to actually providing the tools businesses need to be successful. We will focus on being entrepreneurial ourselves as we support innovation and the delivery of new offerings for SMEs and next generation leaders.

We will enhance our entrepreneurial DNA and support a shift in cultural mindset supported by:

1. **Recruiting top talent who understand today's business realities and have an entrepreneurial mindset that can both support business-building goals and recognize emerging business needs and opportunities.**
2. **Talent development and training initiatives focused on design thinking and lean and agile methodologies that can transform our way of thinking and working** to be more innovative, entrepreneurial and growth-driven.

## Modernizing Our Governance to Increase Engagement and Effectiveness

Surveys of the members of our Board of Directors have identified the need to re-examine our Board's size to allow members to be more fully engaged and effective.

In addition to reducing the size of the Board, other top-ranking ideas for governance renewal are using advisory bodies/task forces, reducing the amount of time the Board spends receiving oral reports and presentations and making better use of Board committees focused on oversight and compliance.

This process of board reform will be driven by the Board itself in collaboration with management.

## Improving the Business Model

### New Brand Identity Launch

Along with the release of **Chamber 2025**, we will launch a new brand and identity program that articulates a powerful value proposition to all stakeholders and conveys the dynamism and relevance of the Canadian Chamber of Commerce. This Summary document is designed using our new look and feel.

### Chamber Value, Engagement and Marketing Plan

A common theme among interviewees in market research was that we must do more to inform businesses about the Canadian Chamber of Commerce, including our current services and how we differ from and complement local chambers. To address this issue, we must increase our value and visibility to the next generation of business leaders.

A wide-ranging value, engagement and marketing plan is essential not only to attract high-growth companies as members, but also to sustain our momentum and visibility with all key audiences post-pandemic.

This plan will help us make **Chamber 2025** a reality.





# Creating a Business Model and Resources that Allow Us to Achieve Our Vision

To shape and support the future of business across all sizes, sectors and regions, we must scale up our resources. Each of our strategic pillars is supported by an implementation plan that includes staffing strategies and expanded revenues.

## Vision & Mission

**Chamber 2025** has broadened the horizons and ambitions of the Canadian Chamber of Commerce. Our vision and mission must reflect that wider view.

### Vision:

Our vision is a Canada of thriving business opportunity, a strong economy and a better life for all.

### Mission:

Our mission is to drive change, partner broadly and be a catalyst for the future of business success.

This focus on the future takes us from being the voice of Canadian business to becoming the undisputed champion for business success and growth for companies of all sizes and sectors across Canada. **We will not only advocate for Canadian business success, but also provide tools to make it happen.**

This new focus has implications for everything we do, including policy and advocacy, business data and predictive analysis for current and emerging issues and building new relevance for emerging and entrepreneurial sectors.

**Our Canadian Chamber Network is at the core of what we do.** Our success will depend on the scale and activation of our Canadian Chamber Network. Our impact and influence are the direct result of the number of businesses the Canadian Chamber Network speaks for and serves. Our reach along every Main Street in Canada makes us the best national partner to work with to shape the future and provides a vital web of connections to help our members succeed.



# Chamber 2025 Overview, New Offerings and Phasing



# Pillars for Growth



# Pillar 1:

## First Mover on Thought Leadership and Emerging Issues



As the largest and most representative business association in the country, we will be a leading voice on new and emerging issues shaping the future of business. The Canadian economy is transforming rapidly — from digitalization to sustainability to the role of government — with far-reaching implications for both businesses and the public sector. This ongoing transformation has created increased demand for thought leadership and insights on what these changes mean for our members and the broader business community.

### Business Data Lab

**We will be an indispensable source of information for and about Canadian business.**

Successful advocacy increasingly requires presenting timely and relevant data to decision-makers. However, the rapid pace of the pandemic exposed the challenges government agencies face in producing timely data. During the pandemic, we built a partnership with Statistics Canada that has the potential to be extended further. Since Budget 2021, we have been working with Statistics Canada about collaborating to create the Business Data Lab, which will collect both active and passive data to produce its outputs.

Business Data Lab will produce three types of outputs:

- **Dashboard:** Produced weekly primarily using the passive data sources to provide various barometers on the state of the economy.
- **Canadian Survey on Business Conditions analysis:** Produced quarterly to provide value-added analysis of Statistics Canada's flagship survey involving over 15,000 companies on topical business issues.
- **Commissioned work:** Produced on an as-requested basis to blend the passive and active data sources to generate policy briefs and case studies in response to specific queries.

The Business Data Lab will help us become a data-driven organization. It will benefit the Canadian Chamber in four ways:

- By identifying important trends and issues to ensure our products and services meet the needs of Canadian businesses.

- By providing a unique and timely blend of data sources and value-added insights to be at the leading edge of economic analysis rather than waiting for traditional data releases.
- By delivering new revenue streams for us.
- By providing data sources that can act as an evidence base to support our advocacy.

The Business Data Lab will also provide value to the Canadian Chamber Network by allowing no-cost access to useful data sources within a chamber's geographic catchment area.

## Canadian Chamber Future of Business Centre

One of the most important changes in **Chamber 2025** is how we will contribute policy and ideas that will make Canada and our business community more successful.

Our current research focuses on policy recommendations to government. These policy positions are developed through consensus-based processes like our policy committees, which are comprised of corporate members, and through policy resolutions voted on by the Canadian Chamber Network each year at our AGM. These mechanisms ensure our policy positions represent the breadth of our membership, but they do not provide the vehicle we need to produce timely research on thought-provoking concepts and ideas in the business world.

Creating an arm's length centre of information and ideas will separate our thought leadership from our immediate policy positions, creating the space to engage in research on new and sometimes controversial topics. This initiative will help us be a more active thought leader, driving the national debate on emerging ideas and anticipating the issues of the future. The Centre's output will be produced by external fellows selected for their expertise, which will also help make our organization a hub of thought leadership that brings together a range of business and economic stakeholders.

### **This thought leadership work will be created under a modified banner of the Canadian Chamber Future of Business Centre.**

The Centre will produce three types of outputs:

- **Research reports:** Produced annually by each fellow on the topic of their expertise.
- **Opinion editorials:** Produced on an ad hoc basis and published in tier 1 media, think tank blogs or other short analysis formats.
- **Multimedia:** Produced periodically through novel communications channels such as vlogs, podcasts and infographics.



The Centre will help us provide thought leadership on the economy and business and will benefit the organization in four ways:

- Thought leadership on new and emerging ideas will represent the future of business.
- External fellows will build strategic partnerships with key stakeholders and influencers.
- Thought leadership topics and products will help us reach a wider audience and different demographics through both broadcasting and narrowcasting.
- The Centre's research can help inform new areas of policy work.



## Pillar 2:

# Most Effective Business Network



We will continue to expand our leadership and influence as the business support organization with the largest and farthest-reaching network in the country and with the highest number of satisfied members.

We will grow our membership and impact by strengthening our partnership with provincial, territorial and local chambers. In addition, we will extend our offerings to increase the number of businesses we support, our value proposition to all sizes of business and our impact on the future of business.

While we will connect all sizes of businesses, many new initiatives will be targeted at the small business segment. SMEs represent the overwhelming majority of Canadian enterprises, provide the largest source of employment in Canada and are the essential core of our Canadian Chamber Network's membership.

Through **Chamber 2025**, we will create a credible and demonstrable value proposition for our members, support emerging businesses in priority growth sectors, and build on the high levels of trust held in our organization.

Our recent market research and Canadian Chamber Network consultative roundtables showed:

1. **The 200,000 business members of our 450 member chambers within our network can be a significant source of data to guide the provision of new and existing services.** The Canadian Chamber Network looks to us to "lead the network in creating new opportunities for growth" and "new three-tier chamber collaborations."

We will develop this growth potential by collaborating with the Canadian Chamber Network and its business members to unlock this customer base while providing chambers and boards of trade with reciprocal benefits and opportunities.

We will drive value for local chambers through new information, services and opportunities that connect local chambers with new customers, grow their membership and revenue lines and provide them with advocacy tools that strengthen their impact with governments.

2. **We must do more to inform businesses in emerging high-growth sectors of the value we can bring, particularly in the small and medium-sized enterprise community.** Some feel “there is no strong compelling reason to join” the Canadian Chamber. Others feel our “line of sight to small business is weak.”

In response, we will advocate for and champion businesses of all sizes. We will add value by connecting businesses — small to big, big to small and small to each other.

We will craft new opportunities for entrepreneurs and companies to find each other, partner and drive value and growth for themselves and the Canadian economy. We will do this by harnessing the convening power of the Canadian Chamber Network and demonstrating our ability to connect and deliver.

3. **Canada lacks platforms that provide industry-specific B2B networking opportunities,** mentorship, government program navigation or niche advisory services that facilitate growth opportunities.

In response, we will provide engaging community, virtual and in-person platforms that serve the expressed business needs of next generation, high-growth businesses, demonstrating our unique value and relevance based on the reach and resources of the local, provincial-territorial, national and international chamber networks.

## **Small Business Access Pass Model at No Cost**

In our current business model, we rely on our Canadian Chamber Network for small business outreach. However, this indirect approach is insufficient for communicating about our events, programs and services and for collecting data on business interests, concerns and industry sectors.

**The Small Business Access Pass model includes no-cost access to the Business Data Lab and to the SME Institute as well as no-cost access for both local chambers and local chamber members to the Chamber Community space.**

Our commitment is to use this collaboration with local chambers to enhance the value we provide to them. Our goal is to partner with and support the Canadian Chamber Network, not to compete with it.

## **Chamber Community Platform**

We will facilitate B2B connections and communication by creating a platform for businesses to lean on each other for advice, resources, referrals and leads. Partnering with our member local chambers, we can provide a platform that leverages the convening power of our Canadian Chamber Network and delivers effective organizational and business support on a national scale.

Our market research revealed the desire for networking opportunities across industries, business sizes and geographical areas, as well as the ability to create a network of resources that can help businesses grow.

We will build a community platform where we will invest in B2B support, develop inclusive initiatives and help Canadian Chamber Network members obtain resources and toolkits, manage their own member groups and offer networking opportunities first-hand.

With this model, we will be able to increase our contact points within our membership, coordinate our initiatives, programs and services — from policy committees to member webinars — and collect data and engagement analytics on industry trends and popular topics. We can then use this data to work with our member local chambers on national policy initiatives, programs and additional resources for small businesses, demonstrating our value to this business segment.

## Partnering with Others to Create Opportunities

From managing the impact of rail blockades to providing emergency business supports during the pandemic, we demonstrated our unmatched convening power to build coalitions to solve the toughest business challenges. This convening power comes not only from our Canadian Chamber Network and from the thousands of businesses we represent, but also from the extraordinary breadth of our approximately 100 association members.

**As part of Chamber 2025, we will broaden our partnerships with external organizations to support business success.** We will leverage this unique capacity to reinforce our value as a go-to partner for business, government, media and a range of key stakeholders. We will create unified strategies to shape public policy and address common issues across every size, sector and region of business. These alliances, to which each partner brings something unique and important, will strengthen our impact on behalf of Canadian business and amplify the ability of our partners to serve their members.





# Pillar 3:

## Gateway to the World



Every business, regardless of its size, sector or location, is increasingly part of the international economy. By leveraging our breadth of international offerings, **we will become the indispensable organization for Canadian companies of all sizes wanting to engage in international policy or global trade and investment.**

**Chamber 2025** will build upon our existing internationally-focused business services to provide SME exporters with a menu of tools, training and services to grow their bottom lines. We will also adjust our membership engagement models to better use our existing international platforms to deliver valuable work and better meet member needs.

Members look to our international work to serve a diversity of needs. Identifying these requirements will determine the actions under this pillar.

### Leverage International Platforms for Policy and Advocacy Work

We offer unique international business platforms to help members shape policy at an early stage and gather intelligence on emerging issues. As Canada's representative to the G7, the G20, the OECD's business advisory group, the International Chamber of Commerce and others, we provide a unique value proposition for our members.

Canadian officials involved in international organizations like the WTO or the OECD often comment on the need for a greater Canadian presence in their activities. **Chamber 2025** presents an opportunity to reform how we engage in these groups to enhance member value. We will achieve this goal by shaping policy in its early stages while it is being discussed at international forums before it is adopted domestically as well as by gathering intelligence on emerging issues.

### Create a Network of Canadian Chambers Abroad

There are many Canadian chambers ("CanChams") located abroad. However, they operate autonomously with no connection to the Canadian Chamber. We currently have no formal relationship with the CanChams that exist overseas. Any engagement is ad hoc in nature. As part of **Chamber 2025**, we will assess where there are opportunities to enhance our policy and advocacy efforts as well as to facilitate B2B activity through trade or investment.

## Carnet

To regain ground lost during the pandemic and achieve Carnet's potential, we will focus on three areas: marketing, system upgrades and complete digitization of the product.

## Document Certification

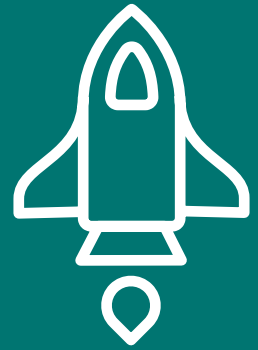
Non-preferential certificates of origin (CO) are the most prominent offering in this line of business, as they are required for import in many regions where Canada does not have free trade agreements. We have the opportunity both to drive exporters to apply for their COs via TradeCert Canada (TCC) and to work with chambers of commerce across the country to sign up with TCC to offer eCOs to their members and exporters.

We are also in a unique position: we are the only International Chamber of Commerce accredited chamber in Canada for COs. Not only can we position our unparalleled knowledge and expertise as the cornerstone of our offering to exporters and local chambers of commerce, but we can also leverage this brand internationally, encouraging foreign authorities to value it above non-accredited certifications. This will position us to build our own national accreditation program, in partnership with local chambers.



## Pillar 4:

# SME Institute



Together with our network of 450 chambers of commerce and boards of trade, we represent 200,000 businesses across Canada, a majority of which are SMEs. There are approximately 1.23 million employer businesses in Canada. Of these, 1.2 million (97.9%) are small businesses, 22,905 (1.9%) are medium-sized businesses and 2,978 (0.2%) are large businesses. While we have long had a dedicated SME policy focus, we can do more to increase our footprint in the SME space. Our network of businesses across all sectors gives us a unique edge to launch a successful initiative dedicated to the largest segment of business in Canada.

The COVID-19 pandemic has disproportionately affected SMEs in Canada. We have focused sharply on supporting small businesses not only in recovery, but also in a multitude of other areas, including growth, scaling and accelerated tech adoption. However, little data exists to help inform governments and other businesses in shaping a suite of SME programs and initiatives or public policies. Through our Canadian Chamber Network, we are uniquely positioned to gather intelligence on Canadian SMEs and implement programs and services to help them adapt, grow and thrive.

The SME Institute will feature three key offerings tailored exclusively to small businesses, chambers of commerce and boards of trade and stakeholders or governments that work with small businesses: data on small businesses in Canada; programming, training and consulting; and assistance for the digitization of small businesses. The SME Institute will be a one-stop shop for SMEs of all sizes, maturity and sectors to find the resources they need. This structure will also allow us to build and expand the SME Institute's offerings over the long term.

### Small Business Data

The SME Institute will include offerings that directly connect with business needs identified in market research as well as providing SMEs with fresh data and insights from the Business Data Lab (described in Pillar 1).

The SME Institute will be able to use the Business Data Lab's active data and passive data sources to achieve its goals.

## Networking, Training and Consulting Services

Small businesses have a variety of needs but often do not know where to turn to fill them. With a glut of small business tools, training courses and services available on the market, many small businesses feel overwhelmed or lack the appropriate resources to sift through all the options. Our trusted third-party brand can deliver critical and highly sought-after resources to help support SMEs, while expanding our footprint.

We are uniquely positioned to help SME leaders in professional development, business networking and best business practices. Our membership means we can help support SMEs looking to expand, grow or build relationships, and bigger businesses that are searching for fresh business development opportunities or to increase their SME network.

Our knowledge of government and our relationships can help small businesses navigate the public sector landscape. The inner workings of Parliament Hill and government relations remain a daunting mystery to those unfamiliar with the “Ottawa bubble.” We speak a language that both businesses and governments understand and are well positioned to educate, train and provide tailored government relations services to small businesses.

Initial market research shows most next generation business leaders would trust the Canadian Chamber of Commerce to provide such services. We are also uniquely positioned to create connections amongst many small businesses through our Canadian Chamber Network. This network, along with our corporate members, can provide numerous options for sourcing training and consulting services.

The market research demonstrates demand for these services in several areas. We will conduct more research in 2022 to refine our program offerings.

This SME Institute stream will produce three types of outputs:

- **Networking:** Connecting small businesses in a network to learn from each other through coaching and mentoring and providing new business opportunities.
- **Training:** Courses for small businesses provided by external partners.
- **Consulting:** Advisory services for individual small businesses provided by external partners.

## Digitization of SMEs

On the heels of a successful Digital Main Street initiative offered primarily to businesses in Ontario during the pandemic, we will launch a National Digital Main Street to expand this service to small businesses across Canada. Our vast network across the country provides a strong position to launch this program nationwide. This will require funding from both the public and private sectors and will help support our provincial, territorial and local chambers by providing programming for which they may not currently have capacity.



The entry level of support will provide non-repayable monetary contributions to Main Street businesses seeking to adopt new digital technologies. These contributions will help cover the costs of activities like registering a new website, enhancing photography or many other measures needed to create a compelling online presence. Financial support can also be provided to chambers of commerce and BIAs to establish local Digital Service Squads: teams to engage Main Street businesses to develop their digital transformation plans.

Support for businesses with an established digital presence will entail helping them develop customized online storefronts using one of the many ecommerce platforms available and offering tools like point-of-sale software and inventory and order management. Using this support, SMEs can gain national exposure, finding new customers in other provinces and even other countries. Business owners will work with experienced professionals to build online stores, create a social media presence and develop other basic digital marketing strategies to compete in the ecommerce market.

A future-proofing initiative will target businesses looking for an advanced level of support, taking their established online presence and ambitious market growth plans to the next level. Business owners will have access to teams of experienced digital marketing professionals and business advisors to develop sophisticated digital marketing plans to identify and pursue new domestic and global market opportunities through their online sites.

Since the Government of Canada will be rolling out its Canada Digital Adoption Program, our digitization initiative will complement and supplement what is already available from federal and provincial/territorial governments.

Further research will determine what assistance SMEs need that is not being offered by existing programming.

The programs will focus on three areas:

- **Digitization grants:** Grants to help business go online and to help local chambers and boards of trade engage their local businesses in digitization programs.
- **Digital scale-up support:** Programs to help small businesses adopt advanced digital tools.
- **Digital future proofing:** Programs to help small businesses access and compete in new markets.

# The Canadian Chamber of Tomorrow Starts Now

Every member of our business community has to address challenges to benefit from opportunity right now, and to master tomorrow's change. They must:

- Find the diverse people and skills needed to grow.
- Adapt quickly to technological disruption.
- Access essential global markets and supply chains.
- Do business responsibly and build the environment into strategy.
- Have government policies that make it easier to compete and win.

But these are challenges no single business can address alone.

The Canadian Chamber of Commerce represents Canada's largest and most activated business network to create the conditions for our collective success. We use deep local connections to create a powerful national vantage point no other network can equal. And through this **Chamber 2025** Strategic Plan, we will give each of our members more of what they need to succeed: insight, influence and impact.

Together we can meet the biggest challenges: the future of people, technology, trade and climate. The future of success and prosperity for all.

**The Canadian Chamber  
of Commerce:**

**The future of  
business success.**

