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## CANADIAN CHAMBER OF COMMERCE MANDATE LETTER

May 13, 2025

The Honourable Mandy Gull-Masty, P.C., M.P.  
Minister of Indigenous Services  
Member of Parliament for Abitibi–Baie-James–Nunavik–Eeyou, Quebec  
House of Commons  
Ottawa, Ontario K1A 0A6

*Via electronic mail:* [mandy.gull-masty@parl.gc.ca](mailto:mandy.gull-masty@parl.gc.ca)

Dear Minister:

On behalf of over 200,000 businesses and 400 network Chambers of Commerce and Boards of Trade across Canada, congratulations on your appointment as Minister of Indigenous Services, and for championing Canadian business during the election. I am writing to seek your continued support as Parliament resumes, to help build a competitive business environment that creates the goods, materials, services, transportation, and infrastructure that we need here at home.

Your appointment comes at a critical time for Canada. An ongoing trade and tariff war with the United States, along with deliberate reforms to the U.S. tax and regulatory systems, has created the conditions for a once-in-a-generation risk of jobs and investment fleeing to the United States.

During the campaign we heard Prime Minister Carney clearly indicate his support for helping Canadian business during this critical time. We firmly believe government must partner with industry on an effective strategy that focuses on eliminating internal trade barriers, lowering costs and taxes for business, reducing red tape, and building trade-enabling infrastructure.



In addition to these four core priorities, we have identified several critical issues specific to your portfolio that we believe also warrant your urgent attention. We submit these issues to you after thoroughly consulting our network of Chambers of Commerce and Boards of Trade across Canada. We believe each of the following issues could be initiated or achieved outright within your first 100 days as Minister:

1. Encourage provinces and territories to establish complementary Indigenous loan guarantee programs that align with the Federal Government's initiative, enabling greater Indigenous participation in - and benefit from - Canada's energy transformation.
2. Strengthen the integrity of the Indigenous Procurement Strategy by supporting Indigenous-controlled processes to maintain the integrity and accuracy of a certified Indigenous business directory by working in partnership with Indigenous organizations.
3. Create a strategy to better support Indigenous entrepreneurship and dismantle barriers to Indigenous access to capital.

Combined with the risk to Canadian businesses, we face a growing unity crisis across Western Canada, the likes of which we have not seen in a generation. Our members are clear that the federal government needs to build on the positive messaging communicated during the campaign, with key actions to signal a new approach to Western Canada prosperity and economic development, which recognizes the benefit of our shared prosperity. One opportunity to do that is to attend the Calgary Stampede this year. We would be honoured to host you at our Stampede reception, where you will be able to meet hundreds of leading business and political leaders from across Canada. If you are interested in attending, please have your staff contact David Pierce, Vice-President, Government Relations at [dpierce@chamber.ca](mailto:dpierce@chamber.ca).

We would be pleased to meet with you at your earliest convenience to discuss the role businesses play in securing Canada's economic future. In the meantime, please don't hesitate to contact me or my staff directly if we can be of assistance at any time.

Sincerely,

***Original Signed***

Matthew Holmes  
Executive Vice President, International & Chief of Public Policy