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The Future of Business Success  
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## CANADIAN CHAMBER OF COMMERCE MANDATE LETTER

May 13, 2025

The Honourable Chrystia Freeland, P.C., M.P.  
Minister of Transport and Internal Trade  
Member of Parliament for University—Rosedale, Ontario  
House of Commons  
Ottawa, Ontario K1A 0A6

*Via electronic mail:* [chrystia.freeland@parl.gc.ca](mailto:chrystia.freeland@parl.gc.ca)  
[TC.MinisterofTransport-MinistredesTransports.TC@tc.gc.ca](mailto:TC.MinisterofTransport-MinistredesTransports.TC@tc.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 Transport and Internal Trade, 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:

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| 1. Eliminate barriers to internal trade. While the Government of Canada has made significant progress, we need federal leadership to ensure significant steps are taken by provincial governments to eliminate remaining internal trade barriers. |
| 2. Commit to long-term investment through a Canada Trade Infrastructure Plan. Canada must build and maintain trade infrastructure that dependably and efficiently transports goods to and from market.  |
| 3. Expand abilities to head off preventable threats to supply chains. Make every effort to ensure Canadian supply chains are not compromised by labour disputes, including by providing government with new dispute resolution tools.             |
| 4. Accelerate regulatory modernization. Canada's transportation sector needs a modernized regulatory regime to ensure companies are not contending with an overly complex and costly operating context compared to its competitors                |
| 5. Release the National Supply Chain Strategy. Put forward the strategy and engage meaningfully with affected industry partners on its deployment.  |

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