



2026-2029 STRATEGIC PLAN

Approved October 6, 2025

MISSION

To connect Chamber professionals with the network, knowledge and tools to grow resilient organizations and strong business communities across Canada.

VISION

A Chamber Network that is collaborative, inclusive, and recognized for excellence.

OUR PURPOSE

1. Professional Development
2. Knowledge Management
3. Recognizing Excellence
4. Strengthening the Chamber Network

OUR CORE SERVICES

Professional Development:

- National Conference
- Webinars
- Chamber Accelerator
- Chamber College 101

Knowledge Management:

- National Chamber Research
- Member Resource Center
- Chamber Executive Onboarding Manual

Recognizing Excellence:

- Executive of the Year Award
- Staff Person of the Year Award
- Milestone Service Recognition
- Council of Excellence
- Accredited Chamber Executive (ACE) Designation

Strengthening the Chamber Network:

- Chamber Federation
- Peer Networks
- Members Only Facebook Group
- Public LinkedIn Page

STRATEGIC PRIORITIES

1. Inclusive Membership Model

We are committed to creating an inclusive organization, accessible to all Boards of Trade and Chambers of Commerce across Canada.

- Enhance the membership onboarding experience and awareness of CCEC's programming
- Continue developing and improving the Chamber Federation model
- Explore opportunities to increase French resources and programming
- Permit volunteer-run Chambers to join CCEC's membership
- Strengthen relationships with the national and provincial Chambers to increase collaboration

2. Optimize and Expand Programming

We are committed to offering high quality programming and services to our membership that focus on key core competencies: operations, governance, membership, programming, and advocacy.

- Align all training programs with core competencies
- Enhance programming with advanced topics and emerging issues relevant to long-tenured executives
- Increase capacity at the annual conference, and explore opportunities to expand impact
- Based on organizational and volunteer capacity, explore opportunities to expand the frequency of CCEC programming
- Explore opportunities to provide greater support for executive onboarding and staff turnover

3. Organizational Excellence

We are committed to organizational excellence and implementing best practices to position the organization for growth and long-term sustainability.

- Apply best practices and continuous improvement to Board development and governance
- Strengthen relationship management and operational efficiency through technology and operational process improvements
- Develop a revenue development strategy to ensure long-term financial sustainability
- Amplify communications to generate greater awareness of CCEC, volunteer participation, and recognition across the Chamber Network

MEASURING SUCCESS

Inclusive Membership Model:

- Optimize membership benefits package and onboarding communications
- Connect new members to a Board representative in their province or region to serve as a local mentor
- Work with the Chapters to expand professional development opportunities around provincial Chamber in-person gatherings
- Review and update the Chapter Terms of Reference and CCEC processes for its Chapters
- Improve accessibility of French resources in the Member Resource Center
- Seek sponsorships or budget for translation services of key CCEC training resources
- Measure membership growth and membership composition

- 100% increase in membership from Chambers in Quebec

Optimize and Expand Programming

- To align with the core competencies, we will update the Member Resource Center categories, Chamber Accelerator, Chamber College 101, and the Chamber Executive Onboarding Manual
- Re-brand the Member Resource Center to increase awareness of the template library
- Peer Networks will integrate advanced topics and emerging issues
- Increase annual conference attendance and event satisfaction
- Aim for 50 registrations for each webinar
- Aim for 90% participation rate and 20% completion rate of Chamber Accelerator
- Aim for 20 registrations for each session of Chamber College 101
- Aim for a 50% membership participation rate in national research projects
- Increase the number of documents uploaded to the Member Resource Center annually
- Aim for 50% of the membership to download documents from the Member Resource Center annually
- 10% increase year-over-year in number of Accredited Chamber Executive designations awarded
- Aim for 20 attendees at each Peer Network event

Organizational Excellence

- Research Accreditation programs for not-for-profits and become Accredited
- Research innovative ways to onboard new Directors to create a supportive and welcoming environment
- Develop a Board skills matrix and a DEA&I policy to support board recruitment efforts
- Explore opportunities to upgrade ChamberMaster / GrowthZone to optimize Learning Management System (LMS) features
- Maximize opportunities to promote our memberships' achievements and participation in CCEC programming
- Increase our LinkedIn subscribers by 100%