



**Chamber of
Commerce
Executives
of Canada**

**Assoc. des cadres
des chambres
de commerce
du Canada**

**MEMBERSHIP TRENDS
ACROSS THE CHAMBER NETWORK**

SURVEY RESULTS

June 2026

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METHODOLOGY

In February and March of 2026, we surveyed our members to collect information on membership trends across Chambers of Commerce and Boards of Trade in Canada. This report summarizes the survey results from 156 participating Chambers.

Nearly a quarter of participants (23.1%) represent micro-Chambers with less than 150 members. Just over a third (35.3%) came from small Chambers with between 150 and 349 members. A quarter (25.6%) came from mid-sized Chambers with between 350 and 699 members, and the rest (16%) came from large Chambers with 700+ members.

Survey responses came from Chambers in Quebec (25%), Ontario / Nunavut (23.1%), British Columbia / Yukon (19.2%), Alberta / Northwest Territories (11.5%), Atlantic Canada (10.9%), Saskatchewan (7.1%) and Manitoba (3.2%).

KEY RESEARCH FINDINGS

- In 2025, 67.3% of Chambers across Canada grew their membership, 23.7% experienced a decrease, and 9% reported no change.
- On average, Chambers across Canada retained 88.8% of their existing members in 2025.
- Membership growth and retention were strongest in Saskatchewan, where 90.9% of Chambers reported growth and the average retention rate reached 94.5%.
- Most Chambers (63.5%) use an equity model to set their membership dues; however, bundled / tiered models (19.2%) and flat rates (17.3%) have grown in popularity over the past two years.
- Chambers Plan is the most widely offered membership benefit across Canada, provided by 89.1% of all Chambers.
- Chamber advocacy has grown over the past two years, with 75% of Chambers now advocating at the municipal level, 67.9% at the provincial / territorial level, and 55.8% at the federal level.

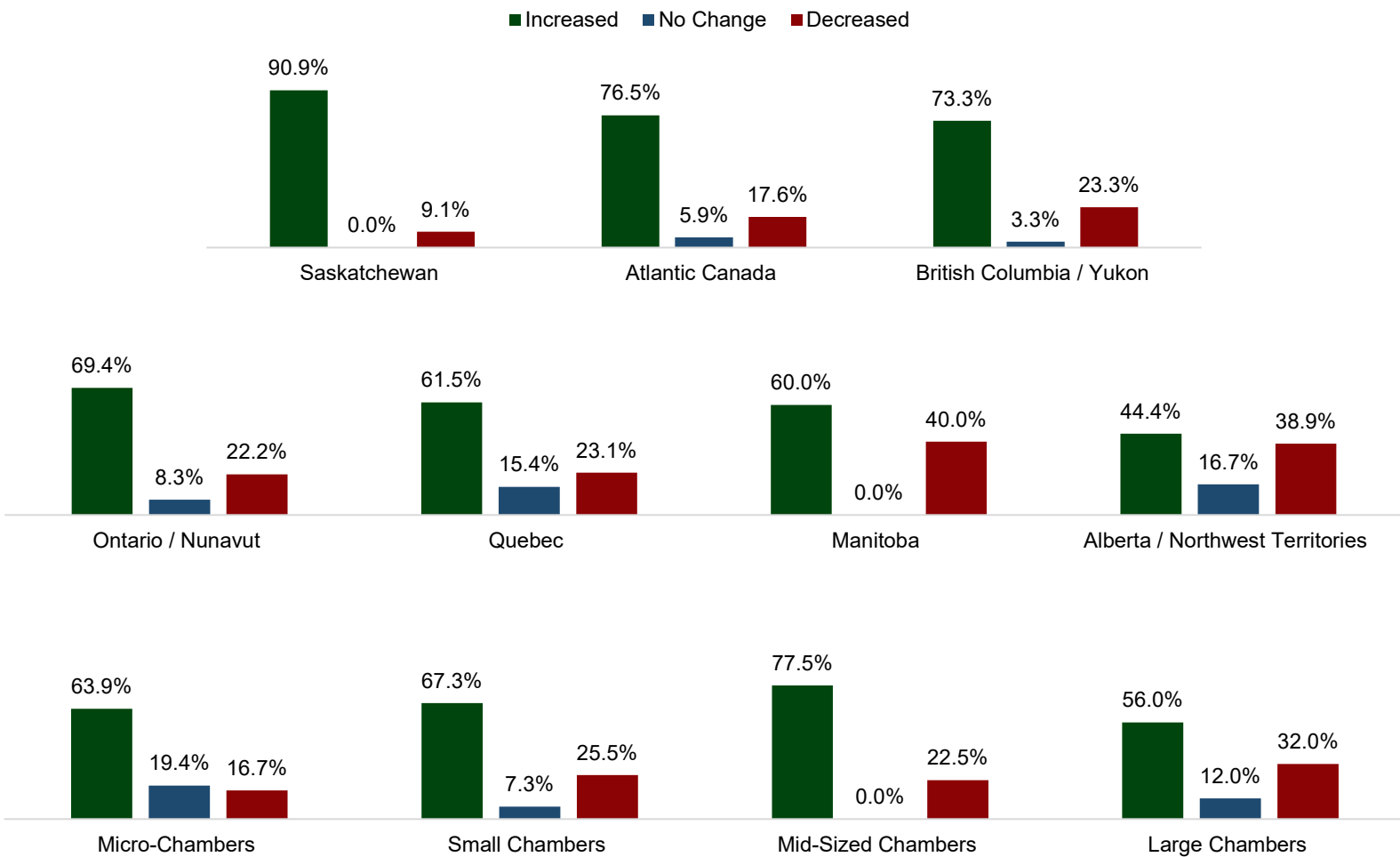
- Chambers shared details on unique and innovative benefits including the Chamber Challenge student-entrepreneur competition, the award-winning FiftyTwoCoffees networking initiative, and a cross-border reciprocal membership collaboration with the Detroit Regional Chamber.

MEMBERSHIP GROWTH

Membership growth remained strong across the Chamber Network in 2025 – 67.3% of Chambers across Canada grew their membership, 23.7% experienced a decrease, and 9% reported no change. The share of Chambers reporting growth declined slightly from 69% in 2024. These figures reflect net membership changes, accounting for both new member recruitment as well as member retention and attrition.

Growth was strongest in Saskatchewan, where 90.9% of Chambers reported an increase. Across Canada, mid-sized Chambers (350-699 members) were most likely to report membership growth (77.5%), while large Chambers (700+ members) were least likely, although most large Chambers (56%) still saw an increase.

Chamber Membership Changes Over 2025 (n = 156)



FASTEST GROWING CHAMBERS IN CANADA

CCEC's second annual ranking of the fastest Canada's fastest growing Chambers of Commerce highlights outstanding performance in membership growth across the country.

The ranking is organized into separate categories for micro, small, mid-sized, and large Chambers. Eligibility is limited to staffed local Chambers that are CCEC members. Rankings are based on net membership growth between January 1 and December 31, 2025, capturing the combined impact of member recruitment and retention over the past year.

Top 5 Fastest Growing Micro-Chambers (with less than 150 members)

	<u>Membership Growth</u>
1. South Grenville Chamber of Commerce, Ontario	88.5%
2. Creston Valley Chamber of Commerce, British Columbia	42.7%
3. Labrador West Chamber of Commerce, Newfoundland & Labrador	25.0%
4. Port Hardy Chamber of Commerce, British Columbia	21.2%
5. Amherstburg Chamber of Commerce, Ontario	10.8%

Top 5 Fastest Growing Small Chambers (between 150 and 349 members)

	<u>Membership Growth</u>
1. North Durham Chamber of Commerce, Ontario	69.7%
2. North Grenville Chamber of Commerce, Ontario	33.6%
3. Huron Chamber of Commerce, Ontario	33.1%
4. Portage la Prairie & District Chamber of Commerce, Manitoba	24.7%
5. Sparwood Chamber of Commerce, British Columbia	17.9%

Top 5 Fastest Growing Mid-Sized Chambers (between 350 and 699 members)

	<u>Membership Growth</u>
1. Sarnia Lambton Chamber of Commerce, Ontario	18.8%
2. North Bay & District Chamber of Commerce, Ontario	16.2%
3. Chambre de commerce et d'industrie de Vaudreuil-Soulanges, Quebec	14.9%
4. Revelstoke Chamber of Commerce, British Columbia	14.5%
5. Chambre de commerce de la MRC de l'Assomption, Quebec	14.3%

Top 5 Fastest Growing Large Chambers (with 700+ members)

	<u>Membership Growth</u>
1. Chilliwack Chamber of Commerce, British Columbia	19.0%
2. Oakville Chamber of Commerce, Ontario	15.4%
3. Burlington Chamber of Commerce, Ontario	10.6%
4. Abbotsford Chamber of Commerce, British Columbia	9.0%
5. Greater Langley Chamber of Commerce, British Columbia	7.6%

MEMBERSHIP RETENTION

In 2025, the national average membership retention rate across all Chambers in Canada was 88.8%, a decline from 92.1% in 2024.

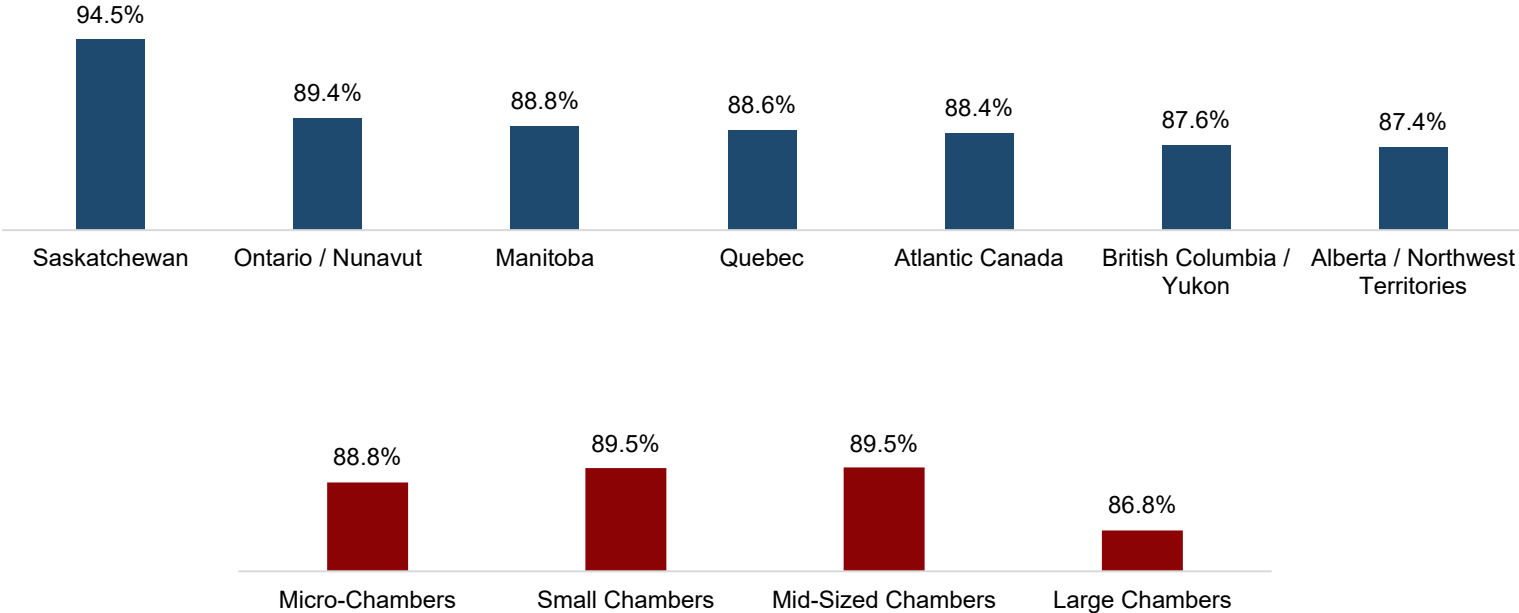
Retention rates varied by region, with Saskatchewan reporting the highest average retention at 94.5%. Chambers in Alberta and the Northwest Territories reported the lowest average retention rate at 87.4% but this was also the only region where retention improved from last year, when it averaged 86%.

Small and mid-sized Chambers retained the greatest share of their members, each ending the year with an average retention rate of 89.5%.

88.8%

National Average Membership Retention Rate
(Down from 92.1% in 2024)

Average Chamber Membership Retention Rates in 2025 (n = 124)

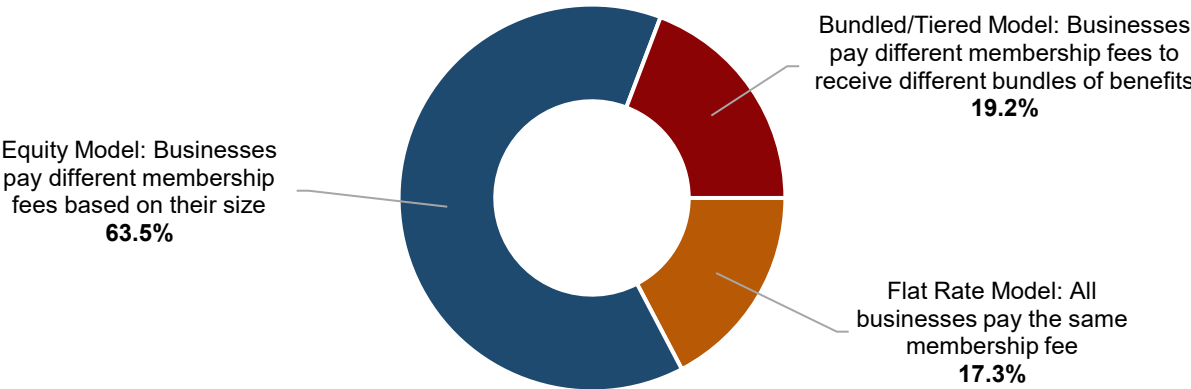


MEMBERSHIP MODELS

Almost two thirds (63.5%) of Chambers across Canada use an equity model to set their membership dues, charging businesses different annual fees based on how many employees they have.

However, other membership models have become more popular over the past two years, with 19.2% of Chambers reporting use of a bundled or tiered model compared to 11.8% in 2024. Another 17.3% of Chambers report using a flat rate model, up from 8.8% in 2024.

Chamber Membership Models (n = 156)



Micro-Chambers were the most likely to use a flat rate model, with 38.9% reporting this approach, and they also charged the lowest average annual membership fee (\$128). No large Chambers reported using the flat rate model.

Average Annual Flat Rate (n = 27)



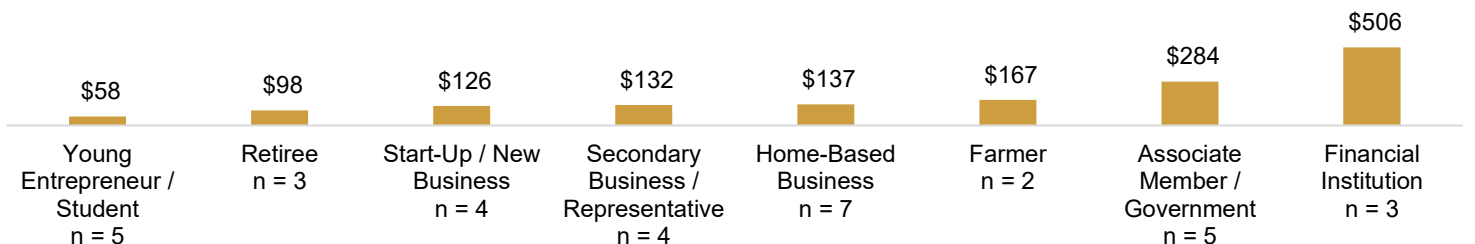
Among Chambers using the equity membership model, average annual fees increase with the size of both the Chamber and the member. The average annual fee paid by a business with 1-5 employees ranged from \$196 at micro-Chambers to \$339 at large Chambers.

Just over half (55.6%) of Chambers using the equity model offered a reduced rate for non-profits, while nearly a third (30.3%) had a rate for individual members. Other less common memberships ranged from an annual average of \$58 for young entrepreneurs / students to \$506 for financial institutions.

Equity Model: Average Annual Membership Fees (n = 94)



Other Membership Types Across All Chambers



A total of 24 Chambers provided details on their bundled / tiered membership structures. The names and prices of each bundle / tier are listed below, with each row representing a different Chamber.

Bundled / Tiered Model: Annual Membership Fees (n = 24)

Micro-Chambers: Membership Bundles

Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
Non-profit / Individual / Home-Based \$120	Business Membership \$215	Growth Membership \$500	Leader \$1,000	Diamond Circle \$2,500
Standard \$250	Bronze \$500	Silver \$750	Gold \$1,000	
Grassroots - Artisans / Farm Stands / Non-Profits \$55	Essential \$110	Champion \$400		

Small Chambers: Membership Bundles

Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
Classic \$250	Connector \$750	Growth \$1,500	Leadership \$3,000	Stakeholder \$5,000
Small Business / Non-profit \$150	Silver / Standard \$225	Gold \$550	Platinum \$1,500	Diamond \$3,000
Student \$40	Solopreneur \$150	Classic \$275	Advantage \$750	Partnership \$2,000
Non-Profit Free	Self-employed \$75	Regular Member \$125	Partner Member \$250	
Standard \$255	Elevated \$385	Premier \$899		
Lite \$199	Enhanced \$249	Premium \$799		
Associate Member \$110	Standard Member \$195	Full Member \$265		
Basic \$220	Enhanced \$600			

Mid-Sized Chambers: Membership Bundles

Tier 1	Tier 2	Tier 3	Tier 4	Tier 5	Tier 6
Basic \$300	Essential \$600	Build \$900	Grow \$1,500	Connect \$2,500	Investor \$5,000
Youth \$150	Individual \$300	Corporate \$600	Honor/Patron \$1,500		
Non-Profit \$205	Growth \$225	Connector \$315	Influencer \$495		
Non-Profit \$100	Young Entrepreneur \$135	Regular \$185			

Large Chambers: Membership Bundles

Tier 1	Tier 2	Tier 3	Tier 4	Tier 5	Tier 6
Non-Profit \$210	Basic \$450	Classic \$900	Growth \$2,500	Catalyst \$5,000	President's Circle \$10,000
Non-Profit / Self-Employed \$159	Regular - Full Member \$259	Premium \$399	Industrial (1-10 employees) \$458	Corporate \$599	Industrial (11+ employees) \$758
Charity Connect \$210	Connect \$335	Collaborate \$685	Catalyst \$1,555	Cornerstone \$3,160	Community \$6,000
Individual \$150	Connect \$300	Grow \$600	Influence \$2,000	Lead \$8,500	
Business Builder \$375	Connector \$800	Community Builder \$1,610	Pillar \$3,800	Gold Circle \$6,850	
Solo \$180	Build \$310	Grow \$670	Influence \$1,850	Lead \$4,000	
Starter \$231	Supporter \$289	Promoter \$525	Influencer \$867	Community Builder \$1,098	
Build \$245	Grow \$385	Connect \$1,013	Lead \$1,599		
Not for profit membership (Growth) \$331	3 Star Membership (Connections) \$331	4 Star Membership (Growth) \$625	5 Star Membership (Leadership) \$1,045		

Opinions on Most Effective Membership Bundles (n = 18)

- Our Build level is the most effective because, in addition to all the standard benefits, you also get an events ticket package and a basic marketing package.
- Partner member because it offers a simple yet effective logo design service.
- Full Membership is the most effective and includes all benefits. Standard and Associate Memberships are typically selected by smaller and/or industrial and service businesses that do not require as much promotion.
- Essential because many of our businesses are struggling, seasonal or small owner-operated. We have a la carte options for all of our Visitor Centre promotions, which is where we make more money (40% more than membership revenue).
- The most popular option is “Corporate Membership, 2 Representatives,” since we have many members from the retail and service sectors, as well as small and medium-sized businesses.
- Small Business / Non-profit - we have the most members in this tier. It gives the small businesses and non-profit organizations the same benefits as a standard membership but at a discount.
- Our most popular tends to be Connector after speaking with our membership team. They confirm the added marketing benefits and additional complimentary tickets to networking events.
- I would say Tier 2: Connector because you get everything in Tier 1 plus event discounts and more representatives for your growing business.
- Collaborate due to the promotion that's included (savings from al a carte purchase)
- All are effective because they are tailored to the goals of each different type of business. We have the most members in a supporter level as that is our base membership that most SMEs fit into.
- The most effective is Grow: to the majority of our membership, this represents the most value based on benefits.
- Corporate: Affordable for businesses and offers most of the benefits.
- Classic has the most vouchers and benefits for the cost.
- Standard as it represents 70% of our membership.
- Regular Member, i.e., the most frequent.
- Premier as it offers the best access, discounts, and hands-off marketing solutions
- Basic. Most of our Enhanced Members don't use the extra features - it's just optics for them to be seen in the higher tier.
- Each membership level has its own set of benefits; however, our 3-star membership tier continues to attract the majority of our member businesses, as it is well-suited to the needs of small and medium-sized enterprises. It offers the right balance of affordability and valuable benefits, making it an appealing choice for businesses looking to grow their presence and connections within the community. In addition, the Not-for-Profit membership tier proved to be successful as well. In my opinion, the most effective bundle of benefits within our model is the

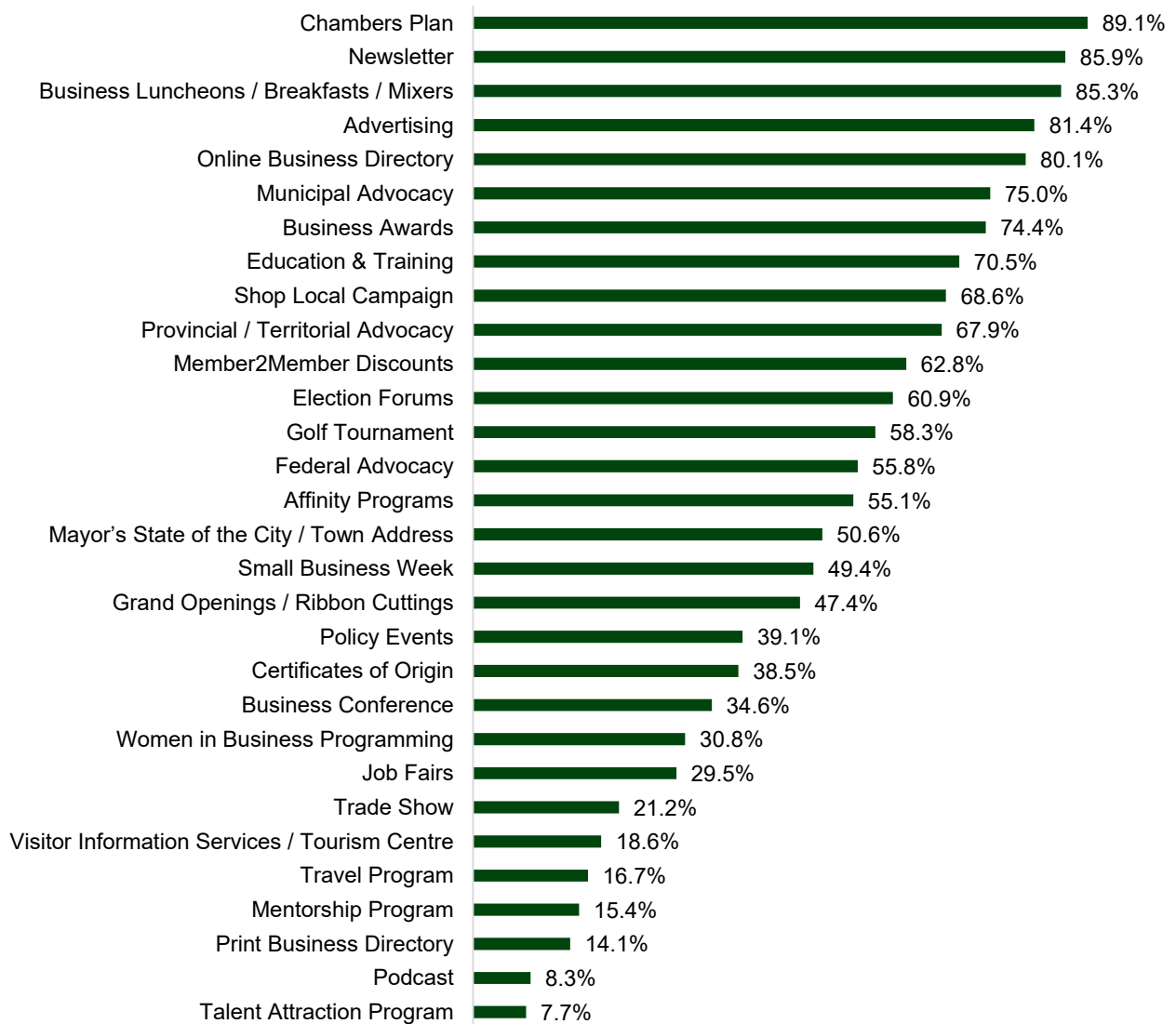
Not-for-Profit tier. This is because it offers exceptional value—our not-for-profit partners receive the benefits of a 4-star membership while only paying at the 3-star level pricing.

MEMBERSHIP BENEFITS

Chambers Plan is the most widely offered membership benefit across Canada, provided by 89.1% of all Chambers.

Compared to two years ago, Chambers are more engaged in advocacy work at all levels of government, with 75% engaging in municipal advocacy (up from 52.8% in 2024), 67.9% at the provincial / territorial level (up from 49.5%), and 55.8% at the federal level (up from 35.2%).

Most Common Membership Benefits: All Chambers (n = 147)



In general, larger Chambers offer a wider range of membership benefits. A majority of mid-sized and large Chambers provide mayor's state of the City / Town addresses, federal advocacy, affinity programs, certificates of origin, grand openings and ribbon cuttings, policy events, and Small Business Week programming. In contrast, less than half of small and micro-Chambers offer these benefits.

Shop local campaigns are an exception, with large Chambers less likely (52%) to offer this benefit than smaller-sized Chambers. Large Chambers are also the least likely to host job fairs (20%) or provide Visitor Information Services (4%).

Programming Offered by Most (> 50%) Chambers (n = 147)

	Micro Chambers	Small Chambers	Mid-Sized Chambers	Large Chambers
Chambers Plan	✓	✓	✓	✓
Business Luncheons / Breakfasts / Mixers	✓	✓	✓	✓
Advertising	✓	✓	✓	✓
Shop Local Campaign	✓	✓	✓	✓
Online Business Directory	✓	✓	✓	✓
Newsletter	✓	✓	✓	✓
Municipal Advocacy	✓	✓	✓	✓
Provincial / Territorial Advocacy	✓	✓	✓	✓
Business Awards		✓	✓	✓
Education & Training		✓	✓	✓
Member2Member Discounts		✓	✓	✓
Election Forums		✓	✓	✓
Golf Tournament		✓	✓	✓
Mayor's State of the City / Town Address			✓	✓
Federal Advocacy			✓	✓
Affinity Programs			✓	✓
Certificates of Origin			✓	✓
Grand Openings / Ribbon Cuttings			✓	✓
Policy Events			✓	✓
Small Business Week			✓	✓

Unique / Innovative Membership Benefits (n = 61)

Micro-Chambers:

- ChamberPerks
- A Christmas bucks program and we help plan local events
- We run the Welcome Wagon
- Member of the week - social media highlight and radio interview
- Business walk, burger month, business resource guide
- Company showcase videos, promotion in the newsletter, free tickets to events
- One-on-ones with chamber staff to support businesses, coworking space rentals at member rates
- A radio show available as a podcast and on the air, designed to introduce members and keep the community informed about the latest business and economic news
- We do our island Visitors Guide & Map, tearaway road map, participate in the island Volunteer Fair on behalf of our non-profit members, advocacy with regional government, Islands Trust and BC Ferries, Gulf Islands National Park Reserve
- We host an annual fundraising run to separate us from surrounding Chambers of Commerce. Our members also have ability to attend an annual boat cruise in collaboration with neighboring Chambers of Commerce and business advocacy groups such as community futures
- Retail & Customer Service Confidence (RCSC) is a practical workforce development program designed to strengthen frontline customer service skills for job seekers and employees. Delivered in partnership with local training and employment organizations, the program focuses on communication, professionalism, workplace readiness, problem solving, and creating positive customer experiences. The program is currently funded for four cohorts, with the final cohort taking place in April. We are actively exploring funding opportunities to continue and expand RCSC moving forward to ensure ongoing support for local employers and workforce readiness.

Small Chambers:

- Contests
- Chamber Perks x 4
- Notary public services
- Trades and Industry Professionals events
- Business succession and transfer benefit through Raymond Chabot Grant Thornton
- Chamber ED weekly video promoting member or community events, local attractions etc.
- Support with event planning, one-on-one meetings with members

- Plenty of networking opportunities. Mainly happy hours.
- Chair's Circle, Radio Station Spotlight, Boost Box, Social Spotlights ([link](#))
- Member discounts and workspace rentals for entrepreneurs visiting the area - office space, Wi-Fi, conference room ([link](#))
- Free job posting support: the Chamber will post your job openings on their website at no cost, making it easier to attract local talent without paying for job board advertising
- Women in Business peer to peer 10-month program, Business Leadership Symposium in 2026, Women in Business Symposium in 2027
- Creating the sense of belonging to an organization that leads the development of prosperity for future generations.
- First year of membership free for new businesses, free advertising upon joining in *La Revue*, the local newspaper delivered to every mailbox in the area, and competitive advertising rates
- Programs with a Purpose, aka events - our events are very specific to sectors. For example, the Big Cheese Festival is agriculture based - producers and processors; Harvest Pumpkin Festival is Arts & Culture based; Downtown Light up focuses on our downtown storefronts
- 90-day no-commitment invoice deferral for new members (unadvertised) * new members from outside our district receive a discount if they are already members of their "home" Chamber * Complimentary 1-year membership for Starter Company Plus participants (provincial entrepreneurship program administered by local municipalities)
- We offer a coupon booklet (which could also be considered "shop local"). We do a masquerade evening that promotes networking and community. We are partnering with Athabasca University to promote online learning given our region is remote and we want to keep youth in our region. We are working on business-essential packages which will be strategic offers from local businesses that help to get businesses started (i.e. accounting services, marketing services, website design, business cards, etc.). We are working to create bundles at a discounted rate so that new entrepreneurs can benefit from a one-stop-shop for these startup essentials.
- The Williams Lake Recruitment & Retention Committee that has made significant progress in building a more coordinated and welcoming approach to attracting and keeping professionals, families, and young people in our region. This work is a collaborative effort between the City of Williams Lake, Cariboo Regional District, Williams Lake & District Chamber of Commerce, and includes key stakeholders such as the Child Development Centre, Central Interior Rural Division of Family Practice, Williams Lake First Nation, Gibraltar/Taseko, Central Cariboo Arts & Culture Society and more. Together, we have created a structure that includes a core committee and several focused working groups. The core committee, made up of working group leads, meets regularly to share updates, align efforts, and ensure there is no duplication of work, an important step toward ending silos that can traditionally slow progress. Each working group meets between two and four times per year, depending on their project timelines and goals. Key focus areas include welcoming newcomers, changing the narrative about living in Williams Lake, strengthening the social connections of professionals, addressing housing needs, and exploring the creation of a multipurpose recreation facility. Notably, the Professionals Network has rebranded as the Williams Lake Social Collective to broaden participation and attract sponsors. The Good Neighbour and Welcome working groups have merged, and are developing a welcome package and exploring the creation of an ambassador role to help new residents settle in. The Changing the Narrative group is actively working with local media to highlight positive stories and is receiving branding support through Amplify, funded by the CRD. The group has put forward

several recommendations to help attract and retain residents. These include using a centralized online hub ([link](#)) to share local opportunities and events, updating the Cariboo Regional District's Make the Move (soon will be redeveloped into a new website called Cariboo. It's True), launching a welcome program for newcomers, and re-establishing a social network to support professionals and families. The committee is also encouraging the collection of updated data and meaningful community engagement around the idea of a new recreation facility that meets the needs of a growing and diverse population. This work toward communication and collaboration across sectors, is helping to break down silos, align shared priorities, and make Williams Lake a more welcoming and vibrant place to live and work. This coordinated effort is creating a strong foundation for long-term community growth and resilience.

Mid-Sized Chambers:

- Chamber Perks x 2
- Bi-Monthly print magazine
- Support for entering international markets
- Advocacy roundtables and Minister roundtables
- Peer to Peer Sector Roundtables
- Festivals, Port of Orillia, Service Ontario
- She Leads Women's Conference and ATHENA Leadership Training
- Revelstoke workforce hub and Ambassador Program (workforce attraction and retention)
- Discount to transit system, quarterly digital magazine ([link](#))
- Taste of Steinbach event ([link](#)), Burger Days for restaurants, Chamber Challenge young entrepreneurs' event ([link](#))
- We offer a B2C magazine as we don't have a community radio station or newspaper ([link](#))
- Choosing local is a win-win ([link](#)) with our TV show *Fierté d'ici*, which has been on the air since 2020. I host various TV shows broadcast in the region, in Greater Montreal, and available online on various platforms. For example: ELLÉvation ([link](#)), Justes Milieux ([link](#))
- Our Chamber is responsible for updating the directory of commercial properties for sale or rent. We also maintain the City of Mont-Tremblant's commercial property inventory. In addition, we are in the process of completing Phase 3 of the Rue Principales initiative, which aims to develop a revitalization plan for commercial thoroughfares and pedestrian routes—a project typically coordinated by municipalities. Our networking events are so popular that they sell out too quickly now.
- One of the most appreciated benefits is our new member support service. We offer new members the opportunity to be paired with an established member during their first networking events. This helps them integrate more smoothly into the network. We also have several members who offer special rates to CCINB members ([link](#))

- We offer an excellence in leadership training program called Stepping Into Leadership ([link](#)), as well as an Emerging Entrepreneurs program in collaboration with the local high school ([link](#))
- We offer what's called a FiftyTwoCoffees program. Its coordinated annually and is a year-long networking journey connecting members of the North Bay & District Chamber of Commerce for one-on-one coffee meetings — either bi-weekly or monthly. It's an opportunity for members to meet new people, learn new things, and build lasting connections within our amazing business community.

Large Chambers:

- Chamber Perks
- Chamber Engagement Rewards Program
- Under-40 programming, Asia-Pacific programming
- Fibre E TV Show ([link](#)), Business Circles ([link](#)) Wing Committees ([link](#))
- Member Spotlights ([link](#)), CUSMA programming
- Payworks, Fractional HR and Accounting consulting
- We offer local value-added programs ([link](#)), in addition to the provincial and national programs
- Sector-specific committees, local purchasing program (Vatalise via Hello Local), notarization services, Youth Wing
- Sales Lead Network ([link](#)) is a unique way to retain members. Our members have access to it and they pay a fee on top of their membership to be part of this group.
- We have a partnership with the Detroit Regional Chamber. Members of ours can pay a significantly discounted rate of \$150 CND and receive a membership to the DRC, and vice versa.
- Emerging Leaders - For young professionals ([link](#)), Professional Possibilities - Workforce Development ([link](#)) Reconciliation through Education programming ([link](#))
- We offer quarterly new member breakfasts. We release a quarterly CEO video update vs. print as we get more engagement with the video vs. a traditional newsletter update. We hold roundtable discussions with our young emerging leaders to get their input on what they want from their Chamber. We have revamped our current website ([link](#)) to be more engaging and informative than our previous site.