



The Premiere Community of CIOs, CISOs and IT Leaders in Canada

Driving Canada to the forefront of technology leadership.

2026-2029 Strategic Plan

Lorraine Bauer, Executive Director May 2026



The CIO Association of Canada (CIOCAN) represents CIOs, CISOs and IT Executives in Canada. We are a not-for-profit community of CIOs and IT leaders whose mission is to facilitate networking, sharing of best practices and executive development, and to collaborate on issues facing CIOs/IT Executives.

In a world where technology shapes every industry, every community, and every future, the role of Canada's senior technology leaders has never been more vital. The CIO Association of Canada (CIOCAN) stands at the centre of this transformation. As the national voice for CIOs, CISOs, and IT executives, we are a not-for-profit community built on connection, leadership, and shared purpose.

For more than two decades, CIOCAN has empowered technology leaders to navigate complexity, champion innovation, and elevate the strategic impact of IT across Canada. Our mission is rooted in collaboration—bringing leaders together to exchange insights, share best practices, and strengthen the collective capability of Canada's technology leadership.

Our vision is bold: Driving Canada to the forefront of technology leadership.

Our purpose is clear: To inspire and empower our Members to lead with insight, impact, and excellence by fostering thought leadership, community, and education.

This strategic plan reflects the values that define us and the principles that guide us:

- **Technology leaders are business leaders.**
- **Ethical, responsible, and secure use of technology is non-negotiable.**
- **Executive development is continuous and essential.**
- **Trust-based peer exchange strengthens every leader.**
- **Thought leadership must reflect the Canadian context and Canadian priorities.**

Together, we are shaping the future of technology leadership in Canada—one connection, one insight, and one bold step forward at a time.

2026 – 2029 STRATEGIC OBJECTIVES

Increase Membership Value

Enhance Programs & Services

Increase Industry Impact

Ensure Financial Sustainability

Objective 1: Increase Membership Value: Strategic Intent

Deliver a unified, high-value member experience that strengthens connections, accelerates growth, and enhances career impact.

Strategic Priorities

- Strengthen Chapter–National alignment
- Elevate leadership & professional development
- Deepen engagement & community building
- Amplify the value of membership
- Leverage data to drive member experience
- Implement Membership Task Force recommendations

Objective 2: Enhance Programs & Services: Strategic Intent

Create comprehensive, high-quality programs, events, content, and partnerships that advance leadership excellence.

Strategic Priorities

- Build a cohesive national program portfolio
- Strengthen leadership development & designations
- Enhance event quality & accessibility
- Expand thought-leadership content
- Develop strategic partnerships
- Elevate the national Canadian CIO Awards program

Objective 3: Increase Industry Impact: Strategic Intent

Position CIOCAN as a recognized national voice and thought leader in technology, industry, and government.

Strategic Priorities

- Strengthen national thought leadership
- Build high-visibility industry partnerships
- Elevate public profile & media presence
- Empower Chapters to drive local impact

Objective 4: Ensure Financial Sustainability: Strategic Intent

Ensure long-term organizational and Chapter success through diversified, resilient revenue streams.

Strategic Priorities

- Grow membership revenue
- Expand sponsorship & partnership revenue
- Diversify program & event revenue
- Build long-term financial resilience

Conclusion

CIOCAN is committed to elevating technology leadership across Canada. Through collaboration, innovation, and strategic focus, we will strengthen our community, amplify our impact, and drive Canada forward.