



CVCA

STRATEGIC PLAN 2023-2025

FUELING THE ECONOMY OF THE FUTURE BY
GROWING THE BUSINESSES OF TODAY.

CVCA STRATEGIC PLAN 2023-2025

CONNECTION, OPPORTUNITY, GROWTH

LETTER FROM THE CHAIR AND CEO

In the last three years, CVCA has grown and has further established itself as the Canadian private capital industry's voice amongst decision-makers, stakeholders, and the media. We have added a dedicated presence in the nation's capital to increase our advocacy efforts, we've demonstrated agility in keeping our members connected during challenging times, we've taken the reins of data collection and reporting with a new and more efficient CVCA Intelligence platform, we have significantly increased our presence and influence with the public, via traditional and social media platforms we have worked to advance diversity, equity and inclusion both within our organization and in that of our members, and have worked tirelessly to tell your story; that of a vibrant and dynamic private capital industry in Canada.

Our job is to connect the dots between everyday investment decisions and their potential for Canada's future prosperity. CVCA is proud to be your voice and work to create and protect the best conditions to deploy capital to seed, grow and fuel the companies of tomorrow.

Entitled Connection, Opportunity, Growth, this strategic plan is focused on positioning positioning private capital as central to Canada's future. It also looks at CVCA's presence in the life of its members and calls on the organization to create more connectivity and value for

general partners. Finally, CVCA's 2023-2025 plan puts in focus the need to increase advocacy efforts and engages the entire CVCA team in that endeavour.

The work over the next three years will be to continue communicating the sector's positive impact so we can continue to correct inaccurate information and shift outdated perceptions of the industry while futureproofing the sector through challenging economic times. Grounded by a solid and passionate team, CVCA will focus and refine its efforts to optimize and deliver on these strategic priorities.

We are excited for what the future holds and invigorated by the opportunities ahead of us.

HANS KNAPP, CHAIR

KIM FURLONG, CEO

OUR VISION

A thriving Canadian economy is driven by private capital.

OUR MISSION

CVCA's mission is to help our members fuel the economy of the future by growing the businesses of today. We do this by supporting and connecting a vibrant private capital industry with advocacy, research, and education.

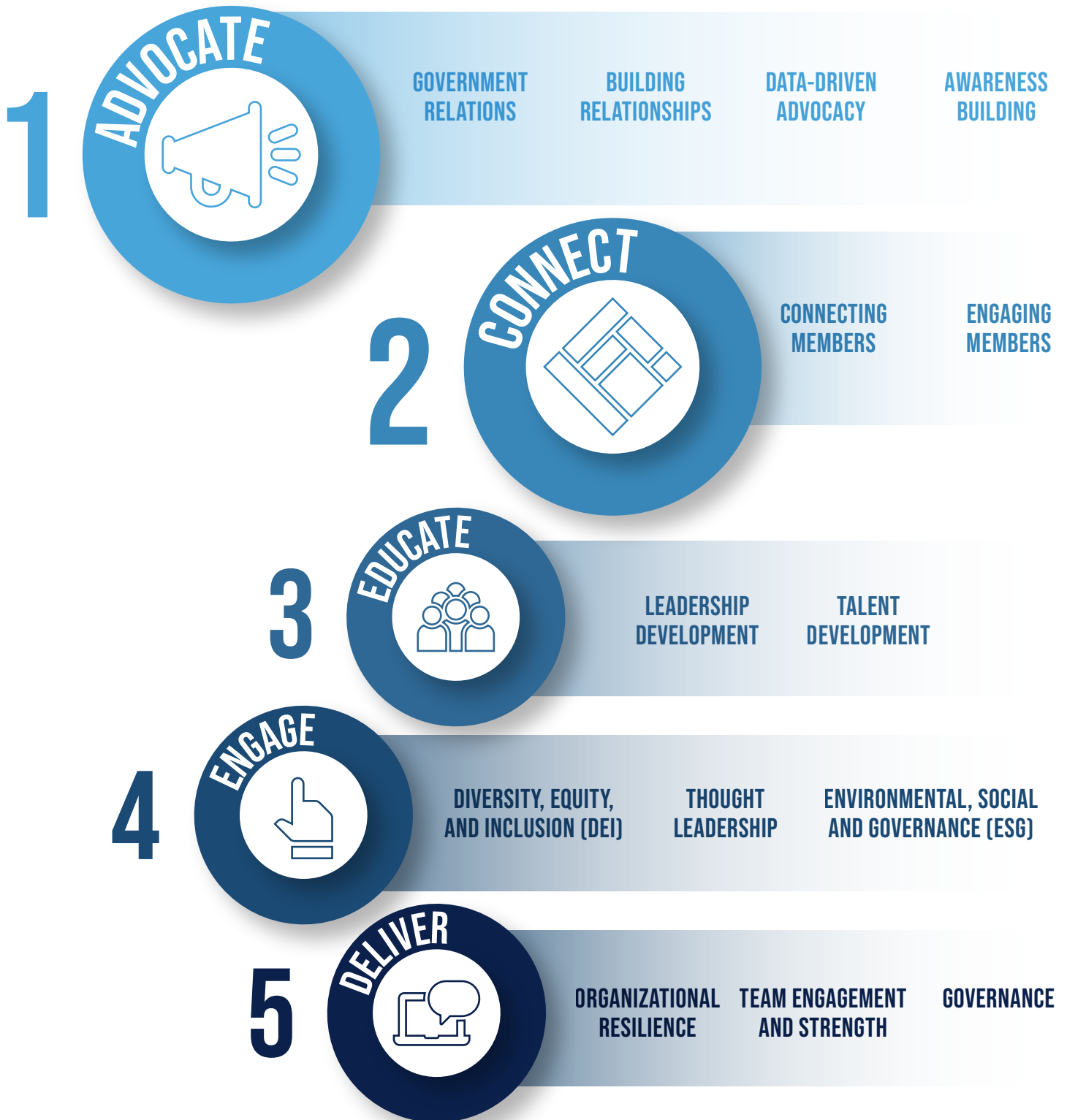
OUR VALUES

TRUST – We keep our promises and honour our commitments to our members and stakeholders.

LEADERSHIP – We are the indisputable resource for the private capital industry in Canada.

EXCELLENCE – We demonstrate excellence in executing our mandate and representing our membership.

AGILITY – We adapt and adjust our products and practices to reflect the changing needs of our members and the private capital ecosystem.

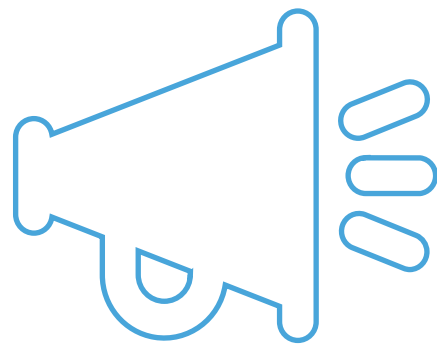




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STRATEGIC FOCUS AREA #1:

ADVOCATE



Effective advocacy is about storytelling and relevance. In the past, CVCA demonstrated its ability to mobilize and convince governments to adopt policies beneficial to investors, but we can do more.

Both private equity and venture capital investments are key to Canada's economic prosperity. They support job creation across the country and secure the retirement ambitions of Canada's middle class. The dominant verticals in which private capital invest: cleantech, life sciences, agtech and information & communication technology are aligned with important government priorities. From meeting net-zero commitments on emission reductions to finding more efficient ways to farm and feed the planet, the companies that are chosen by CVCA members as investments have the potential to transform the way we approach these challenges.

There are multiple opportunities to tell these stories, why they are important and why governments should care about enabling more activity in our industry, creating the right conditions for investments.

1.1 GOVERNMENT RELATIONS

CVCA has a good reputation with governments and has demonstrated its ability to advocate successfully for policies that support private capital. The organization will continue to meet with key decisionmakers at both the federal and provincial levels to strengthen an understanding of our industry. Building relationships on all sides of the aisle will be a priority to ensure we have champions in more than the governing party. CVCA will also bring focus to its advocacy by selecting key ridings across the country and identifying investment activity relevant to elected officials. CVCA will also continue to partner with our sister organizations in Quebec, Réseau Capital, and Alberta, the Venture Capital Association of Alberta, to further our efforts in those provinces.

1.2 BUILDING RELATIONSHIPS

CVCA will expand its advocacy efforts to build coalitions and alliances that include higher education, institutes, and other aligned partners to continue to position itself as the industry's authority and key influencer for think tanks, round table discussions and knowledge dissemination.

1.3 DATA-DRIVEN ADVOCACY

If advocacy is storytelling, our data platform, CVCA Intelligence, is the main character. CVCA is the authoritative source of data for Canada's private capital industry. CVCA has the privilege of having a front seat to many companies' growth journey, following them from seed to exit. Job creation, international expansion, and acquisitions; we have our finger on the pulse of Canada's innovation ecosystem. We also follow the growth of many family-owned businesses that chose private equity as a partner to facilitate their growth or complete a successful succession transition.

By harnessing the power of accurate, timely, and meaningful data that reflects the strengths and successes of its members and their companies, CVCA will continue to shape and articulate the narrative that broadens the understanding of the sector's economic, social and environmental contribution to the Canadian economy.

1.4 AWARENESS BUILDING

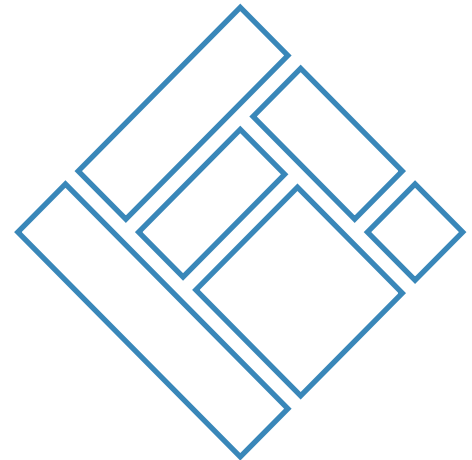
As the voice for the sector, CVCA will continue to play a leadership role in key economic conversations. From the need for talent and sound taxation policy to thinking more strategically about long term industrial policies required to support disruptive industries, CVCA will augment its share of voice in the public sphere. Not only will we tell the industry's story and its vital contribution to a thriving and stable Canadian economy, but we will also layout a roadmap of policies required for our future economic prosperity. CVCA will help shape policy rather than react to it.

STRATEGIC FOCUS AREA #2:

CONNECT

Connection is at the heart of CVCA's value proposition. We connect our members data to the industry's contribution to Canada's economy. We connect service providers with the firms they serve, and we provide a powerful network that is critical to co-investments, future rounds of financing, add-ons and secondaries. CVCA plays a key role in our members' ability to do business.

While CVCA is known for its annual signature event, Invest Canada, which brings together the entire Canadian private Capital industry and foreign investors, our role as connector goes beyond events.



2.1 CONNECTING MEMBERS

CVCA will build on the success of Invest Canada and explore new and innovative ways to connect members in broad and targeted ways. Our intent is to bring measurable value and create greater access and opportunity to build community and connection. CVCA will also increase its efforts to engage with domestic and international limited partners to increase connections for GPs.

2.2 ENGAGING MEMBERS

CVCA will expand and evolve its engagement with members in more focused and meaningful ways. The team will foster opportunities for deeper connections at every level of the organization that will contribute to greater insight and clarity into our members' needs. CVCA will actively monitor risk and engagement within the membership, foster organization champions, and reach members through new and evolving channels.





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STRATEGIC FOCUS AREA #3:

EDUCATE



Talent is a key issue for our members and CVCA will support its membership by creating opportunities to build a talent and leadership pipeline for private capital. Our goal is to strengthen career opportunities and mobility and increase momentum for the sector while shaping the next generation of professionals.

By driving initiatives and educational offerings that cultivate and nurture a strong and knowledgeable pipeline of talent and leadership, CVCA helps raise the industry's visibility and strengthens access and opportunity that will lead to attracting and retaining a more diverse and representative talent pool for the future.

3.1 TALENT DEVELOPMENT

CVCA will continue to evolve and focus its educational and experiential learning opportunities to attract and encourage a diverse, highly qualified talent pool that will successfully sustain and feed a thriving private capital sector into the future. CVCA will continue to administer and advance hallmark programs such as the Canadian Private Capital Investment School (CPCIS), the Diversity VC and PE Internship Program, and its university outreach initiative.

3.2 LEADERSHIP DEVELOPMENT

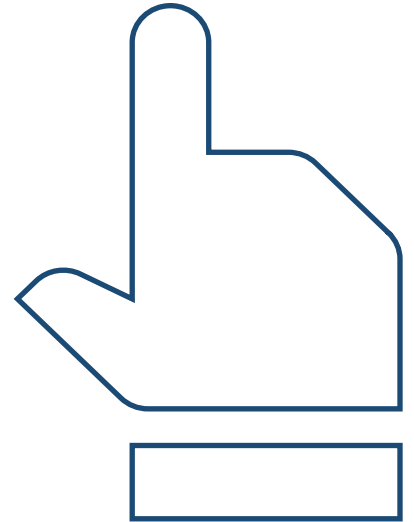
CVCA will work with industry leaders to assess and better understand the needs of its members so it can provide timely and effective development opportunities that are targeted and essential for successful business outcomes. CVCA will expand and continue leadership programming such as the Private Capital Governance Program for VC and PE to ensure leadership readiness.

STRATEGIC FOCUS AREA #4:

ENGAGE

CVCA will provide its members with timely, effective, practical tools, benchmarking, thought leadership and insights that will allow them to make effective and knowledgeable decisions impacting their operations.

Engaging on the issues that shape and influence how the business operating environment is evolving will broaden our member's capacity to lead on the issues that are essential for good corporate policy and governance. CVCA will continue to build its reputation and influence as a leader for the private capital sector and in doing so, will allow the industry to continue its track record of success.



4.1 ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

CVCA will provide well-informed direction, insight, and prioritize identifying tools and best practices for capturing ESG metrics so members can thoughtfully navigate ESG issues.

4.2 DIVERSITY, EQUITY, AND INCLUSION (DEI)

CVCA will support its members with the practical tools required for the sector to implement, champion, and embed the concepts of diversity, equity, and inclusion into its corporate culture.

CVCA will continue to measure and report on the industry's DEI progress.

4.3 THOUGHT LEADERSHIP

CVCA will focus on identifying the appropriate data and research required to initiate conversations about the importance of private capital and bring its voice to the issues that are top of mind for our members.



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OTTAWA MAY 25-27

INVEST CANADA22

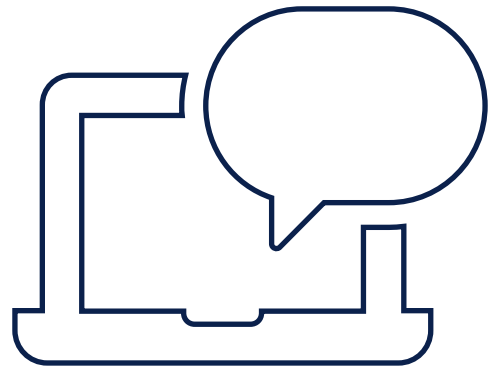
HOSTED BY CVCA

PRESENTED BY bdc*



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STRATEGIC FOCUS AREA #5: **DELIVER**



CVCA's success is anchored in the strength, resilience and knowledge of its staff and leadership.

CVCA will lead by example by creating an atmosphere that supports connection while delivering on innovation and professional growth. Our goal is to continue to be an employer of choice.

As we look to the future, we are committed to increasing value for our members and generating opportunities for increased revenues. CVCA's financial health is essential to deliver on our promise to members.

5.1 ORGANIZATIONAL RESILIENCE

CVCA will find effective and efficient ways to improve processes and policies that better serve our organization while seeking opportunities through technology and innovation to continue to safeguard the corporate knowledge, tools, and systems that support our members. The CVCA team will be asked to place specific focus on maximizing the use of our customer relationship management tool (CRM).

CVCA will generate the revenue required to not only grow but also to add to the reserve funding required to prepare for unforeseen challenges.

5.2 TEAM ENGAGEMENT AND STRENGTH

CVCA will continue to cultivate a corporate culture that supports and values the diversity and inclusion of all its people and promotes opportunities for engagement, training and professional advancement.

5.3 GOVERNANCE

CVCA will explore ways to embed policies and procedures – internally and externally – that reflect, promote, and inspire effective governance practices.



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