

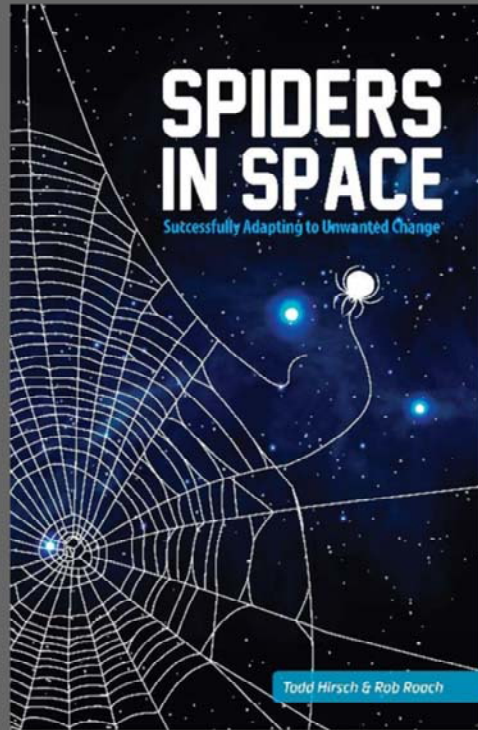


# Strategic Moves

Navigating the  
Unknowable in  
2025

DRI Canada  
Symposium  
27-Mar-2025





**H**ow do you adapt  
when everything you  
thought you knew about  
your business, your job,  
or even your life....  
changes in an **INSTANT?**



TODD

## SPIDERS IN SPACE METAPHOR

Tell the story...

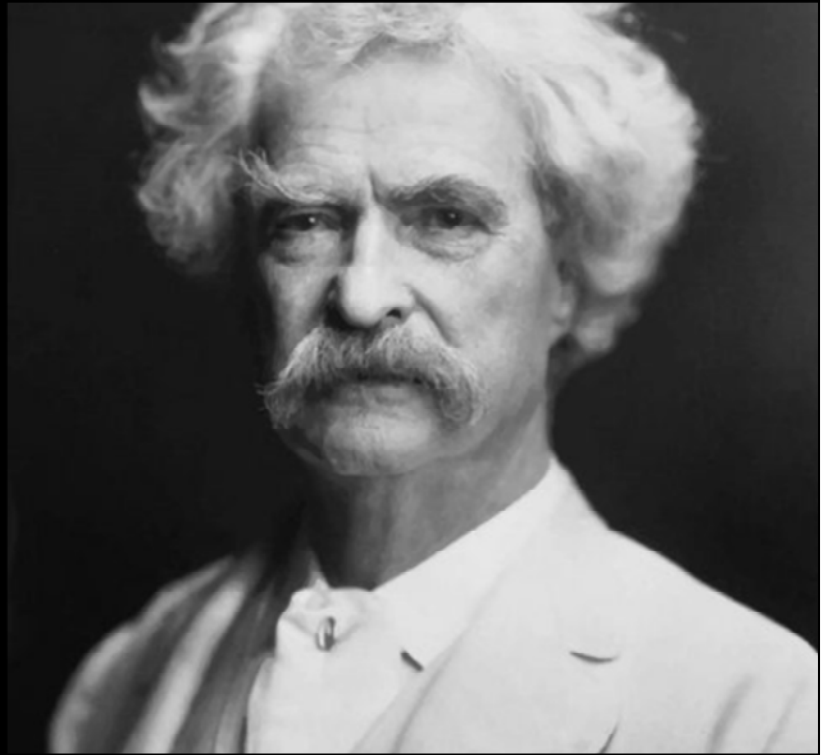
Link it to: "so we decided to look at what we can learn from those who, like the spiders, found a way to adapt when their gravity was taken away."



"It ain't what you  
don't know that  
gets you into  
trouble.

It's what you  
know for sure that  
just ain't so."

*Mark Twain*









## America and Canada.... The elephant and the mouse?



## What a 10-to-1 size scale looks like:

approx. 5,000kg



approx. 500kg





- Remove barriers to interprovincial trade
- Accelerate capital cost allowances
- Invest more heavily in R&D
- Work with other countries to diversify our trade
- Focus on skills, training and education
- Attract more foreign investment
- Foster more scientific research

And maybe most of all...

- Stop the pettiness of putting province ahead of country





overall  
price  
levels up  
 $\cong 15\%$   
(above pre-COVID  
trend line)





 TODD HIRSCH  
the Modern Economist

[toddhirsch.com](http://toddhirsch.com)



Number of claims for personal property damage:

↑ 115%

Since 2019

Insured losses due to natural disasters:

2000's: \$701 mil

2023: **\$3.1** bil

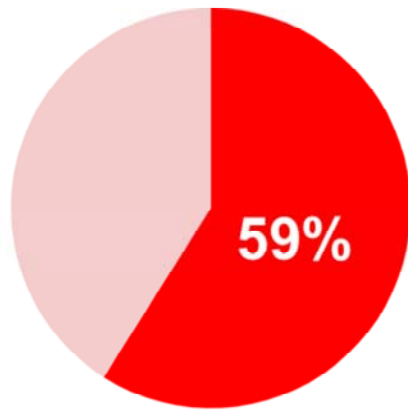
2024: **\$8.5** bil

**(\$3b IN CALGARY  
HAILSTORM alone!)**

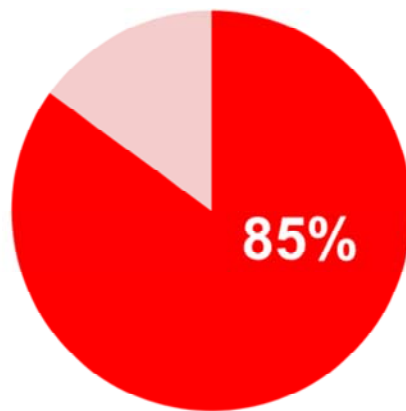
Source: Insurance Bureau of Canada

## Percentage of C-Suite Executives:

“worry all or most of the time” about climate change



2023



2024

Source: Deloitte: 2024 Report on Corporate Sustainability



# What tools can we use to navigate the uncertainty?



# Strategic Moves

## 1. Know your game





# Strategic Moves

## 1. Know your game







# Strategic Moves

1. Know your game
2. Look at game from all angles







# Support Systems

global  
trade

international  
cooperation

regulatory

property  
rights

legal  
structures

gov't programs



# Corporate

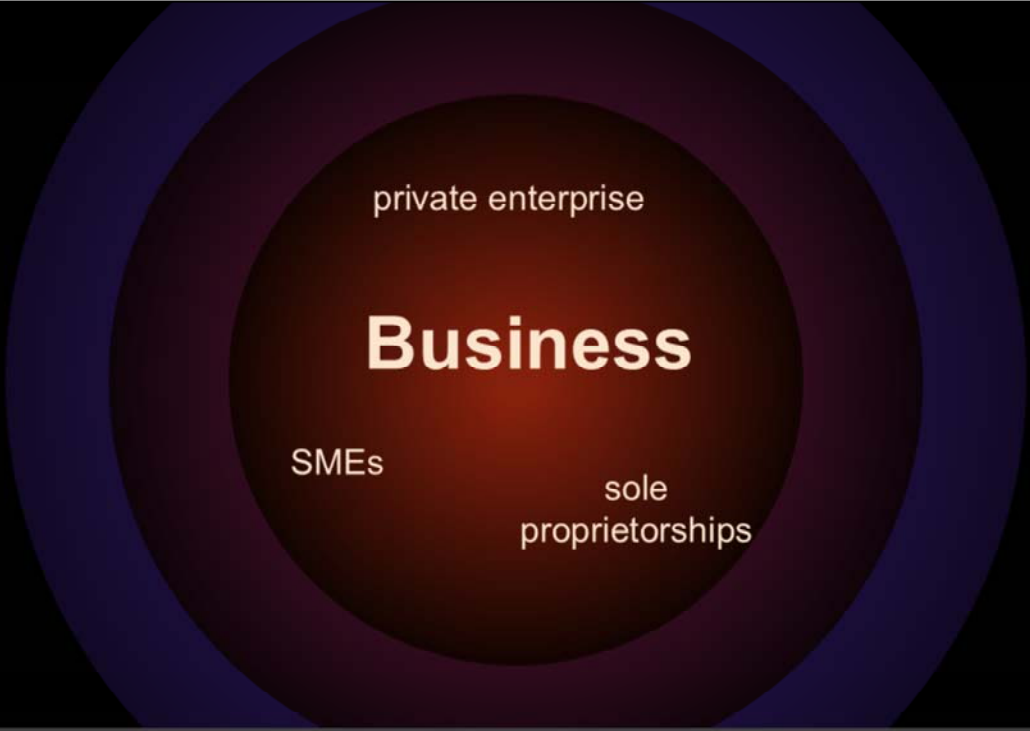
finance

banks

boards

stock  
exchanges

security  
commissions



private enterprise

# Business

SMEs

sole  
proprietorships



personal drive

**Entrepreneurship**

hard work      creativity

innovation



# HUMAN CONNECTION

**H**uman connection is  
at the CORE of the  
economy.

It is the essence of  
everything we do,

the sacred space that  
exists between  
human beings.



**W**ithout it, the economy ceases to exist.

# Thank you!



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