



Meeting Attendees: Ajoa Mintah, Brad Dunbar, Cathy Snyder, Chloe Hamilton, Chris Andree, Everton Wilmot, Geraldine Stafford, Gina Hudel, Mariam Rasool, Nick Heffner, Roberto Villamar, Ruben Domingos, Scott Gilfillan, Shelley Forwell, Stephanie Soulis, Mohsan Abdullah

Regrets: Carleen Carroll

Staff: Ian McLean, Lester Holley, Carolyn Marsh, Sofia Z. Guzman

CALL TO ORDER RECOGNITION OF QUORUM & APPROVAL OF THE QUORUM

- Quorum being constituted, Chair, Brad Dunbar called the meeting to order at 7:44 AM

ADOPTION OF THE AGENDA, & APPROVAL OF THE CONSENT AGENDA AND MINUTES

- Adopted the agenda & approved the consent agenda & minutes

M: Everton Wilmot E: Chloe Hamilton; Carried

ADOPTION OF THE CANCELLATION OF MEMBERS

- Adopted the cancellation of members

M: Chloe Hamilton E: Gina Hudel; Carried

CONFLICT OF INTEREST DECLARATION

- No conflicts of interest were declared

STRATEGIC PLAN 2024-2025 - C. MARSH

PILLAR 3: Be diverse and inclusive in our work

- Progress continues on the 50-30 Challenge
- The organization has maintained 40–50% representation across programs, events, and podcasts
- Continued active support to charitable organizations supporting LGBTQ+, Indigenous communities, etc.
- The DEI Committee is developing a dashboard outlining processes and policies, expected to be completed next year

PILLAR 2: Maximize profile and influence

- Advocacy efforts remain a priority due to the changing economic and political landscapes (U.S. tariffs, provincial and federal elections in Canada)
- The Chamber has engaged key provincial leaders through the Provincial Leaders Series, and cabinet ministers have participated in events such as the Energy and Environment Forum
- The Best Waterloo Scorecard initiative has received strong media coverage and positioned the Chamber as a key community partner
- Communications reach has increased by approximately 15–33% year-over-year, surpassing the Strategic Plan 2023–26 aggregate goal of a 5% increase



Key actions: PILLAR 1

- Membership growth has been impacted by economic conditions and tariff changes. We gained 8 net new members this year, following 46 last year
- Retention ended at 82%. This coming year, our focus will be on the retention rate and the growth of new members
- The Chamber is exploring new opportunities through industry outreach, partnerships with universities/colleagues (to support future leaders/entrepreneurs)
- Member satisfaction remains strong with an 86% average and 84% Net Promoter Score; 99% would recommend our events
- We achieved a balanced budget and exceeded our revenue goals, including new funding for the healthcare program through Grand River Hospital
- This year's budget includes initiatives to boost engagement, such as LinkedIn campaigns, to help retain and grow our membership base

EVENTS UPDATE - C. MARSH

- The AGM will take place on Wednesday, October 1 (details will be sent later)
- Canada's Innovation Corridor Summit (three-part series): We are hosting the first event on August 21 at the Crowne Plaza, 11:00 AM–2:30 PM. This series brings together industry leaders, policymakers, and academics to foster collaboration and economic growth. Speaker: Scottie Greenwood (*Global Head of Regulatory and Public Affairs with Manulife Financial Corporation & former CEO of the Canada/US Business Council*)
- Sherwet Mohamed has recently assumed the role of Events Lead

ADMINISTRATION & GOVERNANCE

EXECUTIVE COMMITTEE UPDATE – S. GILFILLAN

- Board diversity remains strong with recent appointments
- Mohsan Abdullah was elected to fill the vacant Vice-Chair position
- Stephanie Soulis was elected to fill the vacant Secretary position

EVENTS UPDATE - B. DUNBAR

- The Board Orientation and Governance Refresher will be scheduled separately from the October Board Meeting (ideally in early to mid-October)
- Strategic Planning sessions will also be held independently, not in conjunction with regular Board Meetings
- Financials will be shared in late August or early September following review by the Finance Committee and auditors. No formal Board Meeting will be held in August (approvals will be collected by email)



ADJOURNMENT

Motion to approve the adjournment: Gina Hudel S: Everton Wilmot; Carried.

Printed Name of Meeting Presiding Officer: _____.

Signature of Meeting Presiding Officer: _____.