



Meeting Attendees: Brad Dunbar, Cathy Snyder, Chloe Hamilton, Everton Wilmot, Geraldine Stafford, Gina Hudel, Mariam Rasool, Nick Heffner, Roberto Villamar, Ruben Domingos, Shelley Forwell, Stephanie Soulis, Faune Lang, Linda Li, Gwentyth Stadig, Kyle Brohman

Regrets: Mohsan Abdullah

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 7:34 AM

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

- Adopted the agenda & approved the consent agenda & minutes

M: Roberto Villamar E: Everton Wilmot; Carried

ADOPTION OF THE CANCELLATION OF MEMBERS

- Adopted the cancellation of members

M: Gina Hudel E: Stephanie Soulis; Carried

CONFLICT OF INTEREST DECLARATION

- No conflicts of interest were declared

FINANCIAL REVIEW- M. RASOOL

Key highlights of the financial statement for Q1 2025-26:

- Q1 ended ahead of budget
- Membership is slightly below budget. The Sales Team exceeded targets, but retention was slightly below target
- Group Insurance revenue continues to grow
- Sponsorships have remained strong, with budgeted levels exceeded for most events. Good ticket sales and attendance are being experienced
- The Chamber is fully staffed
- Corridor Summit event exceeded budget by strong sponsorship and a fantastic speaker

STRATEGIC PLAN 2025-2026 - C. MARSH

PILLAR 1: Grow for Impact

- 96 net new members are required this year to meet the target of 150. Sales campaigns were launched in Q4 and continued into Q1. Non-members were nominated for the Small Business Awards to generate leads. In Q2, a partnership with Waterloo BIA is being implemented
- Member retention program revisions are complete and being implemented



- A 52.7% engagement rate was achieved last year (up from 44.4%). More accessible events, tailored to small businesses, and podcasts engage with larger businesses
- Event satisfaction and volunteer satisfaction are high
- 18 new sponsorships were secured over the past year, and additional sponsorships are being sold in Q1.
- The Chamber's 140th Anniversary Healthcare Fundraising Campaign is planned to launch in Jan 2026 and run through Dec 2026 a goal to raise \$140 K for physician recruitment

PILLAR 2: Maximize profile and influence

- Weekend GO Transit service was announced, marking progress toward two-way, all-day GO
- Submissions were provided for federal and provincial pre-budget consultations, and a Chamber resolution on healthcare administration was passed at the CCC AGM
- International contacts made at the World Chamber Conference.
- Invitations were sent to federal ministers for an upcoming Federal Speaker Series
- Events' Vision 1 Million: Airlines for November 19, Metrolinx for December/January, and the local Hospital Presidents are scheduled for January 15.

PILLAR 3: Be diverse and inclusive in our work

- Our Events Lead position was filled in July and we utilized a wide variety of diverse channels to broaden our candidate pool.
- Current Status (gender / visible minority) at end of Q1: Staff – Senior Leadership: 50%+ / 0%+ o Board: 55%+ / 35%+
- The DEI Committee is developing a dashboard and guiding DEI priorities
- Accessibility and inclusion were emphasized in all events and podcasts
- Awareness posts and community partnerships were supported, including Caribana Ignite, H.O.P.E., Elmira Multicultural Festival, and the National Day for Truth and Reconciliation

GOVERNANCE POLICIES - T. LETTS

- Three policies — Codes of Conduct, Whistleblower Protection, and Procurement Policy — have been shared by Todd, with final updates expected to be provided this week
- The Governance Committee will review the updated policies and then return them to the Board for approval on November 25th

MUNICIPAL REFORMS - I. MCLEAN

- Municipal reform is expected, with four to five different options under consideration.
- Both Chamber CEOs briefing the Boards and will meet with the Minister's staff to gather intelligence

EVENTS UPDATE – B. DUNBAR

- Feedback on events from the Board will be on the agenda for the next meeting. Feedback may be sent to Ian or brought directly to the meeting.
- A friendly reminder is given to the Board to sign the Conflict of Interest Policy and send it to Sofia



ADJOURNMENT

Motion to approve the adjournment: Gina Hudel S: Roberto Villamar; Carried.

Printed Name of Meeting Presiding Officer: _____.

Signature of Meeting Presiding Officer: _____.