GREATER KITCHENER WATERLOO
CHAMBER OF COMMERCE
BUSINESS BUILDING COMMUNITY

BOARD OF DIRECTORS MEETING MINUTES
May 26, 2026
Hybrid (Teams/GKWCC)

Meeting Attendees: Brad Dunbar, Geraldine Stafford, Gina Hudel, Roberto Villamar, Stephanie Soulis, Faune Lang, Everton Wilmot, Mariam Rasool, Cathy Snyder, Ruben Domingos, Mohsan Abdullah, Kyle Brohman, Linda Lee, Nick Heffner
Regrets: Gwenyth Stadig, Shelley Forwell
Staff*:* Ian McLean, Lester Holley, 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: G. Hudel E: F. Lang; Carried

ADOPTION OF THE CANCELLATION OF MEMBERS

- Adopted the cancellation of members

M: S. Soulis E: F. Lang; Carried

CONFLICT OF INTEREST DECLARATION

- No conflicts of interest were declared

FINANCIAL REVIEW- M. RASOOL

- Budget assumptions for FY2026–2027 remain unchanged
- Federal Series budget impact is expected to be deferred in the next fiscal year rather than result in a loss
- Discussion took place regarding retention trends, particularly among smaller members, and the importance of validating retention metrics and continuing retention-focused initiatives

BYLAW REVIEW

- Bylaw update approval was deferred pending further discussion with Gwenyth Stadig; Brad will follow up with Gwenyth Stadig and Todd Letts and bring recommendations back to the Board

NEW POLICY IMPLEMENTATION REVIEW – G. HUDEL

- Website updates for new policies were noted and shared with the Board.

STRATEGIC PLAN DEVELOPMENT - UPDATE – A. PETERS

- Mission, vision, and foundational principles remain unchanged
- A board member recommended integrating inclusion principles throughout the strategy rather than referencing DEI as a standalone concept
- Discussion occurred regarding the 'Our North Star' statement and emphasizing relationships built on trust and mutual benefit
- Focus Area 1 – Grow for Impact: emphasis on member lifecycle management, retention, and helping members adopt AI and digital tools
- Focus Area 2 – Maximize Profile & Influence: increase visibility of advocacy efforts and provide additional opportunities to amplify member voices through Chamber communication channels
- Focus Area 3 – Build Strategic Partnerships: develop a partnership framework, identify criteria for partnerships, and explore relationships that create mutual value beyond direct financial contributions
- A board member recommended adjusting language to recognize both existing and new partnerships
- Board members discussed tracking strategic progress through KPI dashboards and quarterly reporting, also that advocacy activities be tracked individually to better measure impact

ADOPTION OF THE STRATEGIC PLAN DEVELOPMENT
Motion to approve the adjournment: M: K. Brohman E: E. Wilmot; Carried

NOMINATIONS PROCESS – BOARD DISCUSSION

- The Board discussed whether non-members should be considered for Board positions
- Consensus was reached to interview qualified non-member candidates this year, while clearly communicating that Board membership requires Chamber membership
- The Board agreed that a review of the nominations process and criteria should be conducted after this year's nomination process is completed.

NOMINATIONS COMMITTEE – E. WILMOT

- Board members interested in Executive positions were asked to submit their interest to Everton
- Discussion confirmed that any eligible Board member may apply for Executive positions

ADJOURNMENT

Motion to approve the adjournment: M: F. Lang E: G. Hudel; Carried

Printed Name of Meeting Presiding Officer: ________________________________.

Signature of Meeting Presiding Officer*:* ____________________________________.