



GREATER KITCHENER WATERLOO  
CHAMBER OF COMMERCE  
BUSINESS BUILDING COMMUNITY

# advocate

March | April 2026

**Continued Growth  
in Waterloo Region  
- Are We Ready?**





Customized  
Insurance  
Coverage for  
Your Business

**Call Cowan for insurance solutions  
that work for you and your business.**

1-888-333-6337 | [chamber@cowangroup.ca](mailto:chamber@cowangroup.ca) | [cowangroup.ca/chamber](http://cowangroup.ca/chamber)



Platinum  
member

**We care about what you care about.®**  
Proudly Canadian. Fiercely independent.  
Family-owned since 1927.



**COVER PHOTO:**

UW RoboHub

Photo courtesy of Waterloo Regional Tourism

**advocate**

www.greaterkwchamber.com

**features**

**20 COVER STORY**

Inside the Updated Vision 1 Million Scorecard

*Leia Minaker*

**23 FEATURE**

Our Healthcare, Our Investment: Shaping a Future Where Care Gives Back

*Doug Earle*

**25 FEATURE**

Continued Growth in Waterloo Region: Are We Ready? An Immigration Lens on the Year Ahead

*Tara Bedard*

**28 FEATURE**

2026 Membership Milestones

**departments**

**4 MESSAGE FROM THE CHAIR**

A Few Requests!

*Brad Dunbar*

**5 MESSAGE FROM THE PRESIDENT**

Vision 1 Million-Are We Ready? Using the Community Scorecard to Measure What Matters

*Ian McLean*

**7 ADVOCACY**

The Road to One Million: Applying 25 Years of Regional Grit to Our Biggest Race Yet

*Avvey Peters*

**8 PERSPECTIVE ON HEALTH CARE**

\$140K for 140 Years: The Business Case for Investing in Healthcare

*Jenna Petker*

**12 NEW MEMBERS**

December 1, 2025 to January 31, 2026

**14 EVENTS**

Winter Networking

**16 EVENTS**

Mark Your Calendar

**35 MEMBERS**

Community Corner

**36 MEMBER NOTABLES**

Chamber Members Achieving Success

**EDITOR:**

Heather Hutchings

**DESIGN AND PRODUCTION**

M&T Printing Group

**ADVERTISING AND SALES:**

Bonnie Frank - bfrank@greaterkwchamber.com

Lisa McDonald - lmcDonald@greaterkwchamber.com

**CONTRIBUTING WRITERS:**

Tara Bedard, Brad Dunbar, Doug Earle, Ian McLean, Leia Minaker, Avvey Peters, Jenna Petker

**ADVERTISING AND COPY DEADLINES:**

March 13, 2026 for May-June 2026

July 17, 2026 for September-October 2026

September 18, 2026 for November-December 2026

**SUBSCRIPTION AND BACK ISSUE INQUIRIES:**

Darlene Jones

djones@greaterkwchamber.com

**SUBMISSION POLICY:**

Proposals and articles are accepted via mail or email

c/o Editor - Advocate. Please do not send originals.

All contributors articles must be accompanied by a head

shot in a jpg file and a 40 word author's bio.

publications permit: #40026716

**FOR PERMISSIONS AND REPRINT REQUESTS**

Heather Hutchings

hhutchings@greaterkwchamber.com

**PRINTED IN CANADA BY:**



**PUBLICATION OF:**



**POSTMASTER ADDRESS CHANGES**

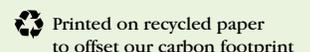
c/o Advocate - Publications Office

80 Queen Street North, PO Box 2367

Kitchener, Ontario N2H 6L4

519.576.5000

The Advocate is a bi-monthly membership benefit publication of the Greater Kitchener Waterloo Chamber of Commerce. Advertising content and the views expressed herein are those of the contributors and do not constitute endorsement by the Chamber. The Advocate follows the Canadian Code of Advertising Standards (1990), copies are available through the Publisher. The Chamber cannot be held responsible for any errors or omissions that may occur and has the right to edit material submitted. The Chamber will not accept advertising with competitor comparison claims and has the right to refuse advertising that is deemed to be false, misleading, or inappropriate.



Printed on recycled paper to offset our carbon footprint

## A Few Requests!

Vision 1 Million continues to be a top advocacy issue that the GKWCC is investing time and resources into. Alongside our partners, like BestWR and the Future Cities Institute at the University of Waterloo, we are monitoring the progress in the region towards being ready for 1 million citizens. Leia Minaker, from the Future Cities Institute at the University of Waterloo, will delve into the results from the first scorecard update, released in January this year, in detail. My request is that you get involved. Ask questions. Attend our Vision 1 Million series events. Visit the bestwr.org website and review the scorecard. Learn the issues we are facing and join us as an advocate for this region!

Another area of advocacy that we need your help with is physician recruitment. Currently, 1 in 5 people in our region do not have access to a family doctor. The Chamber recognizes that this is a huge issue, putting unnecessary strain on all our healthcare providers. For the past 27 years, the Chamber has been actively trying to recruit physicians to come and set up practice in the region. We have an annual physician recruitment weekend, and Jenna Petker, our Director of Healthcare & Physician Recruitment, attends many events all over the world each year, trying to recruit new physicians to come to our region. As part of the 140th anniversary of the GKWCC celebration this year, we set the ambitious goal of raising \$140,000 to support local physician recruitment. Please visit our website and make a donation towards this amazing cause. Maybe one day everyone in the Region will have access to a family doctor!

Please come out and get involved with the Chamber. We are always looking for volunteers, sponsors, and new members. We have lots of events in the next few months, from advocacy to networking, and everything in between. We have five Peer-2-Peer groups that meet monthly and focus on things like HR, not-for-profit, business development, marketing, and a "More Clients" group. We have a Speed Networking breakfast coming up in April, along with our annual Business Expo at Bingemans. And, if you really want to get involved, we will be opening up nominations for positions on the 2026/2027 Board of Directors sometime in late March.

I also want to take a second and thank Art Sinclair for the many years of service and dedication to this Chamber of Commerce. He has been a valuable member of this team, and the Chamber would not be where it is today without his tireless efforts. On behalf of the Board of Directors, I wish you nothing but the best in your retirement.



ABOUT THE AUTHOR

### ***Brad Dunbar***

Brad Dunbar is a Chartered Professional Accountant and President of Dunbar & Associates, Professional Corporation, a local accounting firm specializing in tax return preparation and tax planning for individuals and small/medium sized businesses.

**DESIGN BUILD  
GENERAL CONTRACTORS  
PROJECT MANAGERS**

**SCHIEDEL**  
CONSTRUCTION INCORPORATED  
WWW.SCHIEDELCONST.COM 519.658.9317

**75 YEARS ANNIVERSARY 1951 - 2026**

**INDUSTRIAL - COMMERCIAL - INSTITUTIONAL**

405 QUEEN ST. W., CAMBRIDGE, ON. 519.658.9317 WWW.SCHIEDELCONST.COM

# Vision 1 Million-Are We Ready? Using the Community Scorecard to Measure What Matters

As Waterloo Region continues to grow, the question facing our community is no longer whether change is coming, but whether we are taking the right actions to prepare for it. Are we ready to support a population nearing one million? Are we aligning our decisions today with the outcomes we want tomorrow?

The Vision One Million Community Scorecard was developed to help answer these questions with clarity and accountability. It is a shared measurement framework that tracks how well our region is performing across the core pillars that underpin long-term prosperity: housing, healthcare, transportation and infrastructure, jobs and talent, and placemaking and livability. Rather than relying on anecdotes or short-term indicators, the Scorecard provides a data-informed snapshot of where we are making progress and where gaps remain.

This work matters because readiness is not abstract. It shows up in whether employees can access the healthcare they need, whether they can find housing they can afford, whether businesses can attract and retain talent, whether goods and people can move efficiently, and whether quality of life keeps pace with growth. For local employers, these factors directly influence competitiveness and investment decisions. For the broader community, they shape inclusion, resilience, and opportunity.

Importantly, the Scorecard is not being developed in isolation. It is a collaborative effort with our partners at the Business and Economic Support Team of Waterloo Region (BESTWR) and informed by research expertise from the Future Cities Institute at the University of Waterloo. Aligning around common priorities ensures that business, government, and community organizations are working from the same evidence base and toward shared outcomes. That alignment is essential if we are to move faster and more effectively.

Over the past year, the Chamber has helped bring this conversation into the open through a series of well-attended events under the “Vision One Million: Are We Ready?” banner. These sessions have brought together leaders from across sectors to examine our readiness through a practical lens—exploring transportation connectivity, housing supply, healthcare capacity,

and the infrastructure required to sustain growth. The discussions have reinforced a consistent message: progress is being made, coordination and urgency matter, and measuring goals is critical.

There is one more Vision 1 Million- Are We Ready? event scheduled to dive deeper into these important areas identified in the Scorecard. These upcoming conversations will be critical opportunities to test assumptions, reinforce shared responsibility, and ensure that our collective commitments translate into tangible action.

The Vision One Million Scorecard is not an endpoint. Every six months we will update the data so we can use it as a tool to guide decision making, track results and hold ourselves accountable as a community. If we are going to be a successful, growing community- one that supports citizens and businesses alike to ensure a quality of life we should all expect- we must continue to ask the hard question: Are We Ready? And the Scorecard will allow us to act together on what the data tells us.

Let’s keep moving ahead together.

Onward!

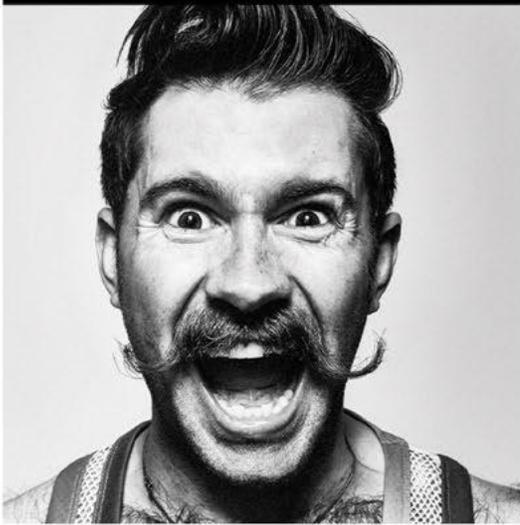


ABOUT THE AUTHOR

***Ian McLean***

Ian is President and CEO of the Greater Kitchener Waterloo Chamber of Commerce.

**READY,  
SET,  
MO**



  
**MOVEMBER.COM**  
SIGN UP NOW

**MADE  
IN  
MOVEMBER**  
KITCHENER

[Instagram.com/MovemberKW](https://www.instagram.com/MovemberKW)

# The Road to One Million: Applying 25 Years of Regional Grit to Our Biggest Race Yet

When I reflect on my 25 years of working in and helping to build the Waterloo Region ecosystem, I don't just see a timeline of projects; I see a masterclass in endurance. In a world obsessed with blitz scaling and "failing fast," Waterloo has quietly mastered something much harder: staying power.

In my experience, an ecosystem's true strength isn't measured by how high it flies during good times, but by how it continually bolsters itself over the long haul. Too often, I see communities trying to grow as fast as possible, treating growth like a short sprint. Building a strong, resilient community isn't about how fast you can run the first leg; it's about having the heart and the stamina to stay in it for the long run.

Our success didn't happen by accident. It took intentional design and persistent effort by a committed group of leaders who understood how to stay focused over years and decades. It took thousands of people all paying it forward. As a community, we have an incredible, quiet ability to sustain hard work over shared objectives for a very long time. You can't buy the kind of social capital we've built here.

We've learned that progress comes from a coordinated, long-term focus on things that matter not just to a single business, sector, or institution, but to the community as a whole. Transportation infrastructure, access to primary healthcare resources, creating livable, vibrant neighbourhoods and communities - these aren't up to one person or business to build. They require everyone to lean in and do their part. Waterloo Region is a case study in what can happen when you align community-building spirit around a singular vision for prosperity.

When this Region commits to a roadmap, we don't just start; we finish. Proof lies in infrastructure like the ION light rail, the improved GO service to and from Toronto, the David Johnston R+T Park, the Accelerator Centre, and many other community assets. It also shows up in the attitude and fortitude that's common in this community. Waterloo Region gets stuff done. As I work with other jurisdictions across Canada and internationally, I often see how this sustained momentum is the missing ingredient to their success.

Now, the next leg of our marathon is underway: we are on pace to become a community of one million residents by 2051. That's not an aspiration; it's a fact. As our Region scales, we need to remain

focused on building the supportive infrastructure, economic prosperity, and creative and social vitality needed to support and sustain a community of that size and beyond. We need to be as relentless about building 70,000 new housing units and securing new hospital infrastructure as we have been about advocating for two-way, all-day GO service.

This next leg requires more than just business leadership; it requires collaboration, commitment, and focus. The Vision 1 Million Scorecard will anchor us in the things that matter.

Here's how you can contribute:

- Read the Scorecard: BESTWR will publish regular six-month progress updates.
- Support local: Strengthening our local economy is key to a resilient future.
- Advise and amplify: Share your insights with elected officials and use your social platforms to share updates about the Scorecard.
- Engage the next generation: We need the perspective and involvement of the 25–35-year-old demographic to ensure we're building a future that works for them.

We've proven we can sustain the hard work necessary to build a smart, livable, successful community. Now, let's apply that same regional grit to the road to one million. The race is on.



ABOUT THE AUTHOR

**Avvey Peters**

Avvey Peters is President of NorthGuide and former Chief Strategy Officer at Communitech. Avvey has raised over \$800M in public investment for Canadian innovation infrastructure and is a recognized expert in ecosystem strategy and coalition building.

# \$140K for 140 Years: The Business Case for Investing in Healthcare

For 140 years, the Greater Kitchener Waterloo Chamber of Commerce has been a catalyst for economic growth, community building, and long-term prosperity. From championing infrastructure and innovation to convening leaders around shared priorities, the Chamber has consistently demonstrated that strong communities fuel strong economies.

Healthcare is no exception.

For the last twenty-seven years, the Chamber has recognized that access to primary care is not just a health issue, it is a business issue. Employers cannot attract or retain the talent they need if their families cannot find a family doctor. We also know that access to healthcare is one of the top deciding factors when businesses look to invest in a new community. The reality is, businesses may not expand or build new facilities when access to healthcare is uncertain.

The Chamber's Healthcare Recruitment Program is a business-led response to a growing number of citizens who do not have a family doctor. Over the years, this program has helped attract and retain hundreds of physicians to Waterloo Region, supporting thousands of residents in finding care. The program has been successful, but the number of residents needing a doctor continues to grow and the Chamber is committed to supporting the needs of our growing community.

## The \$140K for 140 Years Campaign builds on the Chamber's program to recruit family doctors

As the Chamber marks its 140th anniversary, this campaign is both a celebration of impact and a call to action. The goal is clear: raise \$140,000 to sustain and grow physician recruitment efforts that directly connect patients without family doctors while also allowing our community to compete for economic investment.

### Why does this matter now?

Waterloo Region is growing, fast. Today, tens of thousands of residents remain unattached to a primary care provider. Without

expanded recruitment efforts, that gap will continue to widen and it will not only place more pressure on our local hospitals but also on our ability to compete with other regions for investment and skilled workers.

This is a pivotal moment. Investing now ensures the region remains not only as a place to do business, but as a place where people can build their lives and careers. For businesses, supporting physician recruitment is a strategic investment. It strengthens employee well-being, enhances talent attraction, and reinforces Waterloo Region's reputation as a caring community, one where quality of life matches economic opportunity.

The \$140K for 140 Years Campaign offers an opportunity for businesses, organizations, and individuals to be part of the solution. Contributions directly support physician attraction, onboarding, and retention, ensuring new and existing doctors see Waterloo Region as a place to build lasting practices and personal lives. Healthcare access does not happen by accident. It is built through leadership, partnership, and community preparedness.

As the Chamber looks ahead, one thing remains clear: investing in healthcare is investing in our economy, our workforce, and our future.

To learn more about the \$140K for 140 Years Campaign or to contribute, visit [kwphysicians.com](http://kwphysicians.com). Be a part of shaping a healthier, more prosperous community, together.



ABOUT THE AUTHOR

**Jenna Petker**

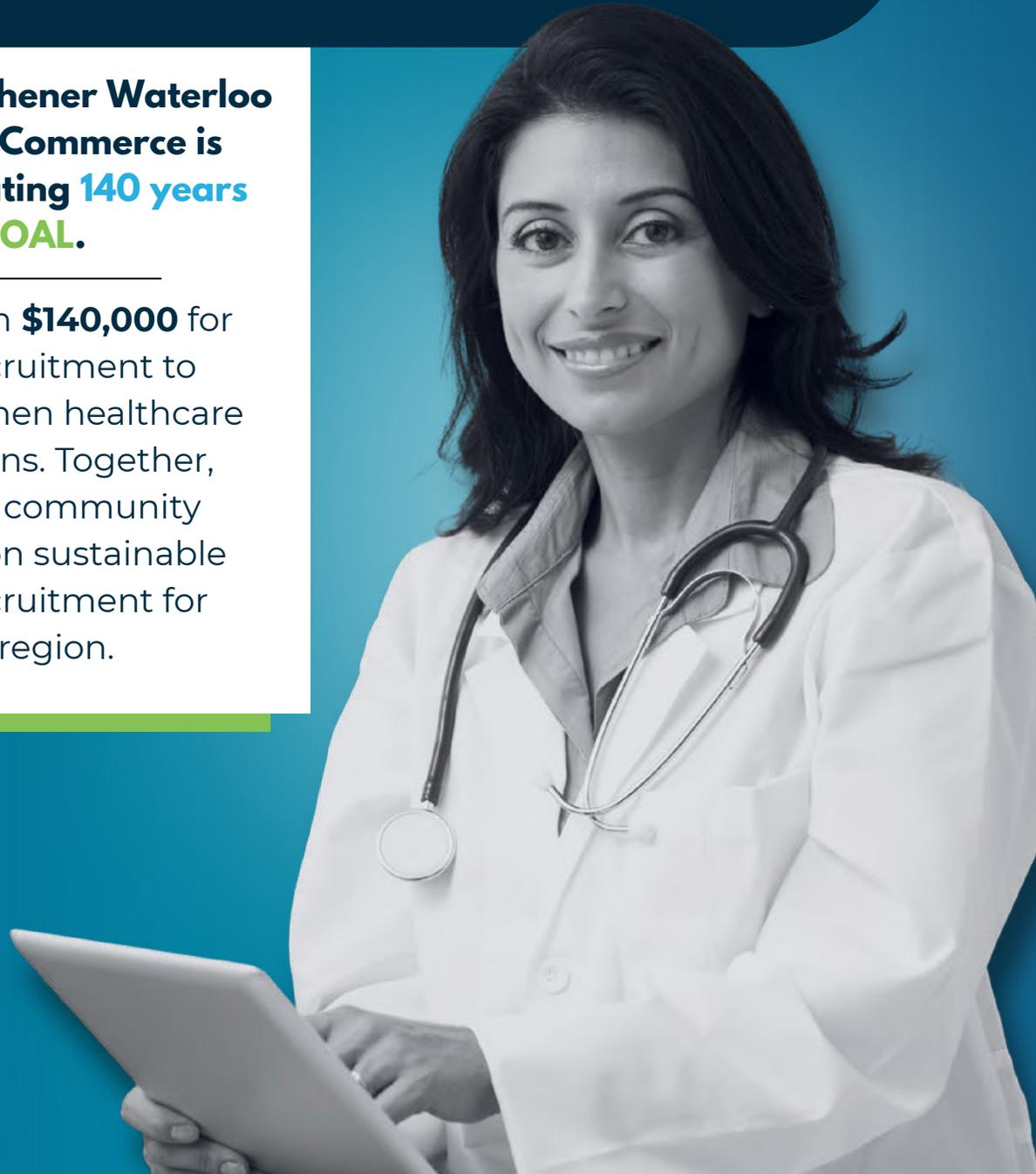
Jenna is Director, Healthcare & Physician Recruitment for the Greater Kitchener Waterloo Chamber of Commerce.

**\$140K**  
| FOR **140**  
 ——— **YEARS**

Investing  
in a Legacy  
of Care

**Greater Kitchener Waterloo Chamber of Commerce is commemorating 140 years with a BIG GOAL.**

Help us reach **\$140,000** for physician recruitment to help strengthen healthcare for generations. Together, our business community can champion sustainable physician recruitment for our growing region.



A milestone worth investing in.

**KWPHYSICIANS.COM**



GREATER KITCHENER WATERLOO  
CHAMBER OF COMMERCE  
BUSINESS BUILDING COMMUNITY

Thank you to our dedicated sponsors for helping the Chamber continue its goal of eliminating the doctor shortage in Waterloo Region.

PLATINUM



GOLD



SILVER



BRONZE



COMMUNITY



# BUSINESS EXCELLENCE AWARDS Gala 2026

A SPECIAL THANK YOU TO OUR SPONSORS WHO HELPED MAKE THIS EVENT POSSIBLE!

## EVENT SPONSORS:

### TITLE

Cowan Insurance Group

### RECEPTION

Sun Life

### TOAST

Doane Grant Thornton LLP

### CENTERPIECE

Reid's Heritage Homes

### WINE

McCarter Grespan

### GIFT

BDO Canada LLP

### PODIUM

ECU - A Division of WFCU Credit Union

### RED CARPET

MNP

### BRONZE

Fairview Park

### BRONZE

Waterloo EDC

## AWARD SPONSORS:

Bell Canada

Conestoga College Institute of Technology & Advanced Learning

Enbridge Gas

Equitable

EY

Gowling WLG

Heffner Lexus

Lazaridis School of Business and Economics at Wilfrid Laurier University

MAC LLP

Miller Thomson LLP

MTE Consultants Inc.

PwC

Scotiabank

University of Waterloo

## IN-KIND SPONSORS:

### CREATIVE MARKETING

Token Creative Services

### HOSPITALITY

Bingemans

### EVENT PRODUCTION

Sound Events

### DÉCOR & DESIGN

HF Events

### PRINT & AWARDS

Westmount Signs & Printing

### PHOTOGRAPHY

The Evans Collective

### MEDIA & HOST

CTV Kitchener

### MEDIA

BOUNCE 99.5

105.3 Virgin Radio

98.5 CKWR

LEARN MORE & REGISTER AT  
[GREATERKWCHAMBER.COM](http://GREATERKWCHAMBER.COM)



GREATER KITCHENER WATERLOG  
CHAMBER OF COMMERCE  
BUSINESS BUILDING COMMUNITY

# December 1, 2025 to January 31, 2026

## **Advanced Pain Relief Clinic**

### *Health & Wellness*

Laura McArthur, Admin Manager  
385 Fairway Road South, Suite 204  
Kitchener, ON N2C 2N9  
aprteam@gmail.com  
advancedpainrelief.ca  
Phone: (519) 885-3500

## **Afterglow Ltd.**

### *Heating Contractors*

Stephen McDonald, General Manager  
75C Northland Road  
Waterloo, ON N2V 1Y8  
info@afterglow.ca  
afterglow.ca  
Phone: (519) 747-7732  
Fax: (519) 745-8117

## **Amanah Care**

### *Senior Citizen Services*

Faduma Musse, Founder  
info@amanahcare.ca  
amanahcare.ca  
Phone: (226) 606-5775

## **Arkanis Labs**

### *IT Consultants*

Julian Whiting, Co Founder  
jwhiting@arkanislabs.com  
arkanislabs.com  
Phone: (416) 838-4184

## **Big Wish Marketing Group**

### **- Uniforms & Promotional Products**

#### *Promotional Products*

Shannon Shaw, Uniforms & Promotional  
Product Specialist  
PO Box 27053, RPO CLAIR  
Guelph, ON N1L 0C1  
info@bigwish.ca  
bigwish.ca  
Phone: (519) 341-9605

## **Boundless Accelerator**

### *Charitable, NFP & Community Services*

Dean Osmond, Director  
dean.o@boundlessaccelerator.ca  
boundlessaccelerator.ca  
Phone: (519) 265-4495

## **Bridge AI**

### *IT Consultants*

Ahmed Kassad, Owner  
info@bridgeconnect.ca  
bridgeconnect.ca  
Phone: (888) 533-0024

## **Bytoid Inc**

### *Computer Software*

Swathi Subramaniam, Director  
People & Culture  
80 Northfield Drive West, 1st Floor, Unit 4  
Waterloo, ON N2L 0C7  
swathi@bytoid.io  
bytoid.ai  
Phone: (437) 230-1113

## **Catalyst Commons at Catalyst137**

### *Office & Desk Space Rental Service*

Erica Howes, Community Manager  
137 Glasgow Street, Unit 210,  
Kitchener, ON N2G 4X8  
erica@catalyst-commons.com  
catalyst-commons.com

## **Chambers Compliance Advisory Group Inc**

### *Business Consultants*

Scott Chambers, Founder  
scott@chamberscompliance.ca  
chamberscompliance.ca  
Phone: (226) 748-9095

## **Chinthu Loganathan**

### **- Rock Star Real Estate Inc.**

#### *Real Estate Brokers & Agents*

Chinthu Loganathan  
Real Estate Agent & Coach  
chinthu@rockstarbrokerage.com  
Phone: (519) 826-8872

## **Corey Your Mortgage Pro**

### *Mortgages*

Corey Bahadur, Mortgage Broker  
corey.bahadur@mortgageedge.ca  
coreyyourmortgagepro.ca  
Phone: (647) 786-6937

## **CulturedHR**

### *Human Resource Consultants*

Brandy Douglas, President  
info@culturedhr.com  
culturedhr.com  
Phone: (519) 546-7743

## **Depth Training Inc**

### *Fitness & Exercise Service*

Dan Rogers, Owner  
408 Albert Street  
Waterloo, ON N2L 3V3  
dan@depthtraining.ca  
depthtraining.ca  
Phone: (226) 748-9494

## **Differentiated Solutions**

### *Financial Planning Consultants*

Luis Dizon, Actuary - Associate Principal  
ldizon@differentiatedsolutions.ca  
differentiatedsolutions.ca  
Phone: (647) 963-3405

## **Eaton Cleaning Co**

### *Cleaning-Commercial/Industrial/ Residential/Retail*

Bethany Eaton, Owner  
hello@eatoncleaning.com  
eatoncleaning.com  
Phone: (226) 505-5985

## **eCycle Solutions Inc.**

### *Recycling - Electronics*

Edward Wach  
Business Development Manager  
7965 Goreway Drive, Unit 1  
Brampton, ON L6M 5T5  
ewach@ecyclesolutions.com  
ecyclesolutions.com  
Phone: (647) 220-9251

## **Elevate HR Solutions**

### *Human Resource Consultants*

Gina Roberts, President  
suebenoit@elevatehrsolutions.ca  
elevatehrsolutions.ca  
Phone: (519) 503-2028

## **Foster Injury Law**

### *Lawyers*

Lane Foster, Lawyer  
lfoster@fosterinjurylaw.ca  
fosterinjurylaw.ca  
Phone: (519) 340-5065

## **Gelderman Landscape Services ULC**

### *Landscape Contractors & Designers*

Owen Somerville  
Business Development Manager  
642 Colby Drive  
Waterloo, ON N2V 1A2  
owens@gelderman.com  
gelderman.com  
Phone: (905) 638-2450

## **Home2 Suites by Hilton Kitchener**

### *Hotels & Motels*

Mandy Multani  
Regional Director of Sales & Marketing  
30 Fairway Road South, Building B  
Kitchener, ON N2A 2N2  
mandy.multani@sunraygroup.ca  
hilton.com/en/hotels/yhmrwht-home2-  
suites-kitchener  
Phone: (519) 489-2040

## **Honey Events + Design**

### *Event Planning*

Christine Wolf, Owner  
info@honeyevents.ca  
honeyevents.ca  
Phone: (647) 390-7854

# December 1, 2025 to January 31, 2026

## **IKEA Kitchener - Plan and Order Point**

Retail  
Raymond Mattar, *IKEA Business Planner*  
655 Fairway Road South  
Kitchener, ON N2C 1X4  
ikea.kitchener.ca@ikea.com  
ikea.com/ca/en/ikea-business  
Phone: (905) 681-5531

## **ISB Global Services**

*Computer Software*  
Stephen Anderson, Chief Operating Officer  
100 Stone Road West, Unit 203  
Guelph, ON N1G 5L3  
info@isbglobalservices.com  
isbglobalservices.com  
Phone: (866) 416-0006

## **KW Headshots**

*Photographers*  
Hannah Marie, Owner  
57 Albert Street West  
Waterloo, ON N2L 3S1  
info@kwheadshots.ca  
kwheadshots.ca  
Phone: (226) 606-1645

## **Make Space Storage**

*Storage - Self Service*  
Oscar Perez, Manager  
171 Webster Road  
Kitchener, ON N2C 2E7  
webster@makespacestorage.ca  
makespacestorage.ca  
Phone: (519) 279-1141

## **Marie Brais, Billyard Insurance Group Inc, Cambridge Office**

*Insurance Agents & Brokers*  
Marie Brais, Insurance Broker  
366 Hespeler Road, Unit 13  
Cambridge, ON N1R 6J6  
marie.brais@thebig.ca  
thebig.ca/marie-brais  
Phone: (519) 977-2345

## **MM Physio Kitchener**

*Health & Wellness*  
Nischay Modi, Business Manager  
417 King Street West, Unit 3  
Kitchener, ON N2G 1C2  
info.k@mmphysio.org  
ptmovementmasters.com/kitchener  
Phone: (519) 267-0495

## **Mobile Storage Rentals**

*Storage - Self Service*  
Carla Messenger, Manager  
68 Webster Road  
Kitchener, ON N2C 2E6  
sales@mobilestoragerentals.ca  
mobilestoragerentals.ca  
Phone: (519) 749-9331

## **Noteworthy Music Studio of Kitchener Music School**

Fiona Mendes, Director  
121 Westmount Road East, (back area of Forest Hill Church)  
Kitchener, ON N2M 4Y6  
office@noteworthymusicstudio.ca  
noteworthymusicstudio.ca  
Phone: (519) 804-5910

## **Nukutech Inc.**

*IT Consultants*  
Sharon Ikechi, Owner  
185 Waterloo Street, Unit 1  
Kitchener, ON N2H 3V9  
sharon@nukutech.com  
nukutech.com  
Phone: (437) 232-7754

## **Octopodi Technologies**

*Educational Technology*  
Christianna Chow, Founder  
cchow@octopodi.com  
www.octopodi.com  
Phone: (226) 338-7598

## **Prim Events**

*Event Planning*  
Sarah Charteris, Owner  
sarah@primevents.ca  
primevents.ca  
Phone: (416) 432-2260

## **Shiny Solution**

*Cleaning-Commercial/Industrial/Residential/Retail*  
Alexandra Ivanova, Owner  
shinysolution.ca@gmail.com  
shinysolution.ca  
Phone: (226) 899-6911

## **Sun Life Tony Duong**

*Financial Consultants*  
Tony Duong, Certified Financial Planner  
120 Victoria Street South, Unit 401  
Kitchener, ON N2G 0E1  
tony.duong@sunlife.com  
sunlife.ca/tony.duong  
Phone: (519) 772-5195

## **Syed Health & Wellness Clinic Inc**

*Health & Wellness*  
Samina Syed, Osteopath M.P.,  
Cosmetic Laser Specialist Clinic Owner  
580 Hespeler Road, Unit B4  
Cambridge, ON N1R 6J8  
office@syedclinic.com  
syedclinic.com  
Phone: (519) 841-8084

## **Tailored Transitions**

*Senior Citizen Services*  
Amy Denstedt, Owner/Founder  
info@tailoredtransitions.ca  
tailoredtransitions.ca  
Phone: (226) 887-8722

## **TBT Engineering Limited Engineers**

Courtney Hartnett, Executive Assistant  
137 Glasgow Street, Unit 307  
Kitchener, ON N2G 4X8  
info@tbte.ca  
tbte.ca  
Phone: (807) 624-5160

## **The Rooted Space Wellness Centre Health & Wellness**

Sara Warren, Clinic Owner  
944 King Street West, Upper Level  
Kitchener, ON N2G 1G4  
info@therootedspace.ca  
therootedspace.ca  
Phone: (613) 894-1426

## **Triangile**

*Training & Development*  
Khaled Sherif, Coach  
khaled.sherif@triangile.ca  
triangile.ca  
Phone: (226) 972-3605

## **Vestika's Oddities & Wellness**

*Health & Wellness*  
Sandy Mlotschek, Owner  
vestikasodditieswellness@gmail.com  
Instagram.com/vestikasodditieswellness  
Phone: (519) 589-7369

## **VitaWave**

*Health & Wellness*  
James Aru, Owner  
350 Conestoga Boulevard, Unit B2A  
Cambridge, ON N1R 7L7  
office@aruchiropractic.com  
aruchiropractic.com  
Phone: (519) 623-5777

## **Wealth Builder University DB**

*Investment - Education*  
Harminder Singh Gugnani, Founder  
hsg.wfg@gmail.com  
Phone: (226) 350-1222

## **ZATTU PHOTO BOOTH**

*Photo Booths*  
George Mihutiu, Owner  
Dana Mihutiu, Administrative Assistant  
office@zattuphotobooth.ca  
zattuphotobooth.ca  
Phone: (519) 505-6942

# Winter Networking



- 1** Guests pose for photos during the Vision 1 Million: Are We Ready? (PART 2) event.
- 2** Local professionals gather at The Tannery Event Centre for the National Bank Business After 5: New Year Edition.
- 3** Jolene MacDonald (Accessibrand) delivers her presentation during the Heffner Women's Leadership Empower Hour event.
- 4** The featured speakers and representatives from Title Sponsor, Heffner Lexus & Heffner Toyota gather for a group photo.

- 5** Local professionals engage in high-speed mentorship rounds and peer-to-peer dialogue during the Mentor Mix & Mingle.
- 6** Lisa McDonald of MovemberKW, the featured charity for the Business After 5: Holiday Edition, shares opening remarks with attendees..
- 7** Cindy Fawcett (Charcoal Group), Title Sponsor of the Mentor Mix & Mingle event, addresses the guests.
- 8** Expert Naren Balakrishnan (Doane Grant Thornton LLP) facilitates a table discussion at the Expert Exchange Series: Operations and Strategy.

Logos include: WRHN, The Boardwalk Pharmacy, Waterloo Sleep Institute, one vascular, Anova, Rx Connect, Healthy Feet KW, toothworks, WATERLOO VISION CARE, SPOT ON SKIN CLINIC, KW GASTROENTEROLOGY ASSOCIATES, TRAVEL CLINIC, ORTHODONTIC SMILE STUDIO, KW LIVER CLINIC, TRUE NORTH IMAGING, amplifon, Waterloo Rheumatology, Lifelabs, amplify care, karma, anita's SKIN CARE SPA, THE ARMOURY Sports Medicine and Performance, Panel Doctors K-W, NEW ERA WELLNESS CHIROPRACTIC, Kidwell, TriCity Dental Specialists, steriOntario, URO SPOT, Ujala, Centre for Family Medicine, D&G, The Boardwalk Occupational Health, TRIO, Mishra Allergy, generation fertility.

## Leading the Way to a Healthy Waterloo

[www.the-boardwalk.ca](http://www.the-boardwalk.ca)



# Winter Networking



**9** Young Professionals Committee Member Emma Marriott (Iris HR) moderates a diverse panel of local leaders sharing career insights at the 45 Questions event: Elaine Declair (Joy Media), Kyne Santos (Math in Drag), David Schooley (KW Titans), and Fadhwa Yusuf (The Gems of Life Inc.).

**10** Chamber Healthcare & Physician Recruitment Committee Co-Chair, Laura Hewitson (Royal LePage Wolle Realty, Brokerage) announces the \$140,000 fundraising goal for physician recruitment in honor of the Chamber's 140th Anniversary.

**11** Guests test their short game at Putt Social during the dual-venue networking experience at the Business After 5: New Year Edition.

**12** Deputy Chief Jen Davis (Waterloo Regional Police Service) mentors a group of local professionals during a high-energy round at the Mentor Mix & Mingle.

**13** Attendees establish new connections at the Chamber Young Professionals 45 Questions event.

**14** Exhibitors from Costco showcase their products and services to guests during the National Bank Business After 5: New Year Edition.

**15** Panelists Patrick Gaskin (Cambridge Memorial Hospital) and Ron Gagnon (Waterloo Regional Health Network) discuss healthcare readiness at the Vision 1 Million: Are We Ready (PART 2) event.

*\*All Vision 1 Million (Part 2) Photos Taken by Alex Kinsella of Kinsella Marketing Inc\**

*\*Chamber Young Professionals: 45 Questions; Women's Leadership: Empower Hour, Business After 5: New Year Edition, Chamber Young Professionals: Mentor Mix and Mingle event photos taken by Tracy Sanderson of TPS Design and Photography\**



## Protecting your business is our business

Contact us for a free, no-obligation quote.

**1.800.265.2625**

818 Victoria St N, Kitchener, ON | [BrokerLink.ca](https://www.BrokerLink.ca)



**BrokerLink**  
Insurance

©2024 BrokerLink Inc.

# Mark Your Calendar

Friday, March 6th, 2026

## International Women's Day Breakfast

8:00 AM - 10:30 AM

Location: St. George Banquet Hall (Waterloo)

Member: \$75

Future Member: \$100

The International Women's Day Breakfast is an annual event held in partnership between the Greater KW Chamber of Commerce and respected community leader, Karen Redman. This year's theme, #GiveToGain, explores how a mindset of generosity (through mentorship, advocacy, and resources) directly accelerates the advancement of women. Join us for a morning of networking and inspiring dialogue. What will you give to gain?

Title Sponsor:



Award Sponsor:



Gold Sponsor:



Silver Sponsor:



Bronze Sponsors:



Event Sponsor:



Community Builder Sponsor:



Design Sponsor:



Sign and Print Sponsor:



Thursday, March 12th, 2026

## Business Excellence Awards Gala

5:00 PM – 9:30 PM

Location: Bingemans – Marshall Hall (Kitchener)

Member: \$285

Future Member: \$350

You're invited to the 2026 Business Excellence Awards Gala, a prestigious celebration honoring outstanding local achievements of businesses in Waterloo Region. This annual event attracts nearly 700 attendees, including business leaders, community builders, and local dignitaries, to recognize the organizations and individuals across 14 award categories, who are driving our region forward. This year, we'll all be together again in 1 venue, and have implemented a new tiered ticket option to ensure the event is open to everyone.

Title Sponsor:



Tuesday, March 24th, 2026

## Expert Exchange Series: Talent

3:30 PM – 5:00 PM

Location: Communitech (Kitchener)

Member: \$30 (Complementary for Chamber members with 10 or fewer employees)

Future Member: \$60

Every great business is built on great people, but how do you find, keep, and grow them in a competitive market? Join us for our next Expert Exchange, a high-impact event designed for solopreneurs and small business owners. You'll participate in 15-minute "speed rounds," rotating between experts on a variety of topics (all relating to talent). Groups are kept small so you can get your questions answered. Whether you're navigating the complexities of DEI, looking to boost employee retention, or future-proofing your business through mentorship, this is the opportunity to receive actionable advice for your biggest challenges.

Title Sponsor:



Platinum Sponsor:



Supporting Sponsor:



Expert Sponsor:



Tuesday, April 14th, 2026

**Networking Breakfast Series: Speed Networking**

8:00 AM - 10:00 AM

Location: Walper Hotel (Kitchener)

Member: \$45 (with breakfast) | Future Member: \$90

Join us for Speed Networking, part of the Immigration Partnership Networking Breakfast Series! This is a great chance to expand your network by making 20+ new connections in less than 60 minutes, through structured, timed rounds. Be sure to bring your business cards or your scannable LinkedIn QR code! This event is ideal for anyone looking to grow their professional network in an efficient way, and is a great way to ease into networking for those who are new to it.

Title Sponsor:



Wednesday, April 15th, 2026

**2026 Business Expo**

2:00 PM - 7:00 PM

Location: Bingemans - Marshall Hall (Kitchener)

Event Admission: Complimentary | Exhibitor Booths: Limited Availability, starting at \$365

The Greater Kitchener Waterloo, Cambridge, and Guelph Chambers of Commerce are proud to once again present the Region's largest Business Expo. With over 1,200 attendees and nearly 200 exhibitors, this is your opportunity to get your business noticed. Whether you're looking to sign your next big client, scout new talent, or build partnerships, this is the event to be at.

Gold Sponsor:



Silver Sponsor:



Bronze Sponsor:



**IMPROVE YOUR BUSINESS VISIBILITY THROUGH THE GREATER KITCHENER WATERLOO CHAMBER OF COMMERCE BUSINESS & MEMBERSHIP DIRECTORY**

Placing an Ad in the 2026/27 Chamber Membership & Business Directory will increase your Business visibility, both locally and online, when customers search for products and services in the greater Kitchener-Waterloo area.

**TO BOOK YOUR AD, CONTACT YOUR CHAMBER REP TODAY:**

[memberships@greaterkwchamber.com](mailto:memberships@greaterkwchamber.com)

# Helping Us Make Our Vision Possible

A special Thank You to each of these Chamber Sponsors.

**CHAMBER CHAIR'S CIRCLE**

**CHAMBER PATRON**

**TITLE SPONSOR**

**CHAMBER TRUSTEE**

**MEDIA PARTNERS**

If your organization would like to support the Chamber through a partnership program, please contact Heather at [hhutchings@greaterkwchamber.com](mailto:hhutchings@greaterkwchamber.com)

# ANTIGUA AND BARBUDA

*The beach is just the beginning...*



Looking for a new sun destination?

[www.visitantiguabarbuda.com](http://www.visitantiguabarbuda.com)

 [facebook.com/antiguabarbuda](https://facebook.com/antiguabarbuda)  [antiguaandbarbuda](https://instagram.com/antiguaandbarbuda)



# Inside the Updated Vision 1 Million Scorecard

Waterloo Region is undergoing rapid change. From population growth, to shifting labour markets, rising infrastructure costs and evolving community needs, “future” impacts are things we need to be thinking about today. These changing circumstances are present-day realities shaping decisions across municipalities, institutions and businesses.

The Vision 1 Million Scorecard was created to help ground this kind of decision making in evidence. With the release of the updated version in January 2026, the Scorecard is taking an important step, not only in terms of the data presented, but also in how that information is shared and validated across the Region.

Now stewarded by the Future Cities Institute founded by CAIVAN (FCI) at the University of Waterloo, the updated scorecard combines months of careful research, collaboration and data refinement. The outcome is a clearer and more accessible tool designed to support informed conversations about how ready Waterloo Region is for long-term population growth, and where we need to be focusing our attention most.

## From early frameworks to a shared public resource

The original version of the scorecard was launched in June 2025 by BESTWR as a way to track progress in important growth-related priorities across the Region. The initial scorecard (referred to as version 0) determined the structure of the project by identifying core domains and metrics to track. It was an important starting point, offering a picture of regional readiness and a common language for discussing the areas of development.

When the FCI assumed academic stewardship in mid-2025, our mandate was clear. We knew we needed to strengthen the methodologies behind the work, improve transparency and data accessibility, and increase accountability. Most importantly, we knew we needed to make the scorecard easier to understand and use for audiences that needed to include municipal staff and decision makers, industry business leaders and community members.

The January 2026 release (referred to as version 1) captures this shift. It finalizes metrics across all domains, documents how the scores were reached, and adds important context on the data used. The goal was to remove barriers to understanding and help ensure that readers did not need to do their own background research to understand what the scorecard is saying.

## Grounding the data

A defining element of the updated scorecard is the amount of regional engagement that’s now behind it. Between July 2025 and January 2026, the FCI conducted over thirty interviews with experts across Waterloo Region, including elected officials, municipal staff, industry, community and non-profit leaders.

These interviews did not generate the scores, but helped ensure that the interpretations of available data reflected current realities and emerging risks that are not always visible in quantitative datasets.

This data grounding included meeting with mayors and CAOs from local municipalities and townships in the Region. The work here focused on confirming data, identifying gaps, and validating metrics. It was an important chance for the FCI to stress-test findings against on-the-ground experiences, and to identify where additional clarity was needed.

These meetings also led to more than forty data sources, plans and technical reports that informed the update. Each domain in the scorecard now clearly documents the sources used and the logic behind each metric choice.

## Why background matters

Data can’t speak for itself. Without context, even well-designed indicators can be misinterpreted.

One of the largest changes in the updated scorecard is the addition of background information on each tracked domain and metric. This supporting information explains why specific indicators were chosen and which data sources were used. It also speaks to how the scores should be read. Moreover, it outlines known limitations and areas where the current information may be incomplete.

By sharing behind-the-scenes reasoning like this, the scorecard invites readers into the analytical process rather than presenting conclusions as fixed or unquestionable. This approach reflects a broader commitment from FCI to openness and clarity, especially when dealing with complex systems that intersect with so many different areas like housing, transportation, healthcare, employment and placemaking.

## A scenario-based approach to growth

Population growth projections are never totally certain. Recent years have shown how quickly demographic trajectories can change in response to policy changes, economic conditions and other global events. So rather than just trying to predict a single possible outcome, the Scorecard is framed as a scenario-based assessment.

It asks a conditional question: if Waterloo were to experience sustained population growth, how prepared are our systems today?

This allows the Scorecard to remain relevant even as assumptions and metrics on growth change and evolve. It further reflects the reality that municipalities are already required to plan for infrastructure and services based on future growth projections.

Statistics Canada's most recent projections indicate that even assuming a low-growth scenario, Waterloo Region could exceed a population of 910,000 by 2049. Even in this scenario, existing systems would come under significant pressure. The Scorecard accordingly helps to illustrate where those pressures are most likely to be felt.

## Five interconnected domains, one regional picture

The updated Scorecard still assesses readiness across five interconnected domains: housing, transportation, healthcare, employment and jobs, and placemaking and livability. These areas were chosen because growth over the long-term affects all five of these areas, and because progress or problems in one domain have the potential to affect outcomes in others.

For instance, housing availability influences how many people come to the Region seeking jobs, transportation networks affect access to both housing and employment, social infrastructure shapes community and economic resilience. Looking at these domains together provides a more realistic picture than examining any of them alone.

The January 2026 update showed movement across multiple domains. In housing, scores related to building the homes we need improved, while others declined. In transportation, expansion of road and transit infrastructure showed improvement with other metrics holding steady. Healthcare saw gains concerning older adults, and new metrics created for emergency department wait times and ambulance response times.

The employment metrics were altered to better reflect labour force participation and unemployment, with improvements noted in employment lands and regional tech talent. Some scores declined in placemaking and livability while others were removed or linked to other metrics.

These changes are not a sign of success or failure, instead, they offer a clearer picture of where we are and where there is momentum, where challenges remain and also where trade-offs may be emerging.

## Looking ahead

The Vision 1 Million Scorecard is not an endpoint. It's a living document that will continue to evolve as new data becomes available and as Waterloo Region changes. The value here is not just in the scores themselves, but in the shared understanding they are creating.

As regions face increasingly complex decision making, the quality of those decisions will depend on the quality of the data and information that informs them, as well as the ability to integrate that evidence across silos and domains. The Future Cities Institute offers the updated Vision 1 Million Scorecard as an invitation to do exactly that, together.

Read the Scorecard today at <https://bestwr.org>.

Learn more about the FCI:  
<https://uwaterloo.ca/future-cities-institute/>

Connect with the FCI:  
<https://www.linkedin.com/company/future-cities-institute-waterloo>



ABOUT THE AUTHOR

**Leia Minaker**

Leia Minaker is the inaugural Director of the Future Cities Institute founded by CAIVAN at the University of Waterloo, and an Associate Professor in the School of Planning in the Faculty of Environment. She holds a PhD in Public Health and her research focuses on designing cities to improve health, with a focus on urban food systems, urban design for mental health, and housing and health.

# Shop and save.

 **Here's How.**



## **SWANSON'S HOME HARDWARE BUILDING CENTRE**

166 Park Street  
Kitchener, Ontario  
N2G 1M8  
Phone: (519) 743-1404  
Fax: (519) 743-0784



## **GLENBRIAR HOME HARDWARE**

262 Weber Street North  
Waterloo, Ontario  
N2J3H6  
Phone: (519) 886-2950  
Fax: (519) 886-3968



**Wealth Management**  
Dominion Securities

## RBC Dominion Securities Waterloo is hiring new Investment Advisors

RBC Dominion Securities in Waterloo is seeking motivated individuals for a fulfilling career in the wealth management industry.

If you're looking for the support you need to build a successful career, RBC Dominion Securities offers several advantages:

- Strength and stability
- Independence with support
- Powerful tools and technology
- Top-calibre training

With an independent focus that encourages and rewards initiative, industry-leading investment and wealth management support, and the backing of Canada's largest financial institution, RBC Dominion Securities is the premier choice for investment professionals who want to build a successful wealth management practice.

**For more details, please contact  
Branch Director Mark Hodson at  
519-747-7790 or [mark.hodson@rbc.com](mailto:mark.hodson@rbc.com).**

RBC Dominion Securities Inc.

We value diversity in the workplace, are committed to Employment Equity and will provide reasonable workplace accommodation to applicants with disabilities. RBC Dominion Securities Inc.\* and Royal Bank of Canada are separate corporate entities which are affiliated. \*Member-Canadian Investor Protection Fund. RBC Dominion Securities Inc. is a member company of RBC Wealth Management, a business segment of Royal Bank of Canada. ©Registered trademarks of Royal Bank of Canada. Used under licence. ©2025 RBC Dominion Securities Inc. All rights reserved. 25\_90561\_XXX\_002



# Our Healthcare, Our Investment: Shaping a Future Where Care Gives Back

We've all heard the projection: one million residents in Waterloo Region by 2050. With our population growing at a rapid pace, we're facing a pivotal moment. This is a generational opportunity to shape the future of healthcare.

## Rooted in Care, Building for Health

Plans are well underway for Waterloo Regional Health Network (WRHN) to build a new, acute care hospital on the University of Waterloo North Campus. This is a multiyear project and a multiyear investment in our community and its health. This collective work will culminate in modern, state of the art facilities; innovation embedded throughout every model of care; and inclusive, equitable and culturally appropriate care and spaces.

As we face extraordinary population growth, WRHN is committed to building a regional system of care that is collaborative, responsive to the needs of the communities, efficient, and most importantly, patient-centred.

But it's important to be clear about healthcare funding in Ontario. **Government funding builds the shell. Community investment brings it to life.** The community is responsible for funding approximately 25% of the total project costs – including 100% of hospital equipment – **and we receive 100% of the benefit.**

## Boosting healthcare means boosting the economy

A healthy community means a healthy workforce, a healthy consumer base, and a healthy economy. Each year of delay on the new hospital adds millions to the price tag and impedes our potential for economic growth. The time to act is now.

As someone who has helped raise funds for 10 healthcare and education buildings in my career, I know what awaits this community. There are daunting challenges ahead, followed by incredible moments of fulfillment and pride. That's what excited me most when I took this role of WRHN Foundation's first CEO in October 2025.

Building a new hospital isn't just a healthcare project; it's a massive economic stimulus that will create nearly 19,000 construction jobs (using Ontario companies and local labour), and generate a total economic impact of \$4.7 billion in GDP over the next decade.

## Investing in people

The hospital will be a draw for new medical professionals and new community members, igniting our local economy and helping elevate local businesses. To continue attracting top medical talent, we must also continue investing in training and recruitment through donor-funded initiatives including our Clinical Teaching Unit, which partners with McMaster University School of Medicine to train students here; and CareNext, a unique partnership between WRHN and the University of Waterloo that brings together clinicians, researchers and local innovators to improve care in smarter, more equitable, and patient-centred ways.

As we plan for the future, we are focused on ensuring our team members continue to have the best equipment to do their life-saving work. We're investing in essential upgrades now: building a third cardiac procedure suite, adding new cancer equipment, increasing our Neonatal Intensive Care Unit (NICU) capacity, and more. In the coming years, we'll need donor support to expand WRHN @ Chicopee and renovate WRHN @ Midtown to ensure those sites continue to operate to the highest standards.

## Fueled by community, focused on care

WRHN Foundation's mission is to fuel innovation, connection, and impact in healthcare through the power of giving. But we're only successful because of donor support. Together, we must continue to advocate for the needs of our community, build awareness of the once-in-a-lifetime opportunity ahead, and embrace the challenge.

It's our collective responsibility to step up and help shape healthcare for generations to come – so that it reflects the innovative, collaborative and diverse communities we serve and live in. Will you join us in advocating for, and investing in, the type of healthcare our community deserves? Learn more: [wrhnf.ca](http://wrhnf.ca)



ABOUT THE AUTHOR

**Doug Earle**

Doug Earle was appointed WRHN Foundation's inaugural CEO in October 2025. He has more than 30 years of experience helping charitable organizations make a positive impact in their communities.

# Make your mark

We help Canadian business owners build legacies that shape tomorrow. Whether you're scaling with purpose, navigating change, or planning for the next generation, our strategies are designed to support your vision for tomorrow.

 Doane  
Grant Thornton

Assurance | Tax | Advisory



## Garages aren't just for cars They're where we live and play

We offer the following garage customizations:

Garage Flooring  Slat Walls  Cabinets  Hoists  Heated Furniture



Waterloo Garage Doors Inc.

255 Bathurst Drive  
Waterloo ON N2V 2E4

519-888-9111

[www.waterloogaragedoors.com](http://www.waterloogaragedoors.com)

# Continued Growth in Waterloo Region: Are We Ready? An Immigration Lens on the Year Ahead

Waterloo Region has never been shy about growth. Innovation, talent, and ambition are part of our DNA. Our regional communities were founded several hundred years ago by German Mennonite, Scottish and other pioneers who built industry and provided a haven to people fleeing persecution. Their descendants and waves of new immigrants from around the world have continued to build, invest and grow the dynamic, caring community we are today.

As we look ahead to where this region approaches one million residents in the coming decades, the question is whether we are preparing wisely, collectively, and with intention.

From an immigration lens, the year(s) ahead will test our readiness in real ways.

Immigration has been defined by sharp swings and policy whiplash over the last 5 years with real community impacts. Canada is now in the middle of a significant downward immigration levels adjustment, but permanent migration to this region remains high. As an economic policy tool, immigration will continue to be one of the main drivers of significant population and labour force growth. Newcomers are filling critical roles across manufacturing, technology, healthcare, construction, and education. They are starting companies, buying homes, enrolling children in schools, and contributing to civic life.

Immigration is not a side issue for Waterloo Region. It is entrenched in the fabric of this community and foundational to our economic resilience and long-term prosperity.

At the same time, the systems that support immigrant settlement and integration are under visible strain. Housing availability and affordability, access to primary healthcare, credential recognition, transit connectivity, and the pace of infrastructure development have not kept up with the pace of growth. Employers feel it. Service providers feel it. And newcomers feel it together with other residents.

The tension between economic growth and community readiness defines the years ahead. The Waterloo Region Immigration Partnership (IP) sits at this intersection. We do not deliver services to immigrants. We coordinate and activate the local systems that impact and are impacted by immigration. We align employers, municipalities, settlement agencies, educators, healthcare leaders, and community organizations around shared community priorities. With a small team, we work alongside more than 70 public, private and non-profit partner organizations to ensure immigration strengthens the region rather than strains it.

This year, we see three major opportunities.

First, there is unprecedented alignment across sectors. Employers increasingly understand that talent attraction must be matched with retention, inclusion, and community support. Municipal leaders are thinking more proactively about growth management, inclusive planning and global connectivity. Service organizations are collaborating in new ways to reduce duplication and respond faster to emerging needs.

Second, there is growing buy-in to the fact that “welcoming” is not a soft concept. It is a competitive advantage. Regions that help newcomers (and others) succeed faster will attract and retain the skilled workers businesses need. That means improving access to information, delivering services the changing population needs, accelerating pathways into meaningful employment, and ensuring families feel they belong here for the long term.

Third, there is innovation happening at the community level. Employers are piloting work experience and mentorship programs. Landlords and developers are partnering with newcomer-serving organizations to reduce barriers to housing. Community groups are reinventing themselves and co-designing solutions with newcomers. These efforts are not always high-profile, but collectively they are reshaping how growth and community change are managed on the ground.

Still, challenges remain.

Funding models for settlement, community care, and integration are still short-term and reactive, while growth is long-term and (usually) predictable. This needs to change. Polarization and misinformation around immigration require ongoing, values-based leadership. And without sustained investment in housing, healthcare, transit, and social infrastructure, even the strongest community will struggle to keep pace with growth.

As to whether Waterloo Region is “ready” for one million residents, readiness is a discipline, not a destination. In a world of constant change and evolution, readiness requires us to plan early, collaborate deeply, adapt as needed and be honest about trade-offs. It requires all of us – business, government, community organizations, and residents – to see immigration not as a federal issue that happens to us. Immigration is both a part of our regional DNA that offers opportunity, and a shared responsibility meriting proactive investment and engagement.

How we grow to one million residents will shape this region for generations. If we get it right, that growth will fuel innovation, inclusion, and prosperity. If we hesitate, the economic and social costs will be far greater than the investments required today.

The year ahead offers a choice. I am encouraged that, as a region, we are increasingly choosing to meet growth and community change with leadership, coordination, and purpose.



ABOUT THE AUTHOR

**Tara Bedard**

Tara Bedard is Executive Director of the Waterloo Region Immigration Partnership, where she works with public, private and non-profit organizations to strengthen community and economic development through immigration.

# REDUCE YOUR CARBON IMPACT & OPERATIONAL COSTS

INCENTIVES AVAILABLE FOR SMALL & LARGE COMMERCIAL, INDUSTRIAL AND MANUFACTURING FACILITIES

- Accelerated CCA Tax Incentive
- Up to 30% Tax Credit for Energy Projects
- Up to 50% Cost of Energy Reducing Retrofits



**BOOK A DISCOVERY VISIT**



Integrated Energy Solutions  
Multi-Trade Services

📞 519-804-9697 x 233  
✉ contact@arcadianprojects.ca  
🌐 arcadianprojects.ca

## Did your winter plan make the grade?

Winter might be over but now is the perfect time to review your business' winter maintenance plan while it's top of mind.



Were there problem areas from drifting snow or ice formation?



Are there areas that could be closed next winter instead of salting?



Is there salt staining or property damage from over salting?



Are there changes your contractor can make to use less salt?



Join other businesses taking steps to use less salt without compromising winter safety. We have free resources to help.

[regionofwaterloo.ca/WinterPlan](http://regionofwaterloo.ca/WinterPlan)





**BINGEMANS**  
*Grand Experiences*

**Meet. Eat. Team-Build.**  
**All in One Place.**

**Flexible space • Easy logistics • Built-in team building**



**Bowling**



**Outdoor Retreat**



**Axe Throwing**



**Escape Room**

**BOOK NOW!**

Group experiences at **Bingemans**

Corporate **Catering**

**BINGEMANS**  
CATERING **@Work**

**WORKPLACE DINING, DELIVERED.**

Elevate your Team Meeting or Event with handcrafted meals, buffet service, and stress-free catering from local experts.



**A la carte meals**



**Buffet**



**Boxed meals**

 **519-744-1555**

 **Sales@bingemans.com**

# 2026 Membership Milestones

*We'd like to thank all of our members for your support over the years and want to congratulate the following companies who are celebrating these Membership Milestone Anniversaries in 2026.*

## 10 YEARS JOINED IN 2016

Access Storage  
Asset Strategy Corp.  
Bock North America Ltd.  
Conestoga Place & Conestoga Food Services Ltd  
Costco Wholesale - Waterloo  
Deep Trekker Inc.  
Food4Kids Waterloo Region  
Gateman-Milloy Inc  
H2R Business Solutions Inc.  
Hahn Plastics (North America) Ltd.  
Honourable Bardish Chagger, MP  
International Home Interiors Limited  
IRIS the Visual Group  
Isotope Tracer Technologies Inc.  
Jeff Gingerich-Century 21 Heritage House Ltd.  
Brokerage  
Ken Seiling Waterloo Region Museum  
KingsGuard Security Inc.  
Lyndon Fish Hatcheries Inc.  
MAC Financial Services Inc.  
OTIP/RAEO  
Oxford Learning - Kitchener North  
Rankine Financial  
Reception House Waterloo Region  
Rouse Realty Advisors Inc.  
Sabrina Fitzgerald  
Schneider Haus National Historic Site  
Strong Start Charitable Organization  
Tepperman's  
The Cleaning House  
Token Creative Services  
Transit Lubricants  
Transit Petroleum  
VCT Group  
VOR Physiotherapy  
Waterloo Central Railway  
Wheeler Windows Inc.  
Wisdom Private Wealth

## 15 YEARS JOINED IN 2011

ABA Architects Inc.  
Agilec  
Auburn Developments  
Bin There Dump That  
BMO Bank of Montreal  
Canadian Blood Services

Carlsberg Canada Inc  
Chartwell Westmount Retirement Residence  
Creative Edge Signs & Graphics Inc.  
Dan's Discount Windows and Doors  
Fluent Group Consulting Engineers Inc.  
GWS Water Store & Supply Co. Ltd.  
Lehmann Bookbinding Limited  
MacDonald Awning & Shade Products  
Moose Winooski's  
Pet Valu - Highland Center  
Phillips Lytle LLP  
RBC Royal Bank - Commercial Banking Centre  
RBC Royal Bank - Fischer Hallman & Ottawa  
RBC Royal Bank - Highland & Ira Needles  
Reitzel Insulation Co. Ltd.  
Teletek Structures Inc.  
Ultimate Vision Web & IT Solutions  
Unit Precast (Breslau) Ltd.  
University of Guelph - Experiential Learning  
Wilmot Technologies Inc.

## 20 YEARS JOINED IN 2006

Appleton Group Canada, Ltd.  
Canadian ECO Products  
CertaPro Painters of Waterloo  
CIBC - Conestoga Banking Centre  
Community Support Connections - Meals on  
Wheels and More  
Dean Group  
Donovan Insurance Brokers  
FiberTech Optica  
Gerry Kuchma Mechanical Inc  
IDS (KW) Inc  
Projectit Performance Solutions Inc.  
RBC Royal Bank - Fairway Road Branch  
RBC Royal Bank - Ottawa & River Road  
RBC Royal Bank - Uptown Waterloo  
Reid's Heritage Homes Ltd  
St. George Banquet Hall  
TD Canada Trust - Beechwood  
TD Canada Trust - Conestoga Mall  
TD Canada Trust - Highland & Belmont  
TD Canada Trust - Highland Hills  
TD Canada Trust - King & Francis  
TD Canada Trust - Manitou  
TD Canada Trust - Pioneer Drive  
TD Canada Trust - Stanley Park  
TD Canada Trust - University & Weber

TD Canada Trust - Uptown Waterloo  
TD Canada Trust - Weber & Northfield  
TD Canada Trust - Williamsburg Town Centre  
TD Commercial Banking  
Winmar  
Workforce Planning Board of Waterloo  
Wellington Dufferin

## 25 YEARS JOINED IN 2001

B & L Metal Products Ltd  
BMO Bank of Montreal - Elmira  
Elmira Sip & Bite Restaurant  
Frey Building Contractors  
Go Energy  
Greg Weiler  
Henry Walsler Funeral Home  
Home Hardware Stores Limited  
Impact Events Group, Inc.  
Josslin Insurance - Elmira  
LANXESS Canada Co./Cie  
Martin Mills Inc  
Menno S. Martin Contractor Ltd.  
Perimeter Institute For Theoretical Physics  
Picard's  
Snyder Metal Fabricating Ltd  
Spilek-Weiss Electric Inc  
Unicorn Truck -Tank Wash  
Woolwich Observer

## 30+ YEARS JOINED IN 1996 or earlier

AECOM Canada Ltd.  
All Ontario Financial-The Mortgage People  
Amber Steel  
Atlas Scale  
Ayr Coach Lines Limited  
Barber-Collins Security Services Ltd  
Barth Dental Laboratory  
Bast Tirecraft Waterloo  
BDO Canada LLP  
Bell Canada  
Bell Media Inc.  
Bennett Grant LLP  
Better Business Bureau of Central Ontario, Inc  
Big Brothers Big Sisters of Waterloo Region  
Bingemans Hospitality Inc  
BlackBerry Limited

BluMetric Environmental Inc.  
Brodrecht's Flooring Canada  
BrokerLink  
Business Development Bank of Canada  
C.M.W. Ormston Holdings Inc  
Camino Wellbeing + Mental Health  
Canaccord Genuity Wealth Management  
Canadian Clay & Glass Gallery  
Caudle's Catch Seafood Ltd  
Central Ontario Developmental Riding Program/  
Pride Stables  
Centre In The Square  
Charcoal Steak House / Dels / Martinis  
Chicopee Ski & Summer Resort  
CIBC - Wood Gundy Waterloo  
Cober  
Coldwell Banker Peter Benninger Realty,  
Brokerage  
Colt Canada Corporation  
Concordia Club  
Conestoga College Institute of Technology &  
Advanced Learning  
Conestoga College Institute of Technology &  
Advanced Learning  
Conestoga Golf and Conference Centre  
Cook Homes  
Courtyard by Marriott Kitchener  
Cowan Insurance Group  
Crown Courier  
Crowne Plaza Kitchener-Waterloo  
Dearden & Associates Inc  
Deloitte Management Services LP  
Devtek Aerospace Inc.(Wholly owned subsidiary  
of Heroux Devtek Inc.)  
Doane Grant Thornton LLP  
DoubleTree By Hilton Kitchener  
Downtown Kitchener BIA  
Duncan, Linton LLP  
Dundee Country Club  
Dundee Recycling Ltd  
Dunn Heating and Air Conditioning  
Economical Insurance  
EIWO Canadian Management Ltd  
Elite Air Inc  
Enbridge Gas Inc.  
Enova Power Corp  
Equitable  
Erb & Good Family Funeral Home  
Ernst & Young LLP  
Fairview Park Mall  
FM 98.5 CKWR  
Fred Astaire Dance Studios  
G & B Cable Contracting Inc  
GHD Limited  
Golf's Steak House & Seafood  
Gowling WLG (Canada) LLP  
Green Gables Executive Guest House  
H. Wolynetz Investments Ltd

Habitat For Humanity Waterloo Region Inc  
Hahn Rentals  
Hauser Industries Inc  
Heer's Paint & Décor  
Heffner Lexus & Heffner Toyota  
Hendrix Genetics Ltd.  
Historic Walper Inc  
Hogg Fuel & Supply Limited  
Hospice Waterloo Region  
Humphries Auto Service 2017 Inc  
IG Wealth Management  
Indigo Instruments (Pinetree Instruments Inc.)  
Information Network Systems Inc  
Italo Foods  
J.M.B. Sales  
James Beingessner  
Jim Harper  
John Howard Society of Waterloo-Wellington  
John M. Stewart Medicine Professional  
Corporation  
Josslin Insurance - Kitchener  
Junior Achievement of South Western Ontario  
Kelly & Co  
Kitchener Public Library  
Kitchener Rangers Hockey Club  
Kitchener-Waterloo Art Gallery  
Kodiak Building Ltd  
KPMG LLP  
Kuehne + Nagel Ltd.  
K-W Fuel Injection Ltd  
K-W Oktoberfest Inc  
Linda Hilts Interiors Ltd  
M&T Printing Group  
MacNaughton Hermsen Britton Clarkson  
Planning Limited  
Marsland Centre Limited  
McBride Loudspeaker Source Ltd  
Melloul-Blamey Construction Inc  
Metropolitan Pump Co Limited  
Miller Thomson LLP  
MNP LLP  
MRC Systems Inc  
MTE Consultants Inc.  
Netflash Internet Solutions  
Northport Landing Inc  
Oak Bridge Properties  
Paca Industrial Distribution  
Parkway Ford Sales (1996) Ltd  
Peerless AQUAcare  
PricewaterhouseCoopers LLP  
Primaris Management Inc.  
Primus Realty Ltd, Brokerage  
PrimusPM  
ProMark Window Film & Blinds Inc.  
QLO Management Inc  
RBC Dominion Securities  
RBC Royal Bank - Retail  
RBJ Schlegel Holdings Inc.

Region of Waterloo International Airport  
Relectronic-Remech Inc  
Residence & Conference Centre  
Kitchener-Waterloo  
Rev. Gary Alcock  
Robert G. Heer  
Rogers Media Inc.  
Rotor Services Limited  
Rubberline Products Ltd  
Schiedel Construction Inc  
Scotia Wealth Management/ScotiaMcLeod Inc  
Septimatech Group Inc  
Serenia Life Financial  
Spaenaur Inc  
Spicers  
Steed and Evans Limited  
Strassburger Windows & Doors  
Sun Life  
Sunrise Shopping Centre  
Swan Dust Control Ltd  
Swanson's Home Hardware Building Centre  
TdS Dixon Inc  
The C3 Group  
The Food Bank of Waterloo Region  
The Plant Lady Inc.  
The RaeLipskie Partnership  
Total Home Energy Systems Inc.  
Trace Associates Inc  
Ulmer Realty Group Inc.  
United Rentals Of Canada Inc  
United Way Waterloo Region Communities  
University of Waterloo  
Uptown Waterloo Business Improvement Area  
VIP Travel Group Ltd  
WalterFedy  
Waterloo Catholic District School Board  
Waterloo Manufacturing Company Ltd  
Waterloo Region Community Foundation  
Waterloo Region District School Board  
Waterloo Regional Police Association  
Weber Supply Company Inc.  
Wesco Distribution Canada LP  
Westmount Golf & Country Club Ltd  
WHITNEY & Company Realty Limited  
Wilfrid Laurier University  
William Knell and Company Ltd  
Wm. J. Gies Construction Ltd  
Woeller Group Inc.  
WRHN Foundation  
Your Neighbourhood Credit Union  
Youth in Conflict with the Law  
Zehr Group  
Ziggy's Cycle and Sport Ltd.

# When it comes to collecting business debt, We Get It.™

Canada's Top-Performing Collection Agency

**WE TREAT YOUR CUSTOMERS WITH RESPECT.**

MetCredit *collects quickly & ethically.*  
It's what we've been known for since 1973.

**IF WE DON'T COLLECT, YOU DON'T PAY.**

MetCredit covers all the costs.  
*Unless we collect, you pay nothing.*  
There is no risk to you.



Visit

[MetCredit.com/Chamber](https://www.MetCredit.com/Chamber)

to get our **Special Chamber Rate of 22.5%**

 **MetCredit**

**THERE'S A REASON  
WE'VE BEEN IN  
BUSINESS FOR  
60 YEARS**

**Local & Dependable**



- \*RUSH SERVICE
- \*SAME DAY
- \*OVERNIGHT
- \*INTEROFFICE RUNS
- \*HR DELIVERY
- \*WHITE GLOVE
- \*MAIL METERING
- \*WAREHOUSING & 3PL
- \*ONLINE ORDER AND TRACKING

**crowncourier.com 519-748-1600**



**Crown Courier**  
The Complete Delivery Solution™



**ATTRACT AND RETAIN  
GLOBAL TALENT**

**BUILD A ROBUST AND  
HIGH-PERFORMING TEAM**



**Reach out today  
for free  
Consultations**

**519-622-7122 EXT- 108**

Be Future-Ready: Discover the WIN advantage and connect with us today!



[www.winwwd.ca](http://www.winwwd.ca)

**Here for Employers**

What we can do for you:

- ✓ Align your business vision with your talent needs
- ✓ Co-create practical solutions to address existing gaps and challenges
- ✓ Organize industry-specific networking events
- ✓ Offer customized in-house training and host expert-led workshops

Funded by:



Immigration, Refugees and Citizenship Canada

Financé par :

Immigration, Réfugiés et Citoyenneté Canada

## PROFESSIONAL CLEANING WITH A PERSONAL TOUCH

**Chamber of Commerce Members Get  
One Time Carpet Steam Cleaning For Free**

(Conditions Apply)

### Our Cleaning Solutions

- ✓ Ultimate Office Cleaning
- ✓ Carpet Steam Cleaning And Encapsulation
- ✓ Strip And Reseal Floors
- ✓ Warehouse, Car Park And Surface Cleaning
- ✓ Office Compost Program
- ✓ Office Germ Protection
- ✓ Exterior Removal Of Cobwebs And Wall Cleaning
- ✓ Exterior & Interior Window Cleaning
- ✓ Industrial And Manufacturing Cleaning
- ✓ Daytime Team Member Service

[info@kitchenerclean.com](mailto:info@kitchenerclean.com)

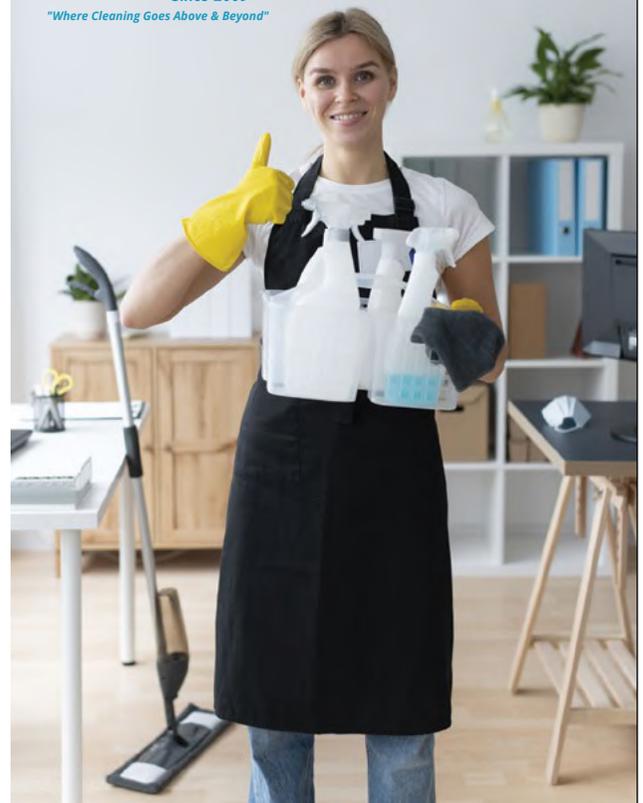
(519) 513 3965

[www.kitchenerclean.com](http://www.kitchenerclean.com)



**Get Your Free Assessment Today**

**KitchenerClean**  
Since 2009  
"Where Cleaning Goes Above & Beyond"



# LERNERS

## NAVIGATING WORKFORCE CHANGES AMID TARIFFS AND PRICE INCREASES



As economic pressures mount due to tariffs and rising costs, many businesses may find themselves facing tough workforce decisions. If you are a business owner wondering, “Can I lay people off because of tariffs and price increases?” — the answer is a resounding “maybe.” But it’s complex.

### THE LEGAL LANDSCAPE: LAYOFFS VS. TERMINATIONS

Understanding the difference between a layoff and a termination is essential when considering staff reductions. The approach varies between unionized and non-unionized workplaces, each with its own set of legal and procedural considerations.

#### NON-UNIONIZED WORKPLACES

- A “layoff” implies that employees will eventually return to work. However, layoffs are regulated and subject to specific legal conditions. Before laying off an employee, employers must ensure that their employment contracts include layoff provisions. Without such a provision, a layoff could be considered a constructive dismissal, giving employees grounds to sue.
- Provincially regulated employers must also recall workers within the prescribed timeline under the Employment Standards Act, 2000 (ESA). Failing to do so will result in the “layoff” automatically converting into a “termination”, meaning the employer must provide appropriate notice and severance pay.
- It is unlikely that the need to reduce your workforce via terminations due to tariffs will meet the legal standard for frustration of contract. Therefore, employers terminating staff due to economic pressures must still fulfill legal obligations regarding severance and notice periods. In most circumstances, price increases do not absolve businesses of their regular responsibilities.

#### OPTIONS FOR EMPLOYERS FACING ECONOMIC CHALLENGES

If layoffs are necessary, businesses may consider presenting employees with an amending agreement to their employment contract. This agreement would

explicitly allow for an unpaid temporary layoff period while offering employees an incentive — such as a signing bonus — to accept the terms. If the employees decline, employers are left with two choices:

- 1) Terminate the employee, which requires proper notice and severance.
- 2) Proceed with a layoff without contractual justification, which risks a legal claim for constructive dismissal.

#### UNIONIZED WORKPLACES

In unionized settings, employers must consult the collective agreement’s specific terms before making decisions. Unionized employees typically have clearer and stronger protections, making contractual compliance a key factor.

#### CAN EMPLOYERS ADJUST EMPLOYMENT TERMS INSTEAD OF RESORTING TO LAYOFFS?

For businesses that are under serious financial pressure, and which are reluctant to lay off employees, adjusting the terms of employment — such as wage reductions — is quite risky. Unauthorized wage cuts could result in claims of constructive dismissal if employees argue that their contractual terms were fundamentally altered. Whether a wage reduction is legally permissible depends on the extent of the wage cut.

For businesses navigating these uncertain times, proactive workforce planning is essential to protect both operations and employees.

---

GEORGE HAMZO AND THE EMPLOYMENT LAW TEAM AT LERNERS LLP ARE HAPPY TO HELP YOU WITH THESE ISSUES. **CONTACT GEORGE HAMZO TODAY.**

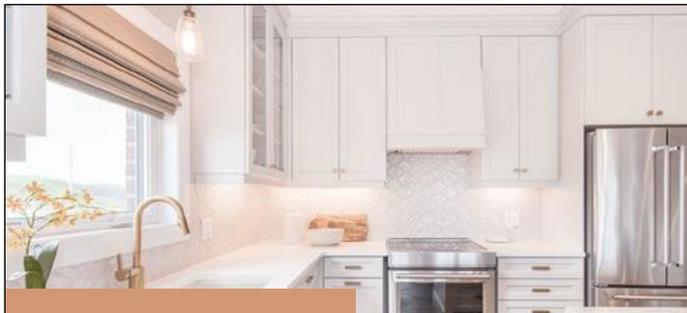


#### GEORGE HAMZO

Business Lawyer

☎ 519.640.6324

✉ [ghamzo@lernalp.com](mailto:ghamzo@lernalp.com)



Condos, towns, semis + singles available in Kitchener - Waterloo

DESIGNED + BUILT BY **ACTIVA**

for more information visit: [activa.ca](http://activa.ca)





PEALE GREEN HC-121

[www.heerspaint.com](http://www.heerspaint.com) | @heerspaint

## Engineered Performance



Strassburger Windows and Doors is the only manufacturer to offer a complete - engineered designed - window and door series including Multi-Track patio doors, Tilt 'n' Turn, DoubleNature, and our premium entrance door systems. All of our products feature superior energy efficiency, unparalleled performance and the best industry warranty. To see our complete line of windows and doors and find a dealer near you, please visit [strassburger.net](http://strassburger.net) today.



Manufacturers of vinyl windows, patio and entry door systems for the replacement, renovation and new-construction markets.

[strassburger.net](http://strassburger.net)



# WE DO SIGNS and so much more!

M&T Printing Group offers digital printing, vehicle graphics, exterior & interiors signs as well provide full service and installation.

- Banners
- Table Throws
- Pop Up Displays
- Retractable Banners • Vehicle Wraps
- Window Clings and Coverings
- Car Magnets
- Acrylic Letters
- AND MORE!

**CONTACT US FOR A FREE QUOTE OR TO SET UP A CONSULTATION**  
 675 Davenport Rd., Waterloo 519-804-0017  
 907 Frederick St., Kitchener 519-571-0101  
[www.mtprint.com](http://www.mtprint.com)

OTHER LOCATIONS IN  
 CAMBRIDGE - GUELPH - BRANTFORD  
 LONDON - WELLAND - GODERICH

# Home Loans Made Clear

READY TO START SAVING MONEY?



**CALL TODAY!**

**Melissa Henderson**  
 MORTGAGE AGENT L2  
**519.616.0548**  
[grandriverhomeloans.ca](http://grandriverhomeloans.ca)  
[melissa.henderson@mortgagegroup.com](mailto:melissa.henderson@mortgagegroup.com)



## Have you considered joining a Chamber Peer 2 Peer Group?



Contact [sguzman@greaterkwchamber.com](mailto:sguzman@greaterkwchamber.com) for more details






**CUSHMAN &  
WAKEFIELD**  
Waterloo Region

**WE DIDN'T  
COME THIS  
FAR, JUST  
TO COME  
THIS FAR.**

For over 100 years, Cushman & Wakefield have been solving problems in the built environment for our clients and communities around the world. Now, with even greater challenges to outthink, we're not about to slow down.

CUSHMAN & WAKEFIELD  
WATERLOO REGION LTD., BROKERAGE  
4295 King Street East, Suite 401,  
Kitchener, ON N2P 0C6  
Phone: 519 585 2200 | [cushwakewr.com](http://cushwakewr.com)

**Better never settles**

# Don't let your profits **Drip** away!

**Take charge of your water costs and invest in efficiency.**

**The Region of Waterloo offers funding to help landlords and property managers cut water waste.**

**You can benefit from:**

- \$15 rebate for each toilet flapper replaced
- free showerheads and aerator upgrades
- funding for building-wide upgrades to toilets, showerheads and aerators
- funding for audits or sub-metering to bill fairly and encourage conservation
- water softening and water conditioning solutions

**Do you manage an apartment building? Townhouses? A duplex or triplex? Contact us to learn more.**

**Landlords  
have saved up to  
\$250 to \$500  
per unit per year.**



[www.regionofwaterloo.ca/conservation](http://www.regionofwaterloo.ca/conservation) | 519-575-4400, TTY: 519-575-4608

# Community Corner



**1** Wilfrid Laurier University welcomed the local community to "Employees and Families Purple & Gold Night" on January 17, with President and Vice-Chancellor Deborah MaLachy alongside their mascot and young fans.

**2** Syd Vanderpool, CEO of SydFIT Health Centre, and his team donated 1,120 lbs of food to Food4Kids Waterloo Region, pictured alongside Faune Lang, Executive Director.

**3** MovemberKW joined the KW Titans at their 2025-26 home opener to celebrate with fans and raise awareness for men's health.

**4** Residents enjoyed seasonal festivities at the annual Winterloo event in Uptown Waterloo on January 24, featuring live ice carving, skating, music, and more.

**5** The City of Waterloo was recognized by the Province of Ontario as an Age Friendly Community, and Mayor Dorothy McCabe thanked volunteers Rick, Margaret, and staff member Pam for their continued support.

**6** The KW Chamber was proud to be in attendance at the grand opening of B55 Bar & Grill at the Hampton Inn & Suites by Hilton.

## Chamber Members Achieving Success



### Remembering Dr. Jack Bishop

Dr. Jack Bishop, a founding member and past president of K-W Oktoberfest, has passed away at the age of 86. Jack's passion, leadership, and unwavering volunteer spirit played a pivotal role in shaping the Festival and enriching the Kitchener-Waterloo community over many decades.

Widely respected for both his community service and his career as a dentist spanning more than five decades, Jack exemplified dedication and generosity. He helped found K-W Oktoberfest and served as its president from 1972 to 1976. In recognition of his lasting contributions, he was honoured as Kitchener-Waterloo Citizen of the Year in 1984.

Jack's legacy of service, commitment, and community spirit will be remembered and cherished always.

---

### Art Sinclair of the Greater Kitchener Waterloo Chamber of Commerce Retires



After nearly two decades of dedicated service, the Greater Kitchener Waterloo Chamber of Commerce is recognizing one of its most influential leaders as Art Sinclair, Vice President, Advocacy & Policy, retires. Since joining the Chamber in 2006, Art brought deep policy expertise shaped by twelve years at the Ontario Legislature, where he advised multiple cabinet ministers, including the Premier. His ability to translate complex policy into effective, solutions-oriented advocacy became a defining strength of the Chamber's work.

Throughout his tenure, Art served as the Chamber's authoritative voice on advocacy, representing the business community before municipal councils and provincial and federal finance committees. He played leadership roles locally and nationally, including Chair of the Canadian Chamber of Commerce Agriculture and Agri-Food Committee, and acted as staff liaison to numerous advocacy bodies. Through his leadership, the Chamber earned a reputation as a credible, informed, and respected partner at every level of government.

Beyond his professional impact, Art is admired for his integrity, institutional knowledge, and deep commitment to community. Raised on a family dairy farm and active in the Waterloo Rotary Club, he brought a pragmatic, people-first approach to everything he did. As Art enters his next chapter, we extend our sincere gratitude for the lasting legacy he leaves behind—one that will continue to shape the Chamber and Waterloo Region for years to come.



### President John Tibbits Retires from Conestoga College

Following a distinguished 40-year career dedicated to Conestoga College and its students, Dr. Tibbits is retiring.

Under President Tibbits' leadership, Conestoga strengthened its reputation for high-quality education, applied learning and collaborative community partnerships – work that has delivered measurable benefits to students, employers, and the regional economy.

These outcomes have been achieved through close collaboration with all levels of government and partners across the public and private sectors.

The Board has launched a presidential search and appointed Norma McDonald Ewing, Vice President, Institutional Strategy & Engagement; Chief of Staff and Secretary General to the Board of Governors, as Interim President.

## Gowling WLG Celebrates 40 Years in the Region

Gowling WLG is proud to celebrate 40 years in Kitchener-Waterloo this year. For four decades, the firm has grown alongside the innovators and institutions that have helped shape one of Canada's most dynamic business ecosystems—and it's just getting started.

As the firm reflects on this milestone, it remains equally focused on what lies ahead. That means continuing to do things differently: bringing fresh ideas, bold solutions, and a long-term mindset rooted in true partnership. Looking forward with optimism and enthusiasm, Gowling WLG remains deeply invested in the community that has given so much to the firm, paying it forward through its people, its work, and the relationships it continues to build across the region.



## Laurier opens massive indoor sports dome on February 1, 2026

Wilfrid Laurier University unveiled a new air-supported sports dome, opening what the university says is the largest indoor turf facility of its kind in Ontario university sport.

The 118,750-square-foot inflatable structure covers Knight-Newbrough Field during the winter months, allowing varsity teams and community sports groups to use the space year-round. The dome addresses a longstanding challenge for Laurier athletics by providing an on-campus training facility during the off-season, reducing reliance on rented off-site spaces that often came with limited availability and higher costs. The added flexibility also allows teams to better align training schedules with students' academic commitments, supporting overall well-being.

Nearly 200 people attended the opening ceremony, including Waterloo Mayor Dorothy McCabe, who highlighted the facility's broader value to the community. Through a partnership with the City of Waterloo, local minor sports organizations will be able to book time in the dome.

Funding for the purchase and ongoing maintenance of the facility is being shared by the university, student fees, and the City of Waterloo.



## Kitchener Executive Consultants Reflects on 50 Years in Executive Recruitment

Founded in 1976, Kitchener Executive Consultants (KEC) has spent five decades supporting organizations and professionals through an evolving employment landscape. In 2026, the firm marks its 50th year in business—a milestone that reflects both its longevity and adaptability within the executive search and professional recruitment sector.

KEC focuses on the permanent placement of mid- to senior-level professionals and leaders, working with organizations across a wide range of industries. Known for its consultative recruitment model, the firm emphasizes a deep understanding of client organizations, leadership requirements, and workplace culture. This approach enables KEC to align candidates with roles that support long-term organizational objectives rather than short-term hiring needs.

Over the years, Kitchener Executive Consultants has built its practice on relationship-driven recruitment and in-depth market knowledge. Its team of consultants draws on experience, industry insight, and structured search processes to support informed and effective hiring decisions.





# WHISKY & WINE

IN THE WAREHOUSE

SATURDAY, APRIL 25, 2026  
7-11 P.M.

THE FOOD BANK OF WATERLOO REGION  
50 ALPINE COURT, KITCHENER

TICKETS: [THEFOODBANK.CA/WHISKYWINE](https://thefoodbank.ca/whiskywine)



IN SUPPORT OF



SIGNATURE  
SPONSOR



COMMUNITY  
SPONSORS



BMW GRAND RIVER



**THE GRANDWAY**  
EVENTS CENTRE

# Your Next Event Is Closer Than You Think

A short 25-minute trip from Kitchener-Waterloo brings you to stunning Elora and The GrandWay Events Centre, we are ready to host your event, big or small!



## OUR SERVICES

- Meetings
- Conferences
- Training Sessions
- Workshops
- Retreats
- Team Building
- Celebrations
- Milestones
- ...and more!

## OUR SPACES

**Irvine Boardroom** - 16 people, starting at \$250

**River Room** - 48 people, starting at \$500

**GrandWay Hall** - 224 people, dividable, starting at \$750

## CONTACT US TODAY!

✉ [BOOKINGS@THEGRANDWAY.COM](mailto:BOOKINGS@THEGRANDWAY.COM)

☎ 519-846-5455

🌐 [WWW.THEGRANDWAY.COM](http://WWW.THEGRANDWAY.COM)

MEET OUR  
EVENTS TEAM



Abi Kay



Alaya Cohen



**Support  
Local**

**Support  
Waterloo**

Choosing to buy local supports your neighbours, fuels innovation, strengthens our economy and helps build a thriving Waterloo, together!

If you're a Waterloo business and want resources to help share your local story, visit [waterloo.ca/support-local](http://waterloo.ca/support-local)