



**CKCA Board of Directors Meeting**  
**Wednesday, January 24, 2024 - 1:00 pm – 3:00 pm**  
**Via Zoom**

MINUTES of a Meeting of the Directors of CANADIAN KITCHEN CABINET ASSOCIATION (the “Corporation”) held via Zoom on January 24, 2024 via Zoom.

**PRESENT:**

Amrita Bhogal (Vice President)  
Giuseppe Castrucci  
Chris Havey  
Luke Elias  
Craig Atkinson  
Gerald Van Woudenberg  
Varun Gajendran  
Joerg Brauns

**NOT PRESENT**

Pete Fournier (President)  
Trevor Chaulk  
James Dewinetz  
Heidi Boudreault  
Earl Ducharme

PRESENT BY INVITATION: Sandra Wood, Executive Director (joined by teleconference) and Chris Leonard, Kaizen Learning Partners.

**1.0 Welcome and call to order**

In the absence of CKCA President, Pete Fournier, Amrita Bhogal served as Chair of the meeting and called the meeting to order at 1:04 pm.

**2.0 Establishment of Quorum & Constitution of Meeting**

In accordance with subsection 6.5 of CKCA’s by-laws in compliance with the CNCA (Canada Not for Profit Corporations Act), a majority of elected or appointed directors shall constitute a quorum for the transaction of business. There were 7 Directors present for this meeting, therefore a quorum was established the meeting was constituted.

**3.0 Approval of Agenda**

On a motion moved by Giuseppe Castrucci, seconded by Craig Atkinson, RESOLVED THAT the agenda as presented be approved. Unanimously carried.

**4.0 Approval of Minutes of November 29, 2023**

On a motion moved by Gerald Van Woudenberg, seconded by Craig Atkinson, RESOLVED THAT the minutes of November 29, 2023 be approved. Unanimously carried.



## 5.0 Business arising out of Minutes

There was no business arising.

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## 6.0 Roundtable – How’s everyone doing?

General discussion amongst Board members of how their businesses are doing, what they are observing. Business continues to remain slow, multi-family continuing to push out dates, companies focusing on strategic plans, process improvements etc.

## 7.0 Strategic Planning 2024 – 2026

### 7.1 Review of 2020-2023

### 7.2 Strategic Plan 2024 and Value Stream Mapping

Sandra Wood advised the Board that the three-year strategic plan is now up for renewal and she has been working with Chris Leonard, Kaizen Learning Partners. Sandra advised that having a strategic plan has been a very valuable tool to help keep the organization on track. Executing the plan has been good, sometimes challenging, but overall we have stayed on track.

Chris Leonard took the Board through the value stream mapping, how we performed compared to the goals we set on the plan and the lessons learned, in Kaizen this is called a “Hansei”. Execution of the strategic plan was about linking projects with the plan and taking action based on the priorities we set. There was discussion about not meeting the membership targets and Sandra advised that we are growing slowly, organically, with events driving more membership and therefore with Covid we couldn’t host more events. Membership can be a tough sell, in particular in the more challenging times. Amrita Bhogal encouraged the board to speak to people in the industry and try to bring them into the association, especially coming from a CKCA board member, it creates a trust factor. Chris Leonard added that having projects such as the technology one moving forward will help.

Chris Leonard reviewed performance on sponsorship as targets were impacted by Covid but we are now surpassing our \$30K target, but we recognize that we don’t have the critical mass to support an annual sponsorship program, instead events still drive sponsorship. Sandra Wood advised we will continue to intensify and promote working with suppliers who support the association. There was discussion about technology funding, CDAP etc. Sandra Wood confirmed we will move forward with a tech webinar series to help companies go through the steps to adopt more tech. In addition, CKCA will proceed with the tech peer group that will focus on a project that automates some part of the industry and go after some R&D funding to support that work.

Giuseppe Castrucci suggested that a blind survey out to the members that would allow CKCA to find out what funding members got through programs or other leads that CKCA pushed out. This could be posted on the CKCA website and used to say what the benefits of membership are. Luke Elias suggested we run a feature in our eblasts sometimes and tell the story of what that member got and how it’s helping them in their business. Sandra Wood confirmed that we need to do more measuring and have systems in place that allow us to do that.

Chris Leonard also reviewed the 2024 Value Streams & KPI’s and the plan for 2024. Areas of focus will be to gather data of what we have on the sector, improve public perception of career opportunities in this sector, further refine the website, improve sector adoption of appropriate technology and improve use and measure members use of the programs CKCA offers.



On a motion moved by Luke Elias, seconded by Craig Atkinson, RESOLVED THAT the CKCA Strategic Plan Jan 2024 – Jan 2027 be adopted. Unanimously carried.

**Strategic Plan (approved version January 24, 2024) – [Click here](#)**

Chris Havey, joined the Board call as discussions began on agenda item 8.0

## **8.0 CKCA Program & Education Committee**

- 8.1 Face to Face Events 2024
- 8.2 Face to Face Events 2025
- 8.3 Webinars

Sandra Wood advised the regional program for 2024 was coming together. There was discussion about the tour of Tafisa disallowing its competitor, Uniboard to come through. Both companies will not let the other through. There was considerable discussion on this and around core values of CKCA. There was concern about precedent and CKCA priding itself on being transparent with tours. It was noted that CKCA gets more rejections for plant tours likely because of the concerns about competition. There was some frustration expressed by Board that we were in this situation and it would mean that we would potentially not tour either facility which would be a loss. The Board directed Sandra to ask Tafisa if no photos (no photos) would soften their position and Sandra will report back to the Board.

Update: After efforts were made after the Board meeting to secure a gentleman's agreement, CKCA President, Pete Fournier was briefed on the situation. Since both Tafisa and Uniboard were disallowing each other, it was presented to the Board that we proceed with Tafisa this time and that the next time we go through Quebec we can tour Uniboard and disallow Tafisa. The decision to do this would be considered an exception and not the norm. There was general support by the Board to take this direction.

Sandra Wood advised the Board that the National Forum will tour large and small shops and the Board agreed this was a good mix. Luke Elias suggested we do more heavy promotion of our tours as this is such a big draw and the key is to get this information out to the non-members.

On a motion moved by Giuseppe Castrucci, seconded by Chris Havey, RESOLVED THAT the CKCA Spring Regional in 2025 will be held April 30 – May 2. Unanimously carried.

In addition, the National Forum is headed to BC. The Board remains open to either Kelowna, Vancouver or the Island. Sandra Wood will approach Westwood and Norelco in Kelowna and Joerg Brauns has offered to speak with Heartwood. Will report back to the Board once we have more news.

Sandra Wood advised that webinars were coming along. The Board were unsure if the proposed webinar by MNP would be relevant, the content needs to be more pedestrian. Sandra will go back to MNP to discuss this further before deciding if a webinar on the topic of financial viability will take place.

## **9.0 Communications/Promotions**

- 9.1 Video/HR tools launch



Sandra Wood advised the board that the videos focus on different careers within the industry and are coming along nicely and she thanked board members Sunrise, Laurysen, Lucvaa and Muskoka for providing video content. The videos will be launched soon as part of a package to profile the industry. This all stems from the idea of having a list of different jobs in the industry and now also having some video content that can be tools to help promote careers in the sector. These tools can be used at career fairs, high school presentations and even recruitment.

### **10.0 Advocacy**

- 10.1 CKCA invited to present to CHPVA
- 10.2 Formaldehyde Update
- 10.3 Chinese imports

In the absence of Earl Ducharme, Chair, Sandra Wood provided the update. The Board were undecided about CHPVA's invitation to present and asked that this be brought forward to the next Board meeting for a decision.

### **11.0 Membership**

- 11.1 Renewals
- 11.2 New Members

Sandra Wood provided an update on membership. Renewals are in process, we have gained 20 new members so far, so it's looking promising. However, we are pursuing a number of members who have not yet paid.

### **12.0 Finance & Governance**

- 12.1 Review of December Financials
- 12.2 Elections

In the absence of James Dewinetz, Treasurer, Sandra Wood provided an update on the financials. Sandra confirmed that once we pay for the Review Engagement we will be close to \$30K deficit finishing in 2023 and that means we will have had to dip into reserves. In addition, we will be paying back the CEBA loan of \$40K to Government who did not offer any further extensions. We will work hard to do what we can to balance the books and draw a small profit, the small increase of 2% in the membership dues will definitely help.

On a motion moved by Luke Elias, seconded by Chris Havey, RESOLVED THAT the December 2023 Financials be approved. Unanimously carried.

Sandra Wood advised the Board that by the next Board meeting we will need to know which board members wish to run for another term. As well, we will have a change in the Executive and will be looking for a Board member to step up into the VP role. Board were asked to let Sandra know their intent for the upcoming year before the next Board meeting as we start preparations for the AGM in June.

### **13.0 Adjournment**

Amrita Bhogal thanked everyone for their time and with no other items to be discussed she asked for a motion to adjourn the meeting. Moved by Craig Atkinson, seconded by Joerg Brauns, the Board meeting of January 24, 2024 was adjourned at 3:00 pm. Unanimously carried.