



FREDERICTON
CHAMBER
OF COMMERCE
The Voice of Business

2010-2011 Annual Report



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President's Message – Mike Toole, Wilson Insurance

Time passes so quickly. Where did the past year go? It has been a very enjoyable year for me and an excellent year for the Chamber. As President of this great organization I couldn't be happier with the success that we have achieved over the past year. We have a diverse and talented Board of Directors and we continue to be an influential and respected organization. This can be directly attributed to the leadership and inspired direction of the Board and the dedication of a loyal and enthusiastic staff.

Advocacy continues to be a major responsibility and function of our board. The Board and volunteer committee members have worked hard on several issues that directly affect our members. Great results have been achieved. For example, our advocacy efforts on two issues; firstly the minimum wage issue and secondly the need for runway improvements at the Fredericton airport have not gone unnoticed. Our Business Immigrant Mentorship program continues to receive great accolades from all three levels of government as well as from the participating mentees and volunteer mentors. We should be very proud of the success of this program. We continue to work hard in the areas of physician recruitment, economic development and government affairs.

I continually hear remarks about the great abilities of our staff and volunteers to host professional events, networking activities and educational seminars all for the benefit of our members. It appears that the bar is raised and exceeded year over year.

As the current Chamber year draws to a close we bid adieu to Lee Winchester and welcome Andrew Steeves as our new President. I want to thank Lee for his years of dedication and outstanding leadership and I look forward to working with Andrew and our new slate of directors. I will continue on as Past President and I look forward to serving our members to the best of my ability.

I want to draw special attention to and thank our professional and dedicated staff. They continue to promote and hold our great organization together. I also want to thank our retiring board members for a job well done. They have made significant contributions to our organization. Finally to the new Board I welcome you and wish you all the success in your upcoming term.



Thank You to the 2010-2011 Executive and Board of Directors

Executive

Mike Toole, President
Wilson Insurance

Andrew Steeves, 1st Vice President
exp. Services Inc.

Janice McKay-Corey, 2nd Vice President
Contract Management Services

Lee Winchester, Past President
BMO Bank of Montreal

Nick McCarthy, Treasurer
Riverview Ford Lincoln Sales Limited

Andy Power, Executive
Stantec Consulting Ltd.

K. Chipp McCrea, Executive
Matthews McCrea Elliott

Directors

Chris Johnston
Bulletproof Solutions

Deryl Armstrong
Barrington Consulting Group

Dan Coleman
University of New Brunswick

Frank Flanagan
City of Fredericton.

John Crossley
Formerly of Meritus University

John Robison
Skill Search Recruiting

Kathy Russell
Fredericton YMCA Inc.

Mark MacKenzie
Green Imaging Technologies Inc.

Mary Goggin
Accreon

Nancy Cook
Daily Gleaner

Stephen Hill
Cox & Palmer

Thank you
for your valued contributions
to the advancement of the Chamber mission.





Chief Executive Officer's Report – Susan Holt

Thank you for taking the time to read our Annual Report for 2010-2011. This has been an extremely successful year for the Fredericton Chamber of Commerce, and I'm pleased to share with you a summary of what we've accomplished with the support of our membership.

The Fredericton Chamber of Commerce strives to serve its members in 4 key ways. We work to **save members money** through low cost benefits and group purchasing power, to **connect** members to suppliers, customers and partners to improve their productivity, to **advocate on their be-**

half with municipal, provincial and federal governments, and to **educate** members and their staff in an affordable, timely manner. Below are a few key ways we've delivered on that mandate this year:

Saving Members Money

- Expanded our Member 2 Member program to include **13 more discount opportunities** for businesses and their employees.
- **Lowered Merchant Services rates** from \$0.09 to \$0.069 on Interac, 1.68 to 1.59% on Visa and 1.79 to 1.64% on Mastercard
- Secured **reduced prices for members** on non-chamber events

Connecting Members to Opportunities

- Published 6 issues of Insight to 1168 member recipients bi-monthly, featuring **more than 100** of our members
- Held 36 events, of which **23 were free events**, hosting **3897** attendees
- Engaged **143 volunteers** in rich committee and mentorship opportunities
- Connected nearly **5000** shoppers to our online member directory

Advocating for Member issues

- Secured commitment for a Collaborative Care clinic in Fredericton from government
- Promoted Red Tape reduction priority and convinced Deputy Minister to assign accountability
- Presented Tip and Training differential program to Minimum Wage Board, received favorable response
- Pushed for Air service reforms and SR&ED program support with Federal representatives

Educating Members

- Delivered 2 free "Art of Networking" sessions
- Based on member feedback, coordinated 2 free "Access to Capital" and 1 "Mastering the Pitch" sessions
- Partnered with ProfitLearn to present a very popular Social Media training session and an Effective Communication for Managers session

Last summer, the Board of Directors and Staff of the Chamber, with the help of a few experts, spent a

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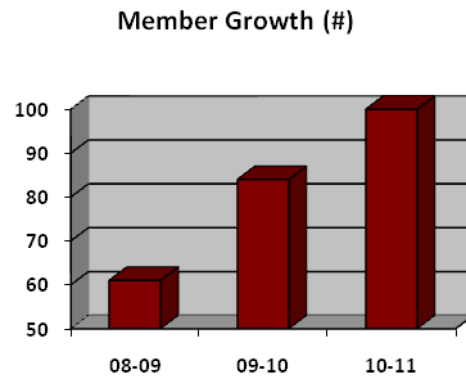
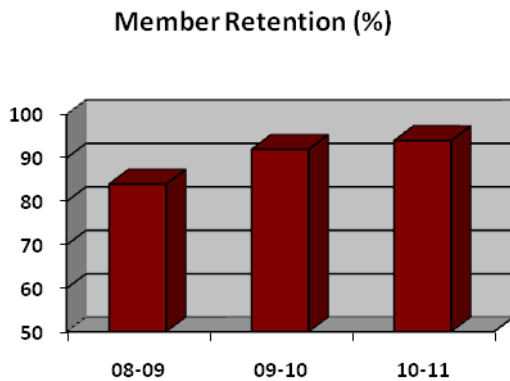


number of days developing the Fredericton Chamber's 2011-2014 Strategic Plan. I'm pleased to share with you the 3 external and 2 internal goals set out in that plan, which we've begun to work toward this year.

- 1) Deliver Personalized Member ROI (Return on Investment)
- 2) Increase the Impact of Chamber Advocacy
- 3) Become the Connector of Choice for Business
- 4) Build a 21st Century Chamber
- 5) Secure our financial viability

A more detailed overview of this plan can be found on the chamber website.

Chamber Performance Measurement



These strong results demonstrate the resonance of our mandate – to be the **Business Partner** of choice for members through our suite of benefits, services and events, and to help create a **better business environment in Fredericton** through our advocacy work.

I'd like to recognize the 2009-2010 Board of Directors for all their time and contributions this year. Their input is critical to our advocacy development, and to ensuring that we're constantly operating with members in mind. I'd also like to recognize our talented Chamber staff. **Katie Gillingham**, our Director of Membership and Marketing, has delivered exceptional service to every business that has sat at her desk wanting to grow their business through Chamber services. **Wendy Morrell**, our Manager of Operations and Communications has ensured our members are the most informed in the city by producing our popular



Insight magazine and our widely read emails. **Brianne Philips**, our Bookkeeper, delivered consistent responsiveness for our financial queries. **Jennifer Philips**, our Event Manager, kept a record number of guests organized and happy, while keeping the Chamber team laughing. **Jennifer English**, our Director of Policy and Research has really elevated the Chamber's advocacy work this year with thoughtful research and dedication. And our newest teammate, **Janet Moser**, has taken the Mentorship Program to the next level of impact on our community and newest Frederictonians.

I feel very fortunate to have worked with outgoing President Mike Toole. His patience, flexibility and attention to our team and work provided the springboard from which we jumped this year.

As we look ahead, there is much to get excited about. Incoming President Andrew Steeves brings a wealth of knowledge and insight to our organization, along with his ability to engage others and his passion for our community. Together, we will continue to encourage the provincial government to right their fiscal ship. We're also looking forward to the municipal elections next spring, when the Chamber will help **cultivate important conversations** between the business community and those vying for public office. Finally, the entire Chamber team is eager to get to know our members even more deeply and ensure that our benefits, events, advocacy and education efforts are what you need. The Fredericton Chamber is here to help you succeed, as *Your Business Partner*.





Treasurer's Report—Nick McCarthy, Riverview Ford Lincoln Sales Limited

The 2010-2011 fiscal year was a successful one for the Chamber. We ended the year with Net Income of \$64,314 compared to a break even budget, improving our overall financial position, accumulated surplus, to \$151,401. After a number of financially challenging years, we set a budget aggressively targeting cost control and revenue growth revenue, while still providing the level of service our members expect. I commend the Chamber board and staff on an outstanding job.

Revenue growth was strong. Total revenue was \$796,781, \$67,440 greater than last year and \$20,941 greater than budget primarily due to successful special events. Expenditures of \$732,467 were \$7,850 less than 2009-2010 and \$20,941 less than budget due to lower than anticipated costs of our special events.

Despite our success this year, the trend during the past number of years has been that it is becoming more costly to operate the Chamber. The 2011-2012 fiscal year will present another challenge to increase revenue to balance our budget.

Almost all of the Chamber's revenues are generated from its member base through sources such as membership dues and group insurance, to advertising revenue and our special events. We can only continue to achieve our goals through a strong and growing member base and your participation in Chamber programs and events.

I have enjoyed my term on the Chamber board and am proud to have worked with so many people dedicated to the prosperity of our business community. On behalf of the board, I thank each member for their support and encourage all members to become involved. The Fredericton Chamber of Commerce is the voice of business and only through your involvement and support can we continue to be effective.





Advocacy Update - Jennifer English, Director of Policy & Research

Advocating on behalf of our members has always been at the very centre of the Fredericton Chamber's mandate, and this year we increased our efforts to recruit volunteers, engage stakeholders, and promote our members' perspective to the public. The result has been a year of excellent, highly visible press coverage; access to key decision makers at the municipal, provincial, and federal levels of government; and progress on a number of key advocacy files. The following is a summary of a few of the priority issues we advanced this year.

Reducing Red Tape

Government red tape has emerged as a top issue for members for the past few years on our annual member survey, so we were pleased when the Alward government included a commitment to reduce red tape in its election platform. Working closely with the CFIB, we developed a number of recommendations to encourage the government to take this commitment from promise to reality. We encouraged government to follow red tape reduction models that have proven successful in other provinces and adapt them to suit New Brunswick's resources and capabilities; we provided suggestions to make the Public Review of Draft Regulations website more user-friendly and relevant to business leaders and entrepreneurs; and we offered to work more closely with government to communicate our members' concerns about government processes. The result of these recommendations has been the development of a positive working relationship with Executive Council Office, which we'll be fostering actively in the coming months.

Advancing Collaborative Care

We were thrilled to see that in the lead-up to the provincial election last fall, all major parties running for office issued commitments to expand collaborative care if elected. We were particularly pleased to see now-Premier David Alward announce that he would open collaborative care clinics in Oromocto and the south side of Fredericton if he took office. Since the PCs came to power in September we've worked to keep this promise at the forefront, communicating with members of our local caucus, Minister of Health Madeleine Dubé, and Minister of Finance Blaine Higgs to discuss the importance of this issue to our members. To date we've received no firm answer as to when we can expect these clinics to be established, or the timeline government has put in place for their realization.

Our President's Committee on Physician Recruitment (PRC) – the committee that first identified the role that collaborative care plays in modern physician recruitment – met in May 2011 to discuss the provincial government's lack of progress on this initiative and develop a strategy to move it forward. Securing additional collaborative care options for Fredericton continues to be a key priority for the Fredericton Chamber, and will be the main focus for the PRC in the coming months.



Mitigating the Minimum Wage Burden

Since early 2010 we've been working in close partnership with the Business Minimum Wage Coalition, a group of membership-based organizations from across the province that shares an interest in seeing a nuanced approach to minimum wage policy in New Brunswick. Over the past year this coalition has secured meetings with Premier Alward, Minister of Post-Secondary Education, Training and Labour Martine Coulobme, and members of the Minimum Wage Board to discuss how tip and training differentials would significantly ease the strain of the minimum wage increases for many of our small business owners. We were encouraged to see tip differentials referenced in the provincial budget speech given in March 2011, and will continue to work with our coalition partners to urge government to introduce differentials in advance of the next scheduled wage increase in September 2011.



Event Update Jennifer Phillips, Event Manager

Each year we survey our members and they tell us what is the most important thing about being a chamber member, and that number 1 thing is **networking**.

We offer a number of events throughout the year. At each of these events there is the opportunity to meet new people and exchange business cards.

Monthly Events

- **Business After Hours** is one of our most successful networking opportunities; it allows businesses to showcase their products and places of business. We had 587 guests attend our Business After Hours at 8 different locations, which is an increase of 30 from 2000.
- **Productivity Matters Education Series** offers a monthly educational component to the Chamber members. Keynote speakers and facilitators focus on a variety of hot topics. We hosted 2 PMES this year with an attendance of 43, but hosted 8 education events for free to our chamber members.

Major Events

- **Annual General Meeting/President's Reception** – May/June – Offers the incoming and outgoing Presidents an opportunity to discuss what their perspectives are from the last year and what the incoming President would like to see happen in the year ahead. In 2010 we saw 33 in attendance at the AGM and 64 at the President's Reception, which also saw Rob Blanchard from Rob Blanchard Photography receive the President's Award.



- **Past President's Luncheon** – June – Each year a luncheon is held in honour of the hardworking Past President's. We had 16 in attendance for 2010.
- **Summer Biz Bash** – June – As a member appreciation event we finish off the year with one last mix and mingle before the summer break. Canadian Breast Cancer Foundation hosted this event with the UNB Sub and we saw 70 in attendance.
- **Annual Golf Tournament** – August – One of the most popular and fun event that the Fredericton Chamber of Commerce hosts. We see members from all over the Atlantic Provinces attend. In 2010 we saw most hole sponsors have an interactive game or tasty treats on their hole for our 168 golfers.
- **Business Excellence Awards** – October – This awards ceremony recognizes businesses that have shown outstanding customer service, community involvement and other notable achievements. With Dianne Buckner (Dragon's Den) as the MC this year, we honoured 7 companies/people in front of 380 guests. Award winners include: Business Persons of the Year—Jim and Dawna Gilbert of Wheels & Deals / Small Business Award—E B Sports Consulting / Intermediate Business Award—What On Earth / Large Business Award—Barrett Xplore / Sustainable Leadership Award—The Blue Door / Community Impact Award—Fred Kid Healthy Families & Healthy Communities / Youth Entrepreneur Award—Live, Love, Laugh Event Planning & Consulting.
- **State of the City Address/Gala Evening with the Mayor** – January – As the 1st event at the new Fredericton Convention Centre, his Worship Mayor Brad Woodside gave an update on initiatives being undertaken by the City. 512 attended.
- **State of the Province Address** – January – The Fredericton Chamber of Commerce has hosted 8 Premiers since 1974. This event carries the Premier's message to the province's accomplishments and future direction of New Brunswick. With the move to the Fredericton Convention Centre we saw another sold out crowd with 800 in attendance.
- **Distinguished Citizens Awards** – March – We annually recognized members of the community who have given back, whether it is through their service or leadership. We recognized 3 recipients this year, with an attendance of 209. Award recipients were: Kerry Atkinson, Alfred Hamill, and Heather Neilson

The networking opportunities through the Chamber are endless. For a list of our upcoming events contact the chamber office at 458-8006 or visit our website at www.frederictonchamber.ca.





Thank You To Our 2010-2011 Sponsors—

Katie Gillingham, Director Membership and Marketing

The Board of Directors and staff would like to thank each and every sponsor for supporting our events during the past year and helping to make the Fredericton Chamber of Commerce events successful.

Golf Tournament 2010

Crowne Plaza Lord Beaverbrook
Coastal Graphics
Fred FM
Moosehead
Rob Blanchard

2010 Business Excellence Awards

Outreach Productions
Business New Brunswick
Signature Sound
Atlantic Lottery Corporation
Delta Fredericton
CGA NB
Bell Aliant
KPMG
Covey Basics
Wilson Insurance UPS
Credit Union
Matthews McCrea Elliott
Jackson Triggs - Vincor Canada
Valley Graphics
Kwik Kopy
Fred FM
Rob Blanchard Photography
Scott's Nursery

Gala with the Mayor 2011

Bell Aliant
Enbridge Gas NB
Cox and Palmer
The Daily Gleaner
Advocate Printing
Rob Blanchard
Kiers Marketing Group

State of the Province 2011

Telegraph Journal
Atlantic Lottery Corporation
Emera
Rogers TV
Grant Thornton
Bell Aliant
Stewart McKelvey
RIM
NB Medical Society
RedCow Marketing & Technologies
St. Thomas University
Enbridge Gas New Brunswick
Konica Minolta
Rob Blanchard Photography
Bank of Montreal
Enterprise Network
Advocate Printing

Distinguished Citizens 2011

AVW TELAV
Rob Blanchard Photography
Crowne Plaza Lord Beaverbrook
6 Colour Copy & Printing
Ginger Design

Tri City Mixer 2011

Enbridge Gas New Brunswick
McInnes Cooper





Business Immigrant Mentorship Program Update—Janet Moser, Program Coordinator

Mentors: Alex Scholten; Hart North; Conrad Rutters; Bob Jewett; Heather Vieneau; Pierre Beaulé; Robert Grant; Brian Bulley; Kier Clark; Carole Hepperle; John Robison; Joe Khoury; Sharon Cowan; Tony Henderson; Daniel Pickard; Jeff Gray; Peter Giebels; and Danny Crain.

The mentorship program ran successfully in the year 2010 – 2011 seeing two completed cohorts. During this time cohort 3 ran between the months of August 2010 – January 2011 with twelve pairings of immigrant mentees and 12 local business owner mentors. Cohort 4 saw a significant increase in intake of participants with 19 starting pairs of mentee/mentor pairings. Time and attention were given to program development and as a result an educational component was added to the program. Educational business training has proven to be a key component to the program, which allows the new immigrants the opportunity to learn the fundamentals of doing business in New Brunswick. This addition to the actual mentoring of a business professional has aided the business process for the immigrant participants and offered them a well-rounded experience.

Mentors are recruited from the Fredericton Chamber of Commerce membership and currently we have nineteen registered mentors with two consulting mentors. Consulting mentors work as professionals who advise and assist traditional mentors with professional accounting and banking advice for the mentees.

In April 2011 the Fredericton Chamber of Commerce was awarded the Business Immigrant Mentorship Program for a third term with Janet Moser continuing on as program coordinator. The Population Growth Division of the Department of Post Secondary Education, Training and Labour has expanded the program to the following provincial cities – Moncton, Saint John and Bathurst. The program continues to grow and develop with the assistance of strong partnering from the City of Fredericton, Enterprise Fredericton, the Multicultural Association of Fredericton and the Fredericton Chamber of Commerce and all of its volunteers.





Government Affairs Committee—Andrew Steeves, exp Services Inc.

This past year we had both a Provincial (September) and a Federal (May) election. As a result the members of the Government Affairs Committee were busy meeting candidates and presenting the key issues of the Chamber to them. Fortunately, the Committee had a diverse and energetic membership and was able to present clearly and quickly the position of the Fredericton business community.

In the fall we began work on our pre-budget submission to the provincial Dept. of Finance. Working in sub-committees, we developed recommendations around key issues including local health care (physician recruitment, collaborative care), immigration (attraction, retention), minimum wage policy (tip and training differentials), the Airport (support for infrastructure and enhanced service) and research and development. Other issues raised included local government (the Finn Report) and deficit/debt control. We were gratified to see that our recommendations around wage policy and doubtful debts were reflected in the budget when it was presented in March.

During the federal election campaign the Committee hosted a Candidates Forum at the Hugh John Flemming Forestry Complex. Moderated by committee member Mark MacKenzie, the parties were presented with a series of questions on economic issues relevant to the Greater Fredericton region. The event was well-received with over 55 people in attendance and received good coverage from local press.

All in all it was a busy and productive year for the Committee. The volunteers were a strong group and were ably assisted by Chamber staff, most notably Jennifer English and Susan Holt.

Committee Members: Arnold Lynds; Chris Tumwine; David Emerson; Gerard Daly; Haley Flaro; John Bowles; Joseph O'Donnell; Linus Anandara; Lisa LePage; Margot Cragg; Mark MacKenzie; and Steven Cage.



Economic Development Committee—Janice McKay, Contract Management Services Ltd.

With the 2010 annual membership survey demonstrating that government regulations was still a key issue for Chamber members, the Economic Development Committee began the year by revisiting the previous committee's work on the issue. We built on this work by meeting with representatives from Enterprise Fredericton, Business New Brunswick, and ACOA to discuss the regulations and processes that most often prevent entrepreneurs from starting or expanding their businesses.

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These meetings revealed that the scope of programs available often make it difficult for entrepreneurs to navigate the systems in place to support them; to address this, we planned a 4-part education series in our Chamber Connections email to educate our members about where to turn to access specific resources. Members will see this series unveiled over the summer months.

Working closely with the CFIB, we also developed a list of recommendations around red tape reduction and presented them to staff at Executive Council Office. Government was keen to hear the business community's perspective on red tape and asked a number of insightful questions related to our recommendations. We've agreed to continue to work with Executive Council on this issue, and Chamber staff will stay in touch with our contacts there as their work on this initiative progresses.

Committee Members: Catherine Veysey; Celine Diotte; Dan Taylor; Heather Black; Lisa LePage; Margot Cragg; Nick Lawrence; Stephanie Maston; Stephen Hill; and Stephen Kelly.



President's Committee on Physician Recruitment—Mike Toole, Wilson Insurance Ltd.

The President's Committee on Physician Recruitment has been in existence nearly three years now. Over the past year, the committee met on a bi-monthly basis and continued to act in an advocacy role to attract new physicians to the Fredericton area.

Young physicians have consistently indicated to us that the collaborative care model is the most attractive practice model and the model of choice

as they begin their careers. With this in mind, we communicated this position to the previous Liberal government and after the election, we asked our newly elected MLA's to support our position. We received unanimous support for our position.

Over the past few months our committee has become increasingly frustrated with the lack of action on this file. We have written a letter to the Minister of Health and have respectfully asked for her intervention to speed up the process. To date we see no evidence that this is a priority with the department.

Our committee believes now is the time to get back to basics and strongly communicate the need for improved accessible physicians. A new communication strategy is being drafted and the committee will be clearly focused on bringing resolution to this very important issue.

Committee Members: Ann Swinamer; Bob Hatheway; Dale Dunphy; Denise Coulombe; Derek Schriver; Don Fitzgerlad; Doug Motty; Glenna Birt; Helen Hayward; Kerstin Coy; Lee Winchester; Lisa MacInnes; Lucas Roze; Ron Forsythe; Ross Mathers; Susan Phillips; and Wendy Southworth

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Nominating Committee—Lee Winchester, BMO

As chair of the Fredericton Chamber of Commerce Nominating Committee, it is my pleasure to share with you the list of nominees for the 2011-12 Board of Directors of the Chamber.

The committee is comprised of members of the Chamber’s Executive including the Past President, President, 1st Vice president and 2nd Vice President. The committee had sent out requests for board nominations earlier in the year to be considered to be represented as directors on our

board. The nominations reflect a variety of industries, a mix of business owners and professionals from the community. Anyone considered for the board was required to be a member of the Fredericton Chamber of Commerce and be in good standing at the time of nomination.

The following individuals have indicated their willingness to serve a one-year term as Officers and Members of the Executive Committee beginning in June 2011:

Executive Committee

- President** Andrew Steeves, exp Services Ltd
- First Vice President** Janice MacKay, Contract Management Services
- Second Vice President** Chris Johnston, Bulletproof Solutions Inc
- Treasurer** Dave Armstrong, KPMG
- Past President** Mike Toole, Wilsons Insurance
- Executive Committee** Mark MacKenzie, Green Imaging Technologies Inc.
- Executive Committee** K. Chip McCrea, Matthews McCrea Elliot

First Year Directors

In accordance with the Chamber's By-Laws, we are pleased to advise that the following individuals have indicated willingness to serve a 2-year term as members of the Board of Directors beginning in June 2011

- Stephanie Roy**, CMA New Brunswick
- Jill Dickinson**, EW Clowater & Son (*1981) Ltd.
- Marilyn Wilson**, Kwik Kopy Design & Print Centre
- Arnold Lynds**, CGA Fredericton Chapter
- Brian Duplessis**, United Way / Centraide (Central NB / Region du Centre du NB) Inc.



Stephen Cage, HSBC Bank Canada

Adhir Mishra, Radiant Learning

Joseph O'Donnell, Wellington West Capital Inc.

Returning Directors

As a matter of information, the following directors have one year remaining in their two-year term of office:

Dr Dan Colman, UNB

Stephen Hill, Cox & Palmer

Frank Flanagan, City of Fredericton

Deryl Armstrong, Barrington Consulting Group Inc.

At the Chamber's Annual Meeting on June 2nd, 2011 at the Killarney Lake Lodge, the nominees noted above will be voted upon by the membership.

Eight board members have fulfilled their commitment as per our by-laws and will not be returning to the board. They are **Kathy Russell**, (Fredericton YMCA), **Dr. John Crossley** (MeritusU), **John Robison** (SkillSearch Recruiting), **Mary Goggin** (Accreon) **Nancy Cook** (The Daily Gleaner), **Andy Power** (Stantec), **Nick McCarthy** (Riverview Ford Lincoln), as well as myself, **Lee Winchester** (BMO Financial Group). I would like to thank each of these very talented individuals for their contributions to the Chamber. Their commitment and dedication to the Fredericton Chamber of Commerce will always be remembered and appreciated.

New Members Welcome Committee—Stephen Hill, Cox & Palmer

The Membership Committee was very active this year with highly energetic and engaged committee members. The primary responsibility of this Committee is to welcome new members to the Chamber and whenever possible these members were visited at their place of business with all the Chamber benefits being highlighted and a welcome gift pack being provided. The Committee visited over 100 new members from September to May.

In addition, the Membership Committee also assists in representing the Chamber at networking functions and Chamber events with the intent of helping new members make introductions. On many occasions, our dedicated committee members made it their priority during events to accelerate connections between new and existing members.

The continued success and growth of the FCC is in large part due to the personal connection made by our Committee Members as they were and must continue to be instrumental in referring new potential members to the FCC. Thank you to everyone who served on the Committee, without your team spirit,

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approach and dedication, it would never have been such a success. A special thank you is owed to Katie Gillingham, Director of Membership and Marketing with the FCC. Katie always ensured meetings were held as scheduled, that new members were well taken care of and that things ran smoothly.

Committee Members: Marilyn Wilson; Todd Smith; Wilma Clowater; Matthew Hiltz; Jennifer Kreuger; Daniel Picard; Frank Zhao; Curtis Haley; Patricia Seaman

Events & Networking Team – Jennifer Phillips, Events Manager

This year was the first for the Events & Networking Team, which was set up to assist Jennifer Phillips, Events Manager, by giving guidance and direction on events planning and structure. As such, the committee does not have monthly meetings, but meets as required.

The Team met twice in the past year, and the main focus has been on increasing the networking component of Chamber events, and offering a "Networking 101" session to help develop networking skills among members. We agreed that the best structure for this event will be to have a networking event, perhaps a Business After Hours, within a few days of the networking course, so that attendees can immediately put what they learn into practice. It was also noted that this networking course will dovetail nicely with the Chamber's mentorship program, as mentees will likely benefit from guidance on networking practices.

Other topics discussed include changes to the Chamber Golf Tournament, timing of events, Early Bird Networking events and other general logistical issues.

Committee Members: Brenda Page; Christine Little; Lindsay Johnston; and Mark MacKenzie.

Communications Advisory Committee – Wendy Morrell, Operations and Communications Manager

The Communications Advisory Committee was a new committee designed to obtain feedback from members on the many communication tools the chamber uses.

The committee met on five occasions to discuss one topic per meeting. The first meeting focused on email. The committee discussed the types of emails sent, the frequency, design, and click rates. The second meeting focused on INSIGHT magazine. The committee likes the ideas of themed magazines and gave feedback on the types of articles and ads included in each magazine.

The third meeting focused on the Chamber website. The committee discussed possible changes in the layout and suggested a few changes in the type of information displayed.

The fourth meeting focused on social media. The committee discussed the importance of Facebook,

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and Twitter and how the chamber could become more involved in using these mediums to communicate with members and the general public.

The fifth meeting was a wrap up meeting and the committee discussed how the chamber communicates advocacy, events, member benefits, etc.

One idea that surfaced in every meeting was the need for a central community calendar. The committee felt the Chamber should take on this project along with community partners such as Enterprise Fredericton, City Hall, Downtown Fredericton and Business Fredericton North. They felt that each partner could contribute financially to create a marketing campaign to keep not only members, but also the general public, informed of the many events in Fredericton. The Chamber would become the administrator of the calendar and the community partners would help populate the calendar with events. In the upcoming year the committee may arrange to meet with the community partners to discuss the community calendar project and gauge interest in the project. The committee will also review the Chamber's communications plan to suggest changes and feedback.

Committee Members: Nancy Cook; Anne Marie Hartford; Craig Allen, James West, Doug Daley.

Thank You To Our Volunteers of 2010-2011

The Board of Directors and staff of the Fredericton Chamber of Commerce would like to thank each and every volunteer for giving their time and talents during the past year. Without you, the Fredericton Chamber of Commerce would not have achieved what it has throughout the past year.

Economic Development Committee

Catherine Veysey
Celine Diotte
Dan Taylor
Heather Black
Janice McKay
Lisa LePage
Margot Cragg
Nick Lawrence
Stephanie Maston
Stephen Hill
Stephen Kelly

Government Affairs Committee

Andrew Steeves
Arnold Lynds
Chris Tumwine

David Emerson
Gerard Daly
Haley Flaro
John Bowles
Joseph O'Donnell
Linus Anandaraj
Lisa LePage
Margot Cragg
Mark MacKenzie
Steven Cage

President's Committee on Physician Recruitment

Ann Swinamer
Bob Hatheway
Dale Dunphy
Denise Coulombe

Derek Schriver
Don Fitzgerald
Doug Motty
Glenna Birt
Helen Hayward
Kerstin Coy
Lee Winchester
Lisa MacInnis
Lucas Roze
Mike Toole
Ron Forsythe
Ross Mathers
Susan Phillips
Wendy Southworth



Thank You To Our Volunteers of 2010-2011

Provincial Election Team

Bruce Arsenaault
Louise Billings
Phil Williams
Tim Coates
Mark MacKenzie
Arnold Lynds

Communications Advisory Council

James West
Ann Marie Hartford
Craig Allen
Doug Daley
Nancy Cook

Events & Networking Team

Christine Little
Lindsay Johnston
Brenda Page
Mark MacKenzie

Event Volunteers

Roshini Kassie
Daniel Picard
Chrystal Hallihan
Kaitlyn Delong
Margot Cragg
Joseph O'Donnell
Stephen Kelly

Membership Committee

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Marilyn Wilson
Todd Smith
Wilma Clowater
Matthew Hiltz
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Daniel Picard
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Curtis Haley
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Lisa LePage
Andrew Gaudes
Bonnie Doughty
Jason MacFarlane
Lizzie Cheng
Mohsen Masoori
Eric Megarity

Business Immigrant Mentorship Program – Mentors

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Hart North
Conrad Rutters
Bob Jewett
Heather Vieneau
Pierre Beaulé
Robert Grant
Brian Bulley
Kier Clark
Carole Hepperle
John Robison
Joe Khoury
Sharon Cowan
Tony Henderson
Daniel Pickard
Jeff Gray
Peter Giebels
Danny Crain

Business Excellence Awards Nomination Committee

Lisa LePage
Wendy Williams
Andrea Tarrant
Leigh Winchester
Alyica Morehouse
Janice McKay
Chris Johnston

Business Excellence Awards Selection Committee

Alyica Morehouse
Chipp McCrea
Phil Williams
Therese Murray
Ron Forsythe
Chrystal Hallihan
Ian Wilson
Karen Grant
Leigh Winchester
Mike Toole

Distinguished Citizens Awards Committee

Andrew Steeves
Janice McKay
Mayor Brad Woodside
Leigh Winchester





Incoming President's Report—Andrew Steeves, exp Services Inc.

Never Underestimate the Abilities of a Small Group

Margaret Mead once wrote: “never doubt that a small group of thoughtful, committed citizens can change the world. Indeed it is the only thing that ever has.”

In 1940 a young engineer graduated from the University of New Brunswick. He was a farm boy from Hampton and one of only seven graduates in his class. At the time UNB was one of only eleven engineering schools in Canada.

After serving in the Canadian Officer Training Corps as a radio instructor, young Jim Dineen earned his Master's degree and became a professor at UNB.

From these beginnings Jim Dineen became a catalyst for good in New Brunswick. He became Dean of the Engineering Faculty and later President of UNB leading the Faculty and the university through a period of growth and change. He was a key participant in the development and growth of the New Brunswick Electric Power Commission, a utility which continues to be a leader, despite political interference.

Under Jim Dineen's watch UNB developed its Chemical Engineering and Geomatics Departments and become one of the first universities in Canada with a School of Computer Science. Such is the power of a committed, thoughtful person.

There are always small groups sprouting in a city like Fredericton. Our community is at its best when it nurtures those groups and allows them to grow and prosper. The result is that those groups in turn support Fredericton and enhance its culture and enrich the lives of people living here.

Consider the Harvest Jazz and Blues Festival. Starting as a modest event of 25 acts and a few volunteers, it attracts 9500 fans. Now it is now a major stop on the blues circuit with hundreds of volunteers and an annual attendance approaching 100,000.

However the Festival has become more than a music event. Not only does it provide entertainment and pleasure for Frederictonians, it also attracts visitors from far and wide. But it does more than that: the Festival has become an icon, a point of pride for citizens – even those who may not attend a concert in the series. The event is bigger than gate receipts and headline acts – it is part of the definition of Fredericton.

There are many, many stories like Jim Dineen and the Harvest Jazz and Blues Festival in Fredericton. What is exciting is when these stories and their legacies start to intertwine and support each other. Here is an example: as Engineering Dean Jim Dineen recruited Dana Wasson who in turn became a driving force in the creation of the UNB Faculty of Computer Science. Thanks to the efforts of Di-



neen, Wasson and their UNB colleagues Fredericton has become a centre for engineering and information technology. The competition for talent in these professions is intense with companies here competing against companies across North America. One of the big attractions of Fredericton is that it is an attractive place to live thanks in part to events such as the Harvest Festival. In turn, many of the engineers and IT staff volunteer for the Festival.

The Fredericton Chamber of Commerce is a central part of this virtuous circle. It supports our business community through its services, its networking events and its advocacy. We want you to prosper. For example the Chamber works with the Airport Authority to improve facilities and services so that engineers and IT staff can travel to remote markets and so that Harvest acts can come to the city easily and cheap ly.

As well the Chamber supports the mission of St Thomas University , UNB, the College of Craft and Design, the new Community College and others because we recognize that one of Fredericton's advantages is the high level of education of its citizens. And students love the Harvest Festival.

The Chamber takes advocacy seriously. It meets regularly with our municipal, provincial and federal political representatives to present our arguments on issues relating to education, transportation and taxation as well as newer issues such as immigration, innovation and business investment.

It is exciting when small groups start clicking, ideas bounce higher and higher and the virtuous spiral leads to better outcomes and more innovation. This is the sort of excitement that the Chamber offers its members and volunteers.

Why not join the movement?

Why the Chamber is on its current roll of success? Much credit should go to outgoing President Mike Toole. Like a good coach, Mike has been cool under pressure, provided positive direction and stuck with the plan. I look forward to his coaching in the next year. We have had a strong Board in 2010-11 and I join Mike in recognizing the contributions of returning Board members and saluting those completing their term. Special thanks should go to our outgoing Treasurer, Nick McCarthy and long-time Executive member, Andy Power.

The foundation of our success is the Chamber's team of employees and volunteers. The Chamber is blessed with a strong team of staff who do their jobs with skill, enthusiasm and fun – three essential ingredients to any successful endeavour. Oftentimes it is said that there are too many names to mention – this is literally the case with the dozens of Frederictonians who donate their time and thoughts to the Chamber.

2011-2012 Board of Directors

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President
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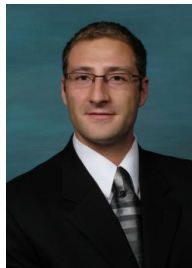
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