



2011 – 2012 ANNUAL REPORT

May 30, 2012

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PRESIDENT'S REPORT



Andrew Steeves - exp. Services Inc.

Building Upon A Strong Foundation– The 2011-2012 President's Report

The Fredericton Chamber of Commerce is a strong organization. It has over 930 members, making it the second largest Chamber in the Atlantic Provinces. It has an excellent reputation for the quality of its service to members, the excellence of its events and the effectiveness and discernment of its policy positions.

When I became Chamber President I was very conscious of the strength of the Chamber and its reputation for excellence. As President I wanted our Board to build on that base and to use it as a platform for growth and advocacy. This was easier said than done because membership and reputation can be lost faster than it is gained. An ill-considered policy position or a flippant comment by a Chamber officer can undo months of hard work.

However, our Chamber is blessed with capable and intelligent staff and hard-working volunteers. As a result we were able not only to accept several significant challenges, but also continue to grow the Chamber membership. As a result your new President is inheriting an organization with a stronger base which is capable of attaining new heights.

Here are some of the highlights of 2011-2012:

- After several years of effort the President's Committee on Physician Recruitment/Primary Healthcare is pleased to report that the patient waiting list has been halved from over 6000 to about 2900 patients. In addition several physician billing numbers have been made available by the Province and Horizon Health has (finally) commenced its Health Needs Assessment study for the city.
- The Communications Committee took on one of the BIG challenges this year. They decided to start up and maintain a Community Calendar for the greater Fredericton region. For years organizations such as the Chamber, Enterprise Fredericton, Junior Achievement, etc. have experienced the frustration of setting and booking events only to discover a conflict. The calendar will reduce these conflicts significantly. Well done!
- The Municipal Affairs and Provincial Affairs Committees did excellent work presenting the business case to our local governments. The Mayoralty Debate was well-run and well attended. The Provincial budget submission received praise from the Finance

Minister for the quality and tone of its recommendations. Both Committees had excellent Chairs and eager committee members.

- The Economic Development Committee is to be commended for tackling the issue of skills shortage. This issue has long been a leading concern of our members but, until this year, the Chamber had not defined which skills were in short supply. This is a tough question to answer, but it must be answered if we are to fix the problem rather than complain about it. The next year should see interesting commentary from this committee.
- The Membership Committee started a great programme of member visits by teams of volunteers and Chamber staff. It was this group that identified a need for more education for our smaller businesses – a need we plan to address in 2012- 2013.
- Once again Chamber events were excellent. We almost take for granted the high level of service delivery of our dinners, events, meetings and galas but all you have to do is attend a mediocre event elsewhere to realize how thankful we should be for the time, care and experience of our staff.
- The Business Immigrant Mentorship Program has become a flagship for the Chamber and has attracted attention across the province and beyond for its success and value to new Canadians. This is another instance of quality staff and dedicated volunteers delivery of excellence.

In writing this report I have deliberately not named individuals for the simple reason that I have a phobia of neglecting to mention a key performer. However, to conclude this write-up I will break my rule and mention three people. First, to our outgoing Past President, Mike Toole: thank you for your many years of hard work and excellent advice. Second, to our new President, Janice Corey: you bring great strength and ability to the job and will be an excellent leader. Finally, to our CEO, Krista Ross: yours is not an easy job but, as you have demonstrated, when you are good at what you do and love doing it, the job becomes much easier.

Thank you everyone.

Andrew Steeves

2011-2012 BOARD OF DIRECTORS



Andrew Steeves
President
exp Services Inc.



Mike Toole
Past President
Wilson Insurance Ltd.



Janice McKay Corey
1st Vice President
Corey & Company



Chris Johnson
2nd Vice President
Bulletproof Solutions



Dave Armstrong
Treasurer
KPMG LLP



K. Chipp McCrea
Executive
Matthews McCrea Elliott



Mark MacKenzie
Executive
Green Imaging Technologies



Frank Flanagan
Board
City of Fredericton



Dan Coleman
Board
University of NB



Deryl Armstrong
Board
Barrington Consulting



Stephanie Roy
Board
CMA New Brunswick



Jill Clowater
Board
Clowater's Plumbing & Heating



Marilyn Wilson
Board
Kwik Kopy Design & Print Centre



Arnold Lynds
Board
CGA Fredericton



Brian Duplessis
Board
United Way / Centraide



Adhir Mishra
Board
Radiant Learning



Joseph O'Donnell
Board
Wellington West Capital



Stephen Hill
Board
Cox & Palmer



Huan (Frank) Zhao
Board
TD Canada Trust

CHIEF EXECUTIVE OFFICER'S REPORT



Krista Ross – CEO, Fredericton Chamber of Commerce

As the Chamber year draws to a close, I would like to take this opportunity to thank you, our 900+ members for your continued support and membership. We hope that you have found your membership to be beneficial to your business and we encourage you to take advantage of one, or many, of the benefits available to you through your membership. If you haven't been using the many benefits of membership, I encourage you to do so, and if you are not sure how to best utilize your membership... get in touch! I have been enjoying getting to know the members and, if I haven't met you yet, I hope I get a chance to in the coming months!

The past eight months working as your CEO have been both interesting and enjoyable and I look forward with enthusiasm to the challenges to come. I would be remiss if I did not mention my predecessor Susan Holt and the great job that she did as your CEO prior to my hiring. Thanks Susan for your great work with the membership, the committees and the advocacy work of the Chamber.

There are so many people I want to thank for their great work – I'll start with the staff of the Chamber. Wendy Morrell, Communications and Operations Manager does a fantastic job with Chamber Insight, our website and all aspects of communications – this year, she and her committee also launched the Community Calendar which we believe is going to be a great benefit to the community at large. Wendy has also been working on membership attraction and retention this year and has done an outstanding job! Jennifer English, Director of Policy and Research works closely with the various committees ensuring that they meet their goals for the year. An added activity this year for Jennifer was all of the activity surrounding the Municipal election ranging from our successful 'questions that count' survey as well as our Mayors debate. Jennifer also researches and prepares nearly all of our advocacy efforts – thanks Jennifer for a job well done. Janet Moser is the coordinator for our Business Immigrant Mentorship Program and does a tremendous job with her participants and engaging the volunteers – this year, Janet also looked after all of the sponsorship efforts for our major events – a large undertaking on top of her regular work - great job Janet! Jennifer Phillips recently left the Chamber for a position with the Convention Centre but, in her five years with the Chamber, Jenn did a wonderful job as our Event Manager, coordinating every aspect of all events, we will miss you Jennifer but wish you all the best. Brianne Phillips is our part time book-keeper and keeps us in line when it comes to our finances, we appreciate your great work in that aspect Brianne. I have not had the pleasure of working with Katie Gillingham our Director of Membership and Marketing yet as she is on maternity leave but we are all looking forward to her coming back to the Chamber in September!

The next group to thank is the Board of Directors and the Committee members. Without their volunteer efforts, the Chamber couldn't function the way it does as a true reflection of the membership, their issues and their concerns. What a great group of volunteers willing to go above and beyond! Participating in so many meetings and activities and providing leadership to the Chamber along with their own very busy professional lives. A special thank you to our outgoing Directors who have served the Chamber for two or more years on our Board, your expertise and experience will be missed – the outgoing directors are Frank Flanagan, Deryl Armstrong, Chipp McCrea, Mike Toole and Arnold Lynds.

Particular thanks to outgoing President Andrew Steeves who has been a great leader of your organization – Andrews has given unselfishly of his time and has worked diligently to ensure that the voice of the membership is heard. And finally, a thank you to incoming President Janice Corey – I look forward to working with Janice closely in the coming year as she leads our organization. Janice has already been working diligently with the Chamber and providing her expertise to several Committees and the Board and brings tremendous background and expertise to the table.

This year has been an active one for the Chamber, we have hosted more than 3400 attendees at 25 major events this year, while engaging 90+ volunteers in our 6 main committees and numerous other projects. We improved our member retention rate, climbing from 86% to a staggering 92% renewal from our loyal businesses. We also increased our attraction of members from 61 in 2008-2009 to 84 new partners since last May.

I am excited about the 2012-2013 year. The Chamber continues to grow and we continue to work to provide our existing as well as new benefits and services to you. We will also endeavor to continue providing excellent events and networking opportunities as well as educational opportunities. Of course, our advocacy efforts continue to be a very important aspect of our work as well. Please be sure to complete our annual survey when it arrives on your desk in the coming weeks – this helps to guide our activities for the coming year and we count on your participation to ensure that we are on the right track!

TREASURER'S REPORT



Dave Armstrong, KPMG LLP

AGM – Treasurer’s Report ~ Dave Armstrong - CA, KPMG LLP

The 2011-2012 fiscal year of the Fredericton Chamber of Commerce was financially successful. The team focused on prudent spending throughout the year and ensured revenues were collected for special events. The effort put forth by the Chamber staff and its CEO with respect to the financial health of the organization deserves recognition. The Chamber events we have all become accustomed to as members of the Fredericton Business Community would not be possible without the hard work of these individuals.

The year ended with an excess of revenues over expenditures just shy of \$45,500. This is compared to a small budgeted \$7,500 excess. The fiscal result has improved the overall financial position of the Chamber which now has a Net Asset position slightly under the \$197,000 mark.

A summary of the key operating results and selected analysis is as follows:

	Fiscal '12	Fiscal '12	Fiscal '11	Fiscal '12		Actual Fiscal '12	
	Actual	Budget	Actual	Actual vs. Budget		vs. Fiscal '11	
				Variance	%	Variance	%
Revenues							
Special Projects	340,689	330,225	393,001	10,464	3%	(52,312)	-13%
Memberships	276,039	264,000	252,259	12,039	5%	23,780	9%
Others	185,802	145,888	151,521	39,914	27%	34,281	23%
Total	802,531	740,113	796,781	62,418	8%	5,750	1%
Expenditures							
Special Projects	180,992	177,315	186,890	3,677	2%	(5,898)	-3%
Salaries and Benefits	324,991	304,713	293,511	20,278	7%	31,480	11%
Premises	51,609	51,675	51,502	(66)	0%	107	0%
Others	199,537	198,956	200,564	581	0%	(1,027)	-1%
Total	757,128	732,659	732,467	24,469	3%	24,661	3%
Impact on Net Income							
Special Projects	159,697	152,910	206,111	6,787	4%	(46,414)	-23%
Others	(114,295)	(145,456)	(141,797)	31,162	-21%	27,502	-19%
Total	45,402	7,454	64,314	37,948	509%	(18,912)	-29%

The Chamber is not sheltered from the trend in the economy as a whole – it is more costly to operate the Chamber today and challenges lay ahead to keep costs under control and revenues sustainable.

I have enjoyed my first year as Treasurer for the Chamber and look forward to the upcoming year. On behalf of the board, I thank each and every member for their continued support and encourage all members to become active so the Voice of Business is as strong as possible.

ADVOCACY SUMMARY**Jennifer English, Policy & Research Director**

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 solid news 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.

Representing the Business Perspective

Over the past few years all levels of government have adopted a more consultative approach to policy making, and we've made it a priority to participate in all consultations that have a potential impact on the business environment. We expect to represent our members in consultations related to public sector pension reform, primary health care delivery, and a prescription drug plan for uninsured New Brunswickers in the coming months, and are committed to participating in any others that relate to the priorities and concerns of the Fredericton business community.

Advocating for Improved Access to Primary Healthcare

Since its inception in 2008, the President's Committee on Physician Recruitment has highlighted the relationship between economic development and access to primary healthcare. We've spoken publicly about the advantages of more collaborative practice opportunities, participated in public consultations, and met with government representatives and senior staff of both the Department of Health and Horizon Health. This issue will remain a key priority for both the committee and the Board of Directors over the coming year, and we will explore additional avenues to communicate the importance of primary care access to economic growth.

Supporting Immigrant Entrepreneurship

Fredericton has an increasingly diverse immigrant business community and the Fredericton Chamber of Commerce wants to ensure newcomers have access to all the resources that will help them prosper here. Our Business Immigrant Mentorship Program – a provincially-funded initiative that is the first of its kind in New Brunswick – pairs established local businesspeople with immigrant entrepreneurs to help guide them through the process of starting a business. We also work with government to ensure that immigrants' concerns are brought to their attention, and that these concerns are addressed in government policy and programming.

Reducing Barriers to Business Success

Members tell us that one of the greatest challenges they face in business is government red tape. To help our members overcome this challenge, we are exploring ways to act as a liaison between business and government, develop processes for navigating through red tape, and educate members on how to most effectively manage red tape challenges in their own businesses.

CHAMBER EVENT SUMMARY



Jennifer Phillips, Event Manager

With 33 events under our belt this year, and over **3400** people attending, 5 of those events say over **1800** people. As you all know **networking** is the number one thing our members want, and we saw an **27%** increase from 2011 to 2012.

We are offering more events than ever throughout the year. At each of these events, there is the opportunity to meet new people, expand your network 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 place of business. We had 660 guests attend our Business After Hours at 8 different locations this year, which is an increase of 73 from 2011.
- **Productivity Matters Education Series** offers an educational component to Chamber members. Keynote speakers and facilitators focus on a variety of hot topics. We hosted 4 PMES, which is an increase of 2 from 2011, this year with an attendance of 107; we saw an increase of 64 people from last year.

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 2011 we saw 50 in attendance at the AGM and 65 at the President's Reception, which also saw Wendy Southworth from Priority Personnel 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 17 in attendance for 2011.
- **Summer Biz Bash** – June – As a member appreciation event we finish off the year with one last mix and mingle before the summer break. The Delta Fredericton Hotel hosted this event with 84 attending.
- **Annual Golf Tournament** – August – One of the most popular and fun events that the Fredericton Chamber of Commerce hosts. We see members from all over the Atlantic Provinces attend. In 2011, we changed the tournament to only one tee-off, and it was really well received. We saw most hole sponsors have an interactive game or tasty treats on their hole for our 144 golfers.

• **Business Excellence Awards** – October – This awards ceremony recognizes businesses that have shown outstanding customer service, community involvement and other notable achievements. We honoured 7 companies/people in front of 344 guests. Award winners include: Business Persons of the Year—Dan & Luke Cain of Cain Insurance / Small Business Award—Kiers Marketing Group / Intermediate Business Award—Taylor Printing Group / Large Business Award—ServiceMaster Clean of Fredericton / Sustainable Leadership Award—Sue Lawrence Hair Spa & Gallery / Community Impact Award—NB Assoc. for Community Living / Youth Entrepreneur Award—OFC Omar’s Fit Club.

• **State of the City Address** –November – His Worship Mayor Brad Woodside gave an update on initiatives being undertaken by the City. 334 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 another sold out crowd, 852 attended.

• **Distinguished Citizens Awards** – March – We annually recognize 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 185. Award recipients were: Karon Croll, Fred Beirsto, and Dr. Stephen Hart.

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.

Attendance Numbers for 2011/2012 Event Season

June 3th, 2011 – President’s Reception	65 guests
June 22 nd , 2011 – Past President’s Luncheon	17 guests
June 16 th , 2011 – Summer Biz Bash	84 guests
August 25 th , 2011 – Golf Tournament	144 guests
September 21 st , 2011 – Tri-Chamber Networking	80 guests
October 19th – Business Excellence Awards	344 guests
November 15 th , 2011 – Early Bird Networking	31 guests
November 29 th , 2011 – State of the City Address	334 guests
January 26 th , 2012 – State of the Province Address	852 guests (SOLD OUT)
March 27 th , 2012 – Distinguished Citizens Awards	185 guests
Business After Hours – 8 different Member locations	656 guests
Productivity Matters Education Series – 4 held	107 guests
Miscellaneous Events	
• Chamber Christmas Open House	98 guests
• Art of Networking	60 guests
• B’fast with Robert Youden	48 guests
• Prov. Post Budget B’fast	20 guests (invite only)
• Fed. Post Budget B’fast	36 guests
• National Bank Luncheon	134 guests
• Stewart McKelvey Seminar	30 guests
• Mayoral Debate	100 guests
• An Hour with Ecoholic, Adria Vasil	33 guests
• Speed Networking	23 guests

BUSINESS IMMIGRANT MENTORSHIP PROGRAM UPDATE



Janet Moser, Program Coordinator

The Business Immigrant Mentorship Program is currently finishing up cohort 6 and will be holding the year end completion event on Wednesday June 6, 2012 at The Station on York Street for cohorts 5 and 6. The Population Growth Division of the Department of Post Secondary Education, Training and Labour have once again renewed the mentorship contract with the Fredericton Chamber of Commerce for a fourth year. The program has undergone significant change since the pilot year with the addition of Moncton, Saint John, Bathurst and the recently announced launching of an Edmundston program. Fredericton has seen over 80 newcomers registered in the program in the past years and we look forward to continued success and growth as we move into 2012-13. Some highlights of the Mentorship Program over the past year have been the implementation of a comprehensive 7 module business training program with classroom time for all mentees one day per week for seven weeks. Also notable in 2012 has been the creation of a recruitment video which will be used in China, Indian, United Kingdom and the Philippines to prepare Provincial Nominee applicants for their immigration and settlement into New Brunswick. Janet Moser was asked to represent the Business Immigrant Mentorship Program for New Brunswick. Filming for the video took place in the Fredericton Chamber of Commerce Office on May 16th. This is a nationwide initiative by the Canadian Immigration Integration Program and sponsored also by the Government of Canada. Recruitment videos are being done for each Canadian province. The CIIP video will go live in September 2012. Recruitment for mentors and mentees is currently underway for upcoming cohorts 7 and 8 starting in September 2012.

THANK YOU TO OUR VOLUNTEERS

Provincial Affairs Committee

Co-chairs: Mark MacKenzie, Green Imaging Technologies Inc.
Chipp McCrea, Matthews McCrea Elliott

Members: Brian Duplessis, United Way/Centraide (Central NB Region du Centre du NB) Inc.
Chris Tumwine, NB Power
Daniel Picard, Thornton VanTassel
David Emerson, UNB
Gerard Daly, First Rate Driver
Jeorg Winkler, Winkler's Aqua Service
John Bowles, Rotary Club of Fredericton Sunrise
John Robison
Larry DeLong, Progressive Business Solutions
Lisa LePage, Enterprise Fredericton
Shelley Clayton, UNB
Nicole Whyte, Multicultural Council of NB

Municipal Affairs Committee

Chair: Janice Corey, Corey & Co.

Members: Gerard Daly, First Rate Driver
James Turhune - Indosoft Inc.
Janice Corey - Corey & Company
Jeff Earle - Dillon Consulting
Mike Melvin - McInnes Cooper
Roshini Kassie - NB Lung Association
Stephen Hill - Cox & Palmer
Brent Stewart – exp Services Inc.

Economic Development Committee

Co-chairs: Chris Johnston, Bulletproof Solutions Inc.
Heather Black, McInnes Cooper

Members: Andrew Campbell, Enterprise Fredericton
Chrystal Hallihan, Enterprise Fredericton
Daniel Picard, Thornton VanTassel
Greg Davidson, Northcliffe Resources
Mark Murray, Enbridge
Maurice Robichaud, XYZ Connections
Stephanie Maston, National Bank
Stephen Hill, Cox & Palmer
Suzanne Wood, Ability NB
Michael Maynard, NB College of Craft & Design
Lisa MacInnis, Enterprise Fredericton
Laurie Guthrie, City of Fredericton

President's Committee on Physician Recruitment

Co-chairs: Andrew Steeves, exp Services Inc.
Mike Toole, Wilson Insurance

Members: Ann Swinamer, Northwest Healthcare Properties
Denise Coulombe, Horizon Health Network
Derek Schriver, CBI Health
Don Fitzgerald, City of Fredericton
Glenna Birt, Northwest Healthcare Properties
Haley Flaro, Ability NB
Helen Hayward, The Learning Bar
Kier Clark, ScotiaMcLeod
Lisa MacInnis, Enterprise Fredericton
Lucas Roze, Enterprise Fredericton
Ross Mathers, MRDC
Susan Phillips - Medical Business Services
Beth Snow, GNB

Communications Committee

Chair: Jill Dickinson, Clowater's Plumbing & Heating
Members: Doug Daley, Kiers Marketing
Craig Allen, Craig Allen Agency
Lucas Roze, Enterprise Fredericton
Nick Fanelli, Revolution Strategy
Sonya Gilks, NBCC

Events & Networking Team

Members: Andrew Campbell, Enterprise Fredericton
Christine Little, Fredericton Playhouse
Erin Chafe, NB Arthritis Society
Tanya Roy, Credit Counseling Services of NB
Wendy Southworth, Priority Personnel

Distinguished Citizen Awards Selection Committee

Chair: Mike Toole, Wilson Insurance
Members: Mayor Brad Woodside, City of Fredericton
Janice Corey, Corey & Company
Kerry Atkinson, Wilson Insurance

Business Excellence Awards Selection Committee

Chair: Mike Toole, Wilson Insurance
Members: Mark MacKenzie, Green Imaging Technologies
Adhir Mishra, Radiant Learning
Stephen Hill, Cox & Palmer
Janice Corey, Corey & Company
Arnold Lynds, Howard Johnsons Fredericton
Dan Coleman, University of New Brunswick
Ian Wilson, Investor's Group
Trina MacDonald, Business Fredericton North
Alycia Morehouse, City of Fredericton
Mary Butler, The Learning Bar

Volunteer Mentors for the Business Immigrant Mentorship Program

Members: Alex Scholten

Carol Ann Hanley
Carole Hepperle
Chris Hotchkiss
Daniel Picard
Danny Crain
Hart North
Keir Clark
Leah Murchison
Michael Melvin
Peter Giebels
Pierre Beaulé
Randall McGregor
Rebecca Steeves
Robert Grant
Ryan Seymour
Sharon Cowan
Sylvia Hudson
Tony Henderson

Volunteers for Steering Committee

Members: Andrew Gaudes – UNB

Ashraf Ghanem – GNB
Bonnie Doughty – MCAF
Danny Crain – Outreach Productions
Eric Megarity – City of Fredericton
Jason McFarlane - MCAF
Joerg Winkler – MBA Student – Past Mentee
Lisa LePage – Enterprise Fredericton
Lizzie Cheng – GNB
Mei Huang – Immigration Coordinator – Enterprise Fredericton

Community Partners for BIMP

Government of New Brunswick
Enterprise Fredericton
MCAF
City of Fredericton
UNB – Faculty of Business

PROVINCIAL AFFAIRS REPORT

Co-chairs – Mark MacKenzie, K. Chipp McCrea

When we held our first meetings in the fall, we agreed that our central focus for the year would be the provincial budget. At the time, there was much speculation about what would be included in the Alward government's second budget, how much of an impact the government renewal initiative would have, and whether we'd see increases in taxes and/or the introduction of tolls on our highways.

As in 2010, the budget recommendations we developed in 2011 were organized under three main themes: reductions, investments, and revenue. We reiterated our positions on healthcare reform; strategic population growth; defined benefit pension plans; and innovation, and added our voice to calls for support for highway tolls and a faster approval process for generic prescription drugs.

In December, members of the Chamber's Executive had the opportunity to meet with Finance Minister Blaine Higgs and members of his staff to deliver the committee's recommendations. This is the second year we've been able to discuss the Provincial Affairs Committee's pre-budget recommendations with Minister Higgs one-on-one, and we're appreciative of the Department of Finance's willingness to schedule these productive meetings. We look forward to working with staff of the Dept. of Finance in the coming years to continue this working relationship.

Although the committee's main focus was developing the pre-budget brief, we also worked with Chamber staff to select the questions from business representatives from across the province that would be asked during the State of the Province Address, helped craft the Chamber's media response to the provincial budget, and revised sections of the annual member survey.

We'd like to thank the volunteers who served on this year's Provincial Affairs Committee, and encourage you all to contribute to a committee again in the fall.

MUNICIPAL AFFAIRS PROGRAM

Chair – Janice Corey

When we met as a Board to begin planning for the 2011-12 committee year, we realized it was the right time to re-form the Chamber's Municipal Affairs Committee, which had been inactive since 2009. When we issued a call for volunteers, we were pleased to realize that we had no shortage of members interested in overseeing the municipal arm of the Chamber's advocacy work for the year.

In preparation for the May 2012 municipal elections, we began our year by reviewing work prepared by previous committees, surveying the membership, and meeting with key community partners. We realized that while issues like public transit, economic development, and environmental policy were as important to our members as they had been three years before, businesses in the Fredericton area were now also concerned with the city's long-term infrastructure plans, the provincial government's plan to implement a series of regional service commission structures across the province, and a recent survey in a national magazine that indicated crime might have increased in the community.

Using this member input, the committee launched "Questions that Count", to all candidates who were running for the councillor seats in the election. The questions were business focused and designed to ensure that pre-election dialogue touched on the issues noted above. We communicated the answers from to our members through a staged release on the Chamber website. The feedback from both councillors and members has been positive on this approach.

We also organized and hosted the 2012 Mayoral Debate with candidates Brad Woodside and Matthew Hayes. Despite their busy campaign schedules, we were pleased to have excellent candidate participation in both projects.

Our next step is to develop a brief outlining our members' top municipal priorities to present to the 2012-16 Mayor and Council.

A sincere thank you to the volunteers who made up this year's Municipal Affairs Committee. I look forward to seeing you back at the committee table in 2012-13!

ECONOMIC DEVELOPMENT REPORT

Chair – Chris Johnston

For the past several years our members have ranked skilled worker shortages among the top three issues in the Chamber's annual membership survey. This year, the Economic Development Committee decided that further research and dialogue were needed to more fully understand what our members meant when they indicated that access to skilled labour presented a barrier to business success.

The first stage of this research and dialogue phase consisted of meetings with post-secondary education providers, including St. Thomas University and the New Brunswick Community College, as well as a presentation from Fredericton Region Young Professionals & Entrepreneurs Network (FRYPE), a networking group developed to connect youth across the city. These conversations demonstrated that organizations across the city have identified the same challenges as our members, and are also working to develop initiatives, programs, and opportunities to address it. It is our intent to remain in contact with these organizations as the committee progresses in its research.

The second phase of the committee's work is the redesign of the survey question to allow members to provide us with additional information about the struggles they face when it comes to recruitment and retention. This expanded survey question was included in the annual member survey that was launched a few weeks ago. I encourage you all to complete this question – your candid responses will help guide the committee as it revisits this important issue next year.

I'd be remiss if I didn't mention our continued interest in red tape reduction. Although we made the decision early in the year to focus our efforts on skilled worker shortages, we did meet with and receive an update on the progress of the red tape reduction initiative from Executive Council Office, and will continue to monitor movement on this file.

Finally, I'd like to thank the volunteers who served on the Economic Development Committee for 2011-12. I encourage you all to volunteer your time with the Fredericton Chamber of Commerce again in the fall.

PRESIDENT'S COMMITTEE ON PHYSICIAN RECRUITMENT REPORT

Co-chairs – Mike Toole and Andrew Steeves

With healthcare reform a constant in the news over the past several months, it's been an active year for the President's Committee on Physician Recruitment. Over the past year we've participated in a number of government-led consultations related to physician access in the province, including the Primary Health Care Consultation (June), the Primary Health Care Summit (September), and the Primary Health Care Knowledge Exchange Session (February). Physician recruitment also remained a key agenda item in all submissions to and meetings with provincial and municipal government representatives throughout the year.

Our message throughout these meetings has remained the same: for our community to continue to grow and attract the people and businesses it needs to succeed, we must have timely access to quality healthcare. For the majority of businesspeople we speak with, this access begins with a family physician.

We're encouraged by developments that have taken place over the past few months. Our wait list is the lowest it's been in recent memory, we're aware of a number of doctors who would like to begin their practice careers in Fredericton, and the Fredericton Health Needs Assessment is underway – with a representative of the Fredericton Chamber on the Steering Committee – and is on track to deliver its recommendations by June.

Certainly, this is good news. But the core issues remain unaddressed. The average wait time to be placed with a family physician in the Fredericton area is still 18 months. Our government continues to maintain that the province has enough physicians. And, most importantly, we have yet to receive the collaborative clinic we were promised in the lead-up to the 2010 provincial election.

When I began my term as President one year ago, I stated that physician recruitment was my #1 priority. While the Chamber will take up emerging issues in the coming year, rest assured that this will remain high on our agenda.

MEMBERSHIP COMMITTEE REPORT

Co-chairs – Marilyn Wilson and Stephen Hill

The Membership Committee was very strong this year with 14 committee members. The primary responsibility of the Committee is to welcome new members to the Chamber. Whenever possible these members were visited at their place of business with a welcoming gift pack. The visiting member from our committee would usually meet for just a few minutes to welcome the new member to our Chamber and make sure they had all the information they needed, in the event the new member had any questions, the information or inquiry was promptly passed along to the Chamber's Membership & Marketing Manager.

This year the Chamber had 92 new members to which most were successfully paid a visit by one of committee members. In 2012 the Membership Committee undertook to expand its reach and added another visitation. We began retention visits to current long standing members. On these visits a Chamber staff partnered with a Membership Committee person and paid a visit to the existing member. During the visit a general form of questions were to ask to give us valuable feedback on how the Chamber was doing. We have had both, great and positive feedback from those visits. This initiative has worked out better than envisioned. In addition to visitations the Membership Committee assists in Chamber networking functions & events. Our dedicated committee members make it a priority to help our new members connect to existing members. Making those sometime awkward first steps of networking more comfortable.

The Membership Committee continues to provide growth to the Chamber in its personal connections and by several referrals to our Membership & Marketing Manager. Thank you to all who served on our committee this year, your dedication & hard work is greatly appreciated. A special thanks to Brenda Page (filling in for Katie Gillingham) Brenda has done an outstanding job during Katie's leave. All the best in her new position at Kingswood Park.

Committee Members: Patricia Seaman, Marilyn Wilson, Stephen Hill, Matt Hiltz, Curits Haley, Kate Greer, Erin Chafe, Andrew Foreman, Kim Morgan, Daniel Picard, Stephanie Roy, Kory Nason, Anne Soucy, Simon MacDougall

COMMUNICATIONS ADVISORY REPORT

Chair – Jill Dickinson

The Communications Committee met monthly to discuss the many communication tools the chamber uses. The chair for the committee was board member Jill Dickinson of Clowater's Plumbing and Heating and committee members included: Doug Daley of Kiers Marketing Group, Craig Allen of the Craig Allen Agency, Nick Fanelli of Revolution Strategy, Sonya Gilks of NBCC, and Lucas Roze of Enterprise Fredericton.

The major project for the committee for this year was the creation of a community calendar. The committee presented the idea of the calendar to the board of directors and once it was approved, work on the calendar began. The committee first met to discuss what the overall purpose and layout of the calendar should be. The next step was for the committee to do a bit of research to find the best calendar possible that would fit all needs. A Request for Proposals was sent out to the chamber membership and Revolution Strategies were chosen to create the calendar. It was decided that the calendar would need an icon for the chamber's website and the other community partners who want to create a link to the calendar. The committee asked committee member Doug Daley to design the icon. Once the calendar design was approved, Revolution Strategy worked with the chamber's website provider Red Cow Technologies to add the calendar to the chamber's website. The calendar was soft launched to a short list of community partners on May 7th. A public launch is planned for June 7th at the Summer Biz Bash event. A small ad campaign is planned for that week to promote the calendar.

The committee also met to discuss the chamber's annual membership survey and the questions that are asked. The committee talked about the best way to phrase the questions to get useful feedback. The committee also discussed the layout of the chamber's website and committee members were asked for feedback for proposed changes to the site.

It has been a busy year and the committee is proud to launch the community calendar. Thank you to all committee members for all of your great ideas.

NOMINATING COMMITTEE REPORT

Chair – Mike Toole

The Fredericton Chamber of Commerce Nominating Committee is pleased to report that the following individuals have agreed to serve as members the Fredericton Chamber of Commerce Board of Directors for the 2012-2013 term. The members of the Nominating Committee included Mike Toole (Chair), Andrew Steeves, Janice Corey, Chris Johnston, and Krista Ross (ex-officio).

President	Janice Corey	Corey & Company
Past President	Andrew Steeves	Exp Services Inc.
1 st Vice President	Chris Johnston	Bulletproof Solutions
2 nd Vice President	Joseph O'Donnell	National Bank Financial
Treasurer	David Armstrong	KPMG
Executive Member	Mark McKenzie	Green Imaging Technologies
Executive Member	Stephen Hill	Cox & Palmer
2 nd Year Director	Stephanie Roy	CMA New Brunswick
2 nd Year Director	Jill Dickinson	Clowater's Plumbing & Heating
2 nd Year Director	Marilyn Wilson	Kwik Kopy Design & Print Centre
2 nd Year Director	Brian Duplessis	United Way/Centraide
2 nd Year Director	Frank Zhao	TD Bank
2 nd Year Director	Adhir Mishra	Radiant Learning
1 st Year Director	Laurie Guthrie	City of Fredericton
1 st Year Director	Dan Coleman	University of New Brunswick
1 st Year Director	Cathy Pugh	Fredericton Convention Centre
1 st Year Director	Mark Mahoney	Scotiabank
1 st Year Director	Ian LaPointe	Dillon Consulting
1 st Year Director	Keir Clark	ScotiaMcLeod
1 st Year Director	Heather Black	McInnes Cooper

The following members of the Board have completed their term:

Mike Toole
Frank Flanagan
K. Chipp McCrea
Arnold Lynds
Deryl Armstrong

INCOMING PRESIDENT'S REPORT



Janice McKay-Corey, Contract Management Services Inc.

"Plans are only good intentions
unless they immediately degenerate into hard work."

Peter Drucker

Our Annual Report of 2011-2012 shows the results of plans at the beginning of the fiscal year that was turned into hard work; and hard work that provided results. Hats off to the Chamber staff, our diversified board and our cohesive board executive for staying the course throughout the year.

This annual report, on the financial side, shows the direct result of aggressively managing the expense side of the budget, focusing on growth on the revenue side of the income statement and managing expectations – both on the membership side and in the other core relationships that the Chamber is involved in cultivating.

As a board and staff we are already planning for the 2012-2013 year ahead and have a vision of where we would like to see our Chamber at our next Annual meeting. That vision is tied to our 2011-2014 Strategic Plan.

This plan includes a focus on securing our financial viability which will continue to incorporate balance sheet management, expense controls and securing resources for future sustainability. A direction that is supported by your Board of Directors and managed and put into action by our CEO Krista Ross and her capable team.

As a team of board and staff, we also will be focused on delivering personalized membership ROI's (return on investment), we will aim to strategically increase the impact of our advocacy work, we will continue to strive to be your 'connector' of choice and we will look to actively build a 21st Century chamber.

The 'non-financial' activities outlined in our current annual report deliver a positive impact to this organization. The engagement of the grass root member in committees, in advocacy development and in participating in the assessment of membership ROI, all support and lead to a financially stable Fredericton Chamber of Commerce.

We all have a choice of whether we join and participate in the Chamber, our involvement is voluntary. There is good reason however, in being part of a business group that has a plan and

is willing to work hard to put it into action. As members we can be involved and have our collective voice heard and utilize the feedback that we receive from our Chamber in the form of measurable results.

We are your chamber, we are your Voice of Business, and our results in 2012-2013 will show the outcomes of our hard work in the upcoming fiscal year.

Respectfully Submitted,

Janice A. Corey

Incoming President

Fredericton Chamber of Commerce

2012-2013

2012-2013 BOARD OF DIRECTORS



Janice Corey
President
Corey & Company



Andrew Steeves
Past President
Exp Services Inc.



Chris Johnston
1st Vice President
Bulletproof Solutions



Joseph O'Donnell
2nd Vice President
National Bank Financial



Dave Armstrong
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Mark McKenzie
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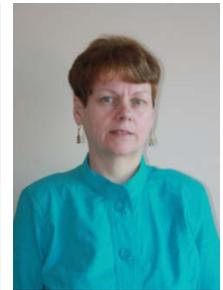
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