

Fredericton Chamber of Commerce

Annual Report



2013

Fredericton Chamber of Commerce

Annual Report

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PRESIDENT'S REPORT



Janice Corey – Corey & Company

The Art of Connectivity and Moving Forward – The 2012-2013 President's Report

*"If everyone is moving forward together, the success takes care of itself"
~Henry Ford¹*

As a business organization, the Fredericton Chamber of Commerce is fortunate to not only have a strong grass roots foundation of 900+ members, but also a staff and board who support and operate within a scope of connectivity with community, government and other organizations. This ability to make the connections where necessary enables the strategic initiatives of the chamber to be implemented and the goals of the organization to move forward.

In my year as president, I have witnessed first hand a reorganization of management and staff at the chamber – no easy feat for an organization when there is only one vacancy, but three to contend with has certainly shown what this team is able to move forward through change. I have been impressed that the staff, as led by Krista Ross our CEO, has not lost its connectivity with their board, their members, nor the community at large while managing such tremendous change. As a result, the chamber has continued to move forward and achieved great successes.

Here are some of the highlights of the 2012-2013 fiscal year:

- ❖ The chamber's Municipal Government Affairs Committee tabled perspectives and positions on the following areas to city council with recommendations (brief presented May 27, 2013):
 - Property assessments and tax increases
 - Infrastructure renewal
 - Economic development – proper funding and Vision 2020 Economic Plan
 - Zoning Bylaws/PAC
 - Stakeholder engagement and communication
- ❖ The chamber took a position on the pending anti-spam regulations (news release dated February 4, 2013) and tabled this information with our local MP Keith Ashfield.
- ❖ The chamber has been an active stakeholder with the Fredericton International Airport Authority, which is a vital part of this region's economic plan.
- ❖ The chamber's Provincial Government Affairs Committee has been working on resolutions for our Canadian Chamber of Commerce (CCC) AGM to support our continued accreditation status. The two resolutions to be tabled later this year are:

¹ <http://www.motivateus.com/leadership-quotes-12-10.htm>

- Canada-USA price gap - calling for the implementation of three of the four recommendations contained in the February 2013 Standing Senate Committee on National Finance report on the Canada-US price gap
- Standardized Licensing – calling for more work to be done nationalizing licensing/accreditation requirements to increase labour mobility and decrease red tape
- ❖ Our Economic Development Committee has been very engaged in the Vision 2020 exercise that was led by the City of Fredericton and included participants in our community from numerous stakeholder groups. In addition to this work, this committee is continuing with preparations for a fall event that will be held at the Currie Centre on UNB campus. This ‘expo’ event will include employers, community groups, local amenities and so forth to establish a link between post-secondary students and the community. The initiative -- Choose Fredericton (news release 13 February 2013) has a goal of retention of more post-secondary students after graduation.
- ❖ Our chamber actively participated in the annual budget review, both federally and provincially again this year. This allows our chamber to work with other groups and come out with a common voice on some issues as well as the ability to release our own position on budget announcements on behalf of our members.
- ❖ Our chamber has also addressed the need to connect with other stakeholder groups in the community by hosting presentation days for the board, staff and committees of the chamber. We have also included key stakeholder groups within the city to join us in these education meetings and have included such topics as economic development, the provincial government’s lean six sigma process, shale gas and many others.
- ❖ Our Physician Recruitment Committee, which is dedicated to the primary care initiative, finalized a multiyear strategic plan. This was in addition to numerous meetings with healthcare officials, stakeholders and those in medical professions. This has been an ever changing landscape. Hats off to this committee for their dedication and focus.
- ❖ Our Business Immigrant Mentorship Program has celebrated another stellar year and continues to be an example in their field. This much praised program continues to grow in other areas of the province and the country.

In addition to the items mentioned above, the chamber has been more present via news releases, twitter and facebook, getting information out to the public regarding our member businesses, the chamber’s perspectives and positions on issues and general social media communication. The chamber is also in the active process of redesigning our website which dovetails nicely to the amazing amount of work that was done last year in launching the community calendar.

Our events have been ‘sell outs’ numerous times with positive feedback on the value of the networking, the ability to connect with all levels of government and other agencies for our business members. Our staff and committee who are charged with the responsibility of managing these events continue to present them as ‘fresh’ and worth their ticket price. This is not an easy task when there is a wide variety of competition for the ticket dollar.

We have connected and collaborated with other chambers within the province, the region and across the country on issues of concern and have participated in collaborative news releases on various topics. This leverage is vitally important when publically sharing a position on issues relevant to Canadians. To that end, we have supported our national chamber in communicating their white paper to the federal government on the top 10 barriers to competitiveness for business in Canada.

Our chamber continues to show leadership in our community by recently establishing a scholarship fund which will see a scholarship being awarded each year.

I would like to take this opportunity to thank all of the staff at the chamber for making my year as president a rewarding one. I want to thank them for their guidance, their professionalism and their support as our team evolved through change. I have appreciated the continued wisdom of our past president Andrew Steeves, his voice will resonate long after his term. To our incoming president, Chris Johnston, your dedication to being involved and understanding all facets of the chamber's operations will aid well in your term as president. Finally to our CEO, Krista Ross, it is not an easy position to be in where your 'boss' changes annually, but you have handled it with grace, you have kept this organization moving forward, you have been key to our successes. Hats off to you and your leadership!



2012-2013 BOARD OF DIRECTORS



Janice Corey
President
Corey & Company



Andrew Steeves
Past President
exp Services Inc.



Chris Johnston
1st Vice President
Atlantic Medical
Imaging Services



Joseph O'Donnell
2nd Vice President
National Bank
Financial



Nick Norrad
Treasurer
Spacek & Associates
Chartered Accountants



Mark MacKenzie
Executive Member
Green Imaging
Technologies



Stephen Hill
Executive Member
Cox & Palmer



Jill Dickinson
2nd Year Director
Clowater's Plumbing
& Heating



Marilyn Wilson
2nd Year Director
KKP Kwik Kopy
Printing



Brian Duplessis
2nd Year Director
United Way/Centraide



Frank Zhao
2nd Year Director
TD Canada Trust



Adhir Mishra
2nd Year Director
Radiant Learning



Dan Coleman
1st Year Director
(2nd Term) - UNB



Laurie Guthrie
1st Year Director
City of Fredericton



Heather Black
1st Year Director
McInnes Cooper



Mark Mahoney
1st Year Director
Scotiabank



Keir Clark
1st Year Director
ScotiaMcLeod



Ian LaPointe
1st Year Director
Cobalt Capital
Corporation



Cathy Pugh
1st Year Director
Fredericton Convention
Centre



Paul Simmonds
1st Year Director
Robert Simmonds

CHIEF EXECUTIVE OFFICER'S REPORT



Krista Ross – 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 being a member to be beneficial to your business. If you haven't been using the many advantages of being a member, I encourage you to do so - and if you are not sure how to best utilize your membership... get in touch.

There are 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 all aspects of operations and communications. She keeps the chamber team, as well as the board and committees on our toes! This year, Wendy took on the chamber directory as a project and brought it 'in house' for the first time – she's done a tremendous job and you'll see the results of her efforts in the next few months. Wendy has also been working on a new website for the chamber and has spent untold hours updating and creating new concepts for this valuable communication tool. Stay tuned to see the new and improved website soon!

This year, we hired a new Policy and Research Manager, Morgan Peters, who joined the team in August. Many of you have worked closely with Morgan as he has worked diligently with our committees and board to develop our advocacy pieces and government relations work. Morgan brings to the chamber team a tremendous work ethic (and a great sense of humour), along with excellent research and writing skills. He proactively brings issues of concern to the attention of myself and the board and keeps us relevant on advocacy issues! Event Manager Stacey Murray was introduced at our AGM last year and she has had a fantastic year managing our events, working with her committees and bringing new events to the chamber. We were delighted to launch a 'first annual' curling funspiel this year that was a sold-out event! Stacey brings a dedication and professionalism to the position that has brought our events to an even higher level! The quantity of events, number of overall attendees and member satisfaction have all increased under Stacey's leadership.

Janet Moser is the coordinator for our Business Immigrant Mentorship Program and does a tremendous job with her mentee participants and engaging volunteer mentors. We recently celebrated our fourth year as the host of the BIMP program and Janet's leadership was evidenced at the graduation of cohort seven by the heartfelt thanks of mentees, mentors and our provincial funding partners. Janet puts her heart into her job and it shows! This year has been one of transition for the position of Membership Development Manager – we were pleased to have Chrystal Venator with us for several months after the role was vacant for a time. She has recently moved on to a new employer and we are delighted to welcome Christine Little to the position. Christine brings a wealth of knowledge and experience to the chamber and she is certainly known as a 'mover and shaker' in our community. Join me in welcoming Christine to the chamber team! Brianne Phillips is our part-time bookkeeper and keeps us in line when it comes to our finances; we appreciate her great work in that regard.

The next group to thank is the board of directors and committee members. Without their volunteer efforts, the chamber couldn't function the way it does - as a true reflection of our membership, your issues and your concerns. What a great group of volunteers willing to go above and beyond! The caliber

of volunteers that we are able to attract is a testament to the work of those who have gone before and put our organization on the map in our community. Our directors and committee members continue to participate in many meetings and activities and provide 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: past president Andrew Steeves, Marilyn Wilson, Brian Duplessis, Frank Zhao, and Adhir Mishra. Particular thanks to outgoing president Janice Corey who has been a great leader of your organization – Janice has given unselfishly of her time and has worked diligently to ensure that the voice of the membership is heard. And finally, a thank you to incoming president Chris Johnston – I look forward to working with Chris closely in the coming year as he leads our organization. Chris has already been working diligently with the chamber and providing expertise to several committees and the board and brings a tremendous background and knowledge to the table.

As a membership owned and driven organization, you have made it your priority this year to work with various other groups including Downtown Fredericton Inc., Business Fredericton North, Enterprise Fredericton, The Knowledge Park, The Fredericton International Airport Authority, as well as all three levels of government. We have excellent working relationships with these groups and are proud of the progress we have made in working with our elected officials on a variety of issues that affect business. Additionally, we work closely with the Canadian Chamber of Commerce and the Atlantic Chamber of Commerce in furthering our common agendas in our region.

This year has been an active one for the chamber; we have hosted nearly 4000 attendees at 40 events this year, while engaging 100+ volunteers in our eleven standing committees and numerous other projects. I am excited about the 2013-2014 year. The chamber continues to grow and we remain focused on providing our existing benefits and services to you, while constantly looking for new ways to provide even more value in your chamber membership. We will also endeavor to continue providing excellent events and networking opportunities, as well as relevant and effective professional development experiences. 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! Over the summer, we will also be working on a new strategic plan for our organization that will help to guide us over the short and long term. This plan, in conjunction with our survey results, will shape our goals, vision, direction and priorities for the coming year and the work plan for our team will come from these plans.

Thank you for your continued membership and support of our organization. Together we are stronger.

TREASURER'S REPORT



Nick Norrad – Spacek and Associates Chartered Accountants

The 2012-13 fiscal year was an incredibly successful one for the chamber. Management has worked diligently to identify and take advantage of opportunities for revenue growth and cost savings. The result is an excess of revenue over expenditures of \$83,226 for the year, compared to a break-even budget. The strong results from the past two fiscal years will help to secure the chamber's financial stability and position as a pillar in our community for years to come. At April 30th, 2013 the chamber had net assets of \$280,030.

A summary of selected analysis is as follows:

	Actual 2012/13	Budget 2012/13	Variance \$	Variance %	Actual 2011/12
REVENUES					
SPECIAL PROJECTS	395,990	344,900	51,090	15%	340,689
MEMBERSHIP DUES	257,870	275,000	(17,130)	-6%	285,006
OTHER	179,123	158,699	20,424	13%	185,803
TOTAL REVENUE	832,983	778,599	54,384	7%	811,498
EXPENSES					
SPECIAL PROJECTS	206,427	204,091	2,336	1%	180,992
SALARIES & BENEFITS	286,410	307,143	(20,733)	-7%	324,991
PREMISES BUILDING	52,758	51,489	1,269	2%	51,609

OTHER	204,162	215,876	(11,714)	-5%	208,503
<hr/>					
TOTAL EXPENSES	749,757	778,599	(28,842)	-4%	766,095
<hr/>					
EXCESS	83,226	-	83,226		45,403
<hr/> <hr/>					

Considering certain factors which have contributed to the strong bottom line in 2012-13, plus anticipated changes in operations going forward, we do not expect to have such large excesses in future years.

I would like to gratefully acknowledge management's skilled leadership and stewardship of our financial resources and the board of directors' for their demonstrated fiduciary responsibility and due diligence.



Financial Statements

Fredericton Chamber of Commerce

April 30, 2013

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Independent Auditors' Report

Grant Thornton LLP
4th Floor
570 Queen Street, PO Box 1054
Fredericton, NB
E3B 5C2
T (506) 458-8200
F (506) 453-7029
www.GrantThornton.ca

To the Board of Directors of
Fredericton Chamber of Commerce

We have audited the accompanying financial statements of Fredericton Chamber of Commerce, which comprise the statements of financial position as at April 30, 2013, April 30, 2012 and May 1, 2011, and the statements of operations, statements of net assets and cash flows for the years ended April 30, 2013 and April 30, 2012, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

Independent Auditors' Report (Continued)

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Fredericton Chamber of Commerce as at April 30, 2013, April 30, 2012 and May 1, 2011, and the results of its operations and its cash flows for the years ended April 30, 2013 and April 30, 2012 in accordance with Canadian accounting standards for not-for-profit organizations.

Grant Thornton LLP

Fredericton, New Brunswick
May 30, 2013

Chartered Accountants

Fredericton Chamber of Commerce Statement of Operations

Year Ended April 30,

	2013 <u>Actual</u>	2013 <u>Budget</u>	2012 <u>Actual</u>
Revenue			
Memberships	\$ 257,870	\$ 275,000	\$ 285,006
Special projects (Note 7)	395,990	344,900	340,689
Rentals	90	420	600
Group insurance	65,321	63,809	65,728
Interest	81	-	3
Newsletter	31,457	20,170	20,823
Travel bank	-	-	15,959
Miscellaneous	3,170	2,800	792
External support	<u>79,004</u>	<u>71,500</u>	<u>81,898</u>
	<u>832,983</u>	<u>778,599</u>	<u>811,498</u>
Expenditures			
Bank, credit card and service charges	5,785	6,538	6,561
Community projects	1,565	2,600	2,439
Contingency fund	-	1,100	-
Depreciation	8,452	3,705	6,686
Economic development	-	-	1,608
Marketing	10,893	13,169	7,674
Meetings and travel	13,408	10,276	9,302
Membership development	2,494	5,775	6,258
Mentorship project	79,653	73,273	74,845
Newsletter	23,891	22,297	27,167
Office (Note 8)	25,785	37,526	30,302
Postage	4,668	6,030	5,809
Premises (Note 9)	52,758	51,489	51,609
Professional development	985	5,232	4,519
Professional fees	9,226	10,384	9,216
Salaries and benefits	286,410	307,143	324,991
Special projects (Note 7)	206,427	204,091	180,992
Telephone	<u>17,357</u>	<u>17,971</u>	<u>16,117</u>
	<u>749,757</u>	<u>778,599</u>	<u>766,095</u>
Excess of revenue over expenditures (expenditures over revenue)	<u>\$ 83,226</u>	<u>\$ -</u>	<u>\$ 45,403</u>

See accompanying notes to the financial statements.

Fredericton Chamber of Commerce Statement of Net Assets

Year ended April 30,

	Invested in Capital Assets	Unrestricted	2013	<u>2012</u>
Balance, beginning of year	\$ 30,573	\$ 166,231	\$ 196,804	\$ 151,401
Excess of revenue over expenditures (expenditures over revenue)	(8,452)	91,678	83,226	45,403
Elimination of Building fund	-	-	-	-
Investment in capital assets	<u>9,363</u>	<u>(9,363)</u>	<u>-</u>	<u>-</u>
Balance, end of year	<u>\$ 31,484</u>	<u>\$ 248,546</u>	<u>\$ 280,030</u>	<u>\$ 196,804</u>

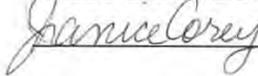
See accompanying notes to the financial statements.

**Fredericton Chamber of Commerce
Statement of Financial Position**

	April 30, 2013	April 30, 2012	May 1, 2011
Assets			
Current			
Cash and cash equivalents	\$ 437,775	\$ 345,986	\$ 324,764
Cash internally restricted for Building Fund	-	-	748
Cash internally restricted for Travel Bank	-	-	15,959
Receivables (Note 4)	94,987	116,291	77,707
Prepaid expenses	13,309	9,718	9,109
	<u>546,071</u>	471,995	428,287
Capital assets (Note 5)	<u>31,484</u>	<u>30,573</u>	<u>15,835</u>
	<u>\$ 577,555</u>	<u>\$ 502,568</u>	<u>\$ 444,122</u>
Liabilities			
Current			
Payables and accruals	\$ 22,097	\$ 55,274	\$ 26,571
Funds held in trust – Travel Bank	-	-	15,959
Future revenue - membership	196,992	177,794	177,495
Deferred revenue	77,236	71,496	71,496
	<u>296,325</u>	<u>304,564</u>	<u>291,521</u>
Net Assets			
Contributed surplus	1,200	1,200	1,200
Net assets (Page 4)	<u>280,030</u>	<u>196,804</u>	<u>151,401</u>
	<u>281,230</u>	<u>198,004</u>	<u>152,601</u>
	<u>\$ 577,555</u>	<u>\$ 502,568</u>	<u>\$ 444,122</u>

Commitment (Note 12)

ON BEHALF OF THE BOARD

 Director

 Director

See accompanying notes to the financial statements.

Fredericton Chamber of Commerce Statement of Cash Flows

Year ended April 30,

2013

2012

Increase in cash and cash equivalents

Operations

Excess of revenue over expenditures	\$ 83,226	\$ 45,403
Depreciation	<u>8,452</u>	<u>6,686</u>
	91,678	52,089
Decrease (increase) in receivables	21,304	(38,584)
Increase in prepaid expenses	(3,591)	(609)
(Decrease) increase in payables and accruals	(33,177)	28,703
Increase in future revenue	19,198	299
Increase in deferred revenue	<u>5,740</u>	<u>-</u>

101,152 41,898

Financing

Decrease in internally restricted cash for Building/Travel Fund	<u>-</u>	<u>748</u>
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Investing

Investment in capital assets	<u>(9,363)</u>	<u>(21,424)</u>
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Net increase in cash and cash equivalents	91,789	21,222
Cash and cash equivalents beginning of year	<u>345,986</u>	<u>324,764</u>
Cash and cash equivalents end of year	<u>\$ 437,775</u>	<u>\$ 345,986</u>

See accompanying notes to the financial statements.

Fredericton Chamber of Commerce Notes to the Financial Statements

April 30, 2013

1. Nature of the organization

Fredericton Chamber of Commerce is a non-profit organization promoting business activities within the Fredericton area. The corporation is a not-for-profit organization, and is exempt from federal and provincial corporate taxes under paragraph 149(1)(e) of the Income Tax Act.

2. Summary of significant accounting policies

Basis of presentation

The Association's financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Revenue - memberships

Invoices for renewal of membership fees are sent in December for the following calendar year and fees for new members who join on or after February 1 are calculated on a pro-rata basis from the date of membership to the end of the calendar year. Membership fees are deferred and recognized to income on a monthly basis over the one year term of the membership.

Future revenue

Future revenue represents the portion of membership fees received at the fiscal year end which apply to the remainder of the calendar year. These amounts will be recorded as income in the next fiscal year.

Deferred revenue

Funding for special projects is periodically received by the Chamber. These funds are recorded as deferred revenue as revenue has been received in advance of the expenses being incurred or special project being completed. During fiscal 2013 the Chamber received funding for special projects of \$78,000, \$77,236 of which has been recorded as deferred revenue as at April 30, 2013.

Expense recognition

Expenses are recognized on an accrual basis as costs are incurred. Administration expenditures are not subject to reallocation procedures to projects and activities.

Depreciation

Depreciation of office equipment, computer equipment and software is calculated on the declining balance basis at a rate of 20, 30 and 100 percent per annum respectively. Depreciation of leasehold improvements is calculated on the straight-line basis at a rate of 10 percent per annum. Current year additions are depreciated using one half the indicated rate.

Depreciation of the website is calculated on a straight-line basis over three years. Development began for the website in the current year. The website is not yet active and available for use; therefore, no depreciation has been taken for the year ended April 30, 2013.

Fredericton Chamber of Commerce Notes to the Financial Statements

April 30, 2013

2. Summary of significant accounting policies (Cont'd)

Use of estimates

In preparing the Chamber's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. Significant estimates included in these financial statements pertain to collectability of receivables and project completion regarding deferred revenue. Actual results could differ materially from these estimates.

Cash and cash equivalents

Cash and cash equivalents include cash on hand and balances with banks.

3. Impact of the change in basis of accounting

These financial statements are the first financial statements for which the Association has applied the Canadian accounting standards for not-for-profit organizations (ASNPO). The financial statements for the year ended April 30, 2013 were prepared in accordance with ASNPO. Comparative period information presented for the year ended April 30, 2012 and the opening statement of financial position as at May 1, 2011 were prepared in accordance with ASNPO and the provisions set out in Section 1501 *First-time adoption by not-for-profit organizations*.

The date of transition to ASNPO is May 1, 2011. The Association's transition from Canadian generally accepted accounting principles ("previous GAAP") to ASNPO has had no significant impact on the opening net assets as at May 1, 2011 or the statement of operations or the statement of cash flows for the year ended April 30, 2012.

As a result, although the statement of financial position as at May 1, 2011 has been provided, the reconciliations and disclosures required by Section 1501 for the net assets at the transition date, the comparative period excess of revenue over expenses and the cash flow statement are not necessary and have not been presented in these financial statement notes.

4. Receivables	<u>2013</u>	<u>2012</u>	<u>2011</u>
HST	\$ 88	\$ -	\$ 809
Membership dues and events	<u>115,189</u>	<u>123,044</u>	<u>92,844</u>
	115,277	123,044	93,653
Less: Allowance for doubtful accounts	<u>(20,290)</u>	<u>(6,753)</u>	<u>(15,946)</u>
	<u>\$ 94,987</u>	<u>\$ 116,291</u>	<u>\$ 77,707</u>

Fredericton Chamber of Commerce Notes to the Financial Statements

April 30, 2013

5. Capital assets

	<u>Cost</u>	<u>Accumulated Depreciation</u>	<u>2013 Net Book Value</u>	<u>2012 Net Book Value</u>	<u>2011 Net Book Value</u>
Office equipment	\$ 116,962	\$ 105,612	\$ 11,350	\$ 10,603	\$ 12,405
Computer equipment	62,098	48,284	13,814	19,970	3,430
Website	6,320	-	6,320	-	-
Software	12,659	12,659	-	-	-
	<u>\$ 198,039</u>	<u>\$ 166,555</u>	<u>\$ 31,484</u>	<u>\$ 30,573</u>	<u>\$ 15,835</u>

6. Financial instruments

The Chamber's financial instruments consist of cash and cash equivalents, receivables, payables and accruals.

The fair value of the Chamber's cash and cash equivalents, receivables, payables and accruals approximate their market value due to the relatively short period to maturity of the instruments.

It is management's opinion that the Chamber is not subject to significant amounts of currency, credit or interest rate risk arising from these instruments.

7. Special projects

The Chamber conducts a number of networking, educational and awards dinner events on an annual basis. These projects provided gross revenues of \$395,990 and incurred direct expenses of \$206,427 resulting in a net contribution to operations of \$189,563 (2012 - \$159,697).

8. Office expense

	<u>2013</u>	<u>2012</u>
Stationery and supplies	\$ 7,236	\$ 7,327
Dues and subscriptions	7,997	6,904
Equipment	<u>10,552</u>	<u>16,071</u>
	<u>\$ 25,785</u>	<u>\$ 30,302</u>

Fredericton Chamber of Commerce Notes to the Financial Statements

April 30, 2013

9. Premises expense	2013	2012
Rent	\$ 33,800	\$ 32,760
Heat and light	6,516	7,452
Cleaning and maintenance	2,687	2,910
Taxes and water	6,119	5,931
Insurance	1,608	1,502
Miscellaneous	2,028	1,054
	<u>\$ 52,758</u>	<u>\$ 51,609</u>

10. Capital management

Management considers capital to be net assets. The Chamber's objective when managing capital is to maintain financial strength to sustain long term delivery of its core activities.

11. Budget

The 2012-2013 fiscal year budget figures that are presented for comparison with the actual figures were approved by the board of directors and have not been audited.

12. Commitment

The Chamber has leased office facilities to 2014 at a minimum monthly rent of \$2,871 for 2013 and \$2,952 for 2014 plus property taxes, power, and sewage costs.

13. Comparative figures

Certain comparative figures have been reclassified to conform to the presentation adopted for the year ended April 30, 2013.

ADVOCACY UPDATE



Morgan Peters – Fredericton Chamber of Commerce

The primary driver of the Fredericton Chamber of Commerce's advocacy work is our annual membership survey, which is distributed in early summer each year. This timing allows our advocacy committees, which generally reform in September to have current information on our members' priorities. Our 2012-13 survey told us that our members' most pressing concerns were access to primary healthcare, business and personal taxation, a shortage of skilled workers, population growth, and education. The chamber tackled each of these issues and more through various methods in 2012-13.

Communication with Government

A key part of the chamber's advocacy strategy is maintaining open lines of communication with the various levels of government. In 2012-13, chamber representatives met with Fredericton city councilors and staff; members of the provincial government including ministers, capital region MLAs, and deputy ministers and other key staff; as well as federal ministers, MPs and staff.

The Provincial Government Affairs Committee provides New Brunswick's minister of finance with a pre-budget brief each year, which is presented and discussed during a private meeting with the minister. With a growing debt and deficit, our 2012-13 brief focused on two broad categories – revenue generation and expense reduction. The following subtopics were included: Innovation / Post-Secondary Education, K-12 Education, Property Tax Reform, Energy, Strategic Population Growth, the Community Funding Model, Local Governance, Pension Reform and Healthcare. That brief can be found on the chamber website.

The Municipal Government Affairs Committee reinstated the practice of providing Fredericton's mayor and city council with a brief at the end of each committee year, outlining our position on current local issues and providing recommendations on these issues from a business perspective. This brief was accompanied by a presentation during the regular city council meeting on 27 May 2013. The following topics were included: Property Taxes and Assessments, Infrastructure, Zoning and Economic Development.

Access to a Primary Healthcare

For the past several years, our annual membership survey has shown that access to a family physician is a top priority for chamber members. The primary reasons for this appear to be twofold. First, when trying to attract business owners/investors or talented employees to the area, having high quality health care available for them and their families is a concern that is often raised. Second, access to a family physician leads to a healthier population, which increases productivity and decreases costs associated with the healthcare system. This year our Physician Recruitment Committee completed a multi-year strategic plan to guide our activities in the near future. We have also engaged many officials in the healthcare field including Minister Ted Flemming, John McGarry, CEO of Horizon Health, Anthony Knight, CEO of the New Brunswick Medical Society, and Eric Levesque, Physician Resources Advisor with the Department of Health. The committee has also begun to reach out directly to medical students and residents with a primary focus those either native to New Brunswick or are currently studying or completing residencies in the province. The committee plans to maintain this focus moving into 2013-14.

Bridging the Skills Gap

For the past several years, our annual membership survey has indicated that the skills gap is a persistent and expanding issue for our members. This has also been a focus for the Canadian Chamber of Commerce over the past two years. The gap affects many sectors and has far-reaching economic implications – we are now in a situation where we have skilled jobs without workers and unskilled workers without jobs. We have been advocating that our post-secondary institutions provide training in priority sectors and that the provincial and federal governments provide a more targeted immigration regime amongst other activities.

Choose Fredericton – Our Economic Development Committee, in conjunction with the City of Fredericton and the Department of Post-Secondary Education, Training and Labour are planning an initiative for October 2013 aimed at retaining more graduating post-secondary students in the area. Working with the University of New Brunswick, St. Thomas University, New Brunswick Community College, Eastern College, the Centre for Arts and Technology, Fredericton Region Young Professionals and Entrepreneurs, Enterprise Fredericton and numerous others partners, the committee is trying to create connections between students and not only the business community, but life in Fredericton as a whole. More details can be found in the Economic Development Committee section of this report.

Eliminating the Provincial Debt and Deficit

New Brunswick's growing debt and deficit is an issue that affects all aspects of business and quality of life in the province and city, including a direct impact on business and personal taxation. Giving the provincial government viable options to return to fiscal stability is a high priority for the chamber. The Provincial Government Affairs Committee, along with the chamber board and executive are all

advocating that the province must reduce spending and increase revenue through economic development as a precursory step towards becoming an economically vibrant province. This has been a focus in all conversations with provincial government officials and was the primary focus of our pre-budget brief to Minister Higgs.

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, which pairs established local businesspeople with immigrant entrepreneurs to help guide them through the process of starting a business, completed its seventh cohort in 2012-13. The chamber views immigrant attraction and support as a critical economic development ingredient, including the need to grow the population of the city and province. Support for immigrant entrepreneurship was a major focus of our Municipal Government Affairs Committee through their efforts advocating that Enterprise Fredericton (or some other economic development agency) was crucial for the city's growth and prosperity. Strategic population growth through immigration was also included in our pre-budget submission to Minister Higgs. More details can be found in the Business Immigrant Mentorship Program section of this report.

Economic Development

The chamber was a primary stakeholder in the City's Vision 2020 process, launched after the Province of New Brunswick followed the federal government and pulled its funding from the Enterprise Network in the fall of 2012. The resulting strategic plan, with a focus on entrepreneurship and innovation has been endorsed by the chamber and we intend to play a key role in its evolution and implementation. The chamber continues to have a close working relationship with Enterprise Fredericton, the City of Fredericton's Economic Development Office and the Province's Department of Economic Development amongst other organizations. The chamber has also been supportive of the Knowledge Park's efforts to secure funding for its Commercialization Environment for Advanced Learning Technologies (CEALT), including the ACcer18 Centre, an incubator for business startups, providing the tools needed for success through coaching, mentoring, space requirements and commercialization vehicles.



MEMBERSHIP UPDATE



Chrystal Venator – Membership Development Manager – Fredericton Chamber of Commerce

The Fredericton Chamber of Commerce is an award-winning organization that continues to grow and prosper through our membership. Between May 1, 2012 and April 30, 2013 the Chamber welcomed 91 new members. Last year we did a new brochure mail out to 1700 businesses in the Fredericton Region, radio advertisements and gave away a chamber advertising package valued at over \$1000 to one new member.

We also saw the generosity of the business community as we were able to fill all event sponsorship opportunities including those created with the addition of our new Curling Funspiel.

With the active role the chamber plays in our business community our expectations of membership growth should once again become a reality again this year. The tangible benefits package we offer combined with educational components, networking opportunities, advocacy work and the leadership role the Chamber takes in our business community, offers our members a great return for their membership investment.



EVENTS UPDATE



Stacey Murray, Event Manager – Fredericton Chamber of Commerce

The Fredericton Chamber of Commerce hosted **40** events this year, with over **3800** people in attendance. This is a **12%** increase in event attendance from last year. Each year a portion of the annual membership survey is targeted at finding out what events our members want us to offer. The results last year indicated that our members want more **networking** and **professional development** opportunities.

To offer more networking opportunities, the Events & Networking Committee proposed the idea of hosting a curling event. On March 21, 2013 we hosted our first Curling Funspiel, and it was a success! The event sold out in both attendance and sponsorship. In response to our members wanting more professional development opportunities, we formed a Professional Development Committee. This committee uses the annual membership survey results and ongoing communication with members to provide timely sessions on topics that matter to our members. We are proud to say we hosted **11** professional development sessions this year. This is an increase of **64%** more professional development session offerings compared to those that offered in 2011-2012 through the Productivity Matters Education Series.

Monthly Events

Business After Hours is one of our most successful networking opportunities; it allows business to showcase their products and place of business. We had **813** people attend our Business After Hours at eight different member locations this year, which is an increase of **153** people in attendance from last year.

Annual Events

Annual General Meeting (AGM) and President's Reception – May 30, 2012 – This event 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. There were 27 people in attendance at this event and Frank Flanagan received the President's Award.

Past President's Luncheon – June 27, 2012 – Each year a luncheon is held to honour our past president's and to discuss what the chamber has worked on in the past year, and is planning on working on in the upcoming year. This is a great opportunity to hear the perspective of our past presidents. This year we had 16 in attendance.

Summer Biz Bash – June 7, 2012 – As a member appreciation event the chamber finishes off the year with one last mix and mingle before the summer break. Ross Ventures hosted this event at Brewbakers and had 89 people in attendance.

Golf Tournament – August 30, 2012 – This tournament continues to be well received by our members. This year we were able to get more prize sponsors than ever before-- every one of our 148 golfers went

home with a prize. Our hole sponsors had fun activities on their holes and ScotiaMcLeod even did a hole-in-one contest for \$250,000!

Business Excellence Awards – October 11, 2012 – This awards ceremony recognizes businesses that have shown outstanding customer service, community involvement and other notable achievements. We honoured seven companies/people in front of 338 attendees. The award winners included: Small Business Award – Outreach Productions / Intermediate Business Award – Go-Go Gymnastics / Large Business Award – Delta Hotels & Resorts Global Reservation Services / Community Impact Award – Multicultural Association of Fredericton / Sustainable Leadership Award – Real Food Connections / Youth Entrepreneur Award – Levi Lawrence, Real Food Connections / Business Person of the Year – Keith McIntosh, Professional Quality Assurance Ltd. (PQA).

State of the City Address – November 29, 2012 – His Worship Mayor Brad Woodside gave an update on the initiatives being undertaken by the City of Fredericton. There were 355 people in attendance at this event.

State of the Province Address – January 31, 2013 – The Fredericton Chamber of Commerce has hosted eight Premiers since 1974. This event carries the premier’s message to the Province’s accomplishments and future direction of New Brunswick. We increased the number of tickets for this event and sold out at maximum capacity with 933 people in attendance.

Curling Funspiel – March 21, 2013 – This was the first year we hosted a Curling Funspiel and it was a great success! We sold out with 80 curlers, and we look forward to making this an annual event.

Distinguished Citizen Awards – March 26, 2013 – We annually recognize members of the community who have given back, whether it is through their service or leadership. This year the event sold out with 254 people in attendance. The four award recipients included: William J. Matthews, Albert Neill, Ronald Neill and John Waite.

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 2012/2013 Event Season

May 30, 2012 – Annual General Meeting (AGM) and President’s Reception	27 attendees
June 7, 2012 – Summer Biz Bash	89 attendees
June 27, 2012 – Past President’s Luncheon	16 attendees
August 31, 2012 – Golf Tournament	148 attendees (SOLD OUT)
September 27, 2012 – Tri-Chamber Event	44 attendees
October 11, 2012 – Business Excellence Awards	338 attendees
November 29, 2012 – State of the City Address	355 attendees

January 31, 2013 – State of the Province Address	933 attendees (SOLD OUT)
March 21, 2013 – Curling Funspiel	80 attendees (SOLD OUT)
March 26, 2013 – Distinguished Citizen Awards	254 attendees (SOLD OUT)
Business After Hours – held at eight different member locations	813 attendees
Presentation Days – four held	140 attendees (approx.)

Professional Development Sessions

May 15, 2012 – Speed Networking with Verus Consulting	13 attendees
October 4, 2012 – The ART of Networking	122 attendees
October 23, 2012 – Break the Rules – Close More Sales	13 attendees
November 20, 2012 – Going for the “No”	9 attendees
January 24, 2013 – Balanced Scorecards – A Leadership Approach	25 attendees
February 19, 2013 – Commercializing Innovation	12 attendees
February 25, 2013 – Social Media for Non-Profits	17 attendees
March 15, 2013 – Mastering Rockefeller Habits – Four Decisions Executive Workshop	12 attendees (SOLD OUT)
March 19, 2013 – The Gift of Giving Great Service	22 attendees
March 28, 2013 – Lunch & Learn – Social Media	40 attendees
April 18, 2013 – Team Building	10 attendees
April 23, 2013 – The 5 Biggest Marketing Mistakes	51 attendees

Miscellaneous Events

May 11, 2012 – Green Shops presents “An Hour with Ecoholic” Adria Vasil	33 attendees
September 25, 2012 – Women In Business Networking Night	40 attendees
November 13, 2012 – Finance Minister Jim Flaherty speaks on the State of the Canadian Economy Luncheon	173 attendees
December 12, 2012 – Chamber Holiday Open House	115 attendees
March 27, 2013 – Fredericton Chamber of Commerce/NBREA Post Budget Breakfast	24 attendees (invite only)
April 22, 2013 – Earth Day Event	29 attendees

BUSINESS IMMIGRANT MENTORSHIP PROGRAM UPDATE



Janet Moser – Business Immigrant Mentorship Program Coordinator

The Fredericton Business Immigrant Mentorship Program has just completed year four. Since 2009 the program has continued to grow and develop and has gone from a lone pilot program to being the model and example for the province to use to expand into four other centres (Moncton, Saint John, Bathurst and Edmundston). The program has gained national attention and was also the prototype for programs since started with the British Columbia and Alberta governments.

In 2012-2013 the program has changed direction slightly and has begun to place more emphasis on classroom training. For two years we have been delivering training created for us by Enterprise Fredericton with the assistance of their economic development officers. This training was definitely a turning point for the program and since the first delivery of “official business training” during cohort four the business training has expanded and become more developed exclusively for newcomers with close attention being paid to the level of English terminology used.

In early 2013 the business training curriculum was re-visited and re-written so that ownership of the training will now belong to the Fredericton program. Training will now be done by Janet Moser, local business professionals and guest speakers from various sectors. The training includes seven modules on business start up basics and follows the principles required for a Canadian standard business plan.

Upon completion of the training mentees are evaluated and a decision is made at that time as to whether the mentee is ready for the next step which includes the pairing of a volunteer mentor. Some mentees are ready and prepared to work with mentors, others will decide that more training and time is needed to develop a business idea or plan.

The Fredericton program continues to gain great attention and acknowledgement, and the Province of New Brunswick has given no indication that the funding for this project is in jeopardy. The Fredericton BIMP has produced consistent numbers and a high level of satisfaction from participants, stakeholders and funders.

Since the 2009 start, the Fredericton BIMP has registered over 90 immigrant mentees. Mentees most predominantly have been made of newcomers coming from China, Korea, Iran, Pakistan, Philippines, and Vietnam with participants also coming from various other countries. Relations are strong between the BIMP and the local and provincial cultural associations as well as the Multicultural Association of Fredericton.

Meetings are held quarterly for the BIMP coordinators across the province with the goal and objective being to remain consistent in deliverance of training and programming.

In 2012 the Fredericton Mentor group earned national recognition as a top ten winner as “Mentor Rockstars” with Startup Canada. This is well earned recognition as over 90% of the mentors have been

with us since the program began in 2009. Without the dedication and support of these volunteers the program or those like it would not be successful.

The BIMP in Fredericton is now in the middle of cohort eight. We currently have 14 participants registered and will be completing the business training phase in June 2013 at which time the mentor/mentee pairs will be made.



THANK YOU TO OUR VOLUNTEERS

Executive

Janice Corey
Andrew Steeves
Chris Johnston
Joseph O'Donnell
Nick Norrad
Mark MacKenzie
Stephen Hill

Board of Directors

Janice Corey
Andrew Steeves
Chris Johnston
Joseph O'Donnell
Nick Norrad
Mark MacKenzie
Stephen Hill
Jill Dickinson
Marilyn Wilson
Brian Duplessis
Frank Zhao
Adhir Mishra
Dan Coleman
Cathy Pugh
Laurie Guthrie
Heather Black
Mark Mahoney
Ian LaPointe
Keir Clark
Paul Simmonds
Past – Dave Armstrong
-Stephanie Roy

Provincial Government Affairs Committee

Brian Duplessis
Chris Johnston – co-chair
Chris Tumwine
David Emerson
Gerard Daly
John M Bowles
John Robison
Kelly Waugh
Larry Shaw
Mary Butler
Peter Graves
Stephen Hill – co-chair
Doug Williams

Physician Recruitment Committee

Andrew Smyth
Andrew Steeves – co-chair
Angela Dysart
Angela Rutter
Clint Simmons
Denise Coulombe
Derek Schriver
Glenna Birt
Haley Flaro
Jason MacFarlane
Joseph O'Donnell – co-chair
Kanza Hashmat
Kerrie Conlin
Lloyd Chambers
Matt Hiltz
Nick Scott
Ross Mathers
Stephen Alexander
Susan Phillips

Economic Development Committee

Alessandro Doria
Anne Soucy
Barbara Gordon
Erin Blanchard
Geoff Gallant
Stephen Hill
Greg Davidson
Heather Black – co-chair
Jan Rowinski
Joe Trevors
Kathy Wishart
Laurie Guthrie – co-chair
Lisa LePage
Carrie Monteith-Levesque
Mei Huang
Nick Lawrence
Scott Miller
Shane Gunter
Bruce Robinson
Stephanie Wilson
Tom Meadus
Valerie Whyte
Suzanne Wood
Stephanie Elkins

Municipal Government Affairs Committee

Betty Blanchard
Gerard Daly
Ian LaPointe
James Terhune
John Landry
Mark MacKenzie
Mei Huang
Mike Vokey
Phil Frenette
Robert Gallen
Roshini Kassie
Sheila Fitzpatrick

Communications Committee

Marilyn Wilson - Chair
Doug Daley
Laura Kaderly
Scott MacKenzie

Events & Networking Committee

Cathy Pugh – Co-Chair
Jill Dickinson – Co-Chair
Andrew Campbell
Blake Upham
Christina Nicoll
Christine Little
Lindsay Johnston
Tanya Roy
Wendy Southworth

New Member Welcome Committee

Frank Zhao-Co-chair
Keir Clark-Co-chair
Andrew Campbell
Christine Little
Kathryn Sprott
Larry DeLong
Kory Nason
Ryan Boyer
Stan Yevdokimov

Professional Development Committee

Adhir Mishra – Co-Chair
Mark Mahoney – Co-Chair
Dan Coleman
Jon Pedersen
Robert DiDiodato
Shelley Clayton

Business Excellence Awards Selection Committee

Andrew Steeves – Chair
Adhir Mishra
Dan Coleman
Ian Wilson
Alycia Morehouse
Mary Butler
Don Good
Omar Ali
Leigh Winchester
Karen Grant
Dan Koncz
Keir Clark
Ian LaPointe
Stephen Hill
Christina Nicoll

Distinguished Citizen Awards Selection Committee

Andrew Steeves – Chair
Mayor Brad Woodside
Chris Johnston
Anne Mooers
Kerry Atkinson

Event Volunteers

Kaitlyn DeLong
Christine Little
Misty McLaughlin
Blake Upham
Brendan Lee Young
Shad Awai
Stephanie Wilson
Kate Forward
Scott Archibald
Andrew Steeves
Jessica DaigleCathlia Ward
Andrew O'Dell
Andrew Campbell

Guest Speakers and Presenters

Susan Rowland
Dr. Kellie Leitch
Anthony Knight
Bruce Grandy
Tina Tapley
Paul Kearley
Russ Mallard
Finance Minister Jim Flaherty
Mayor Brad Woodside
Dale Thibodeau
Premier David Alward
Jeff Jennings
Michèle Brideau
Andy Buyting
Kelly Deagle
Lara Wood
Ginette Morrison Branch
Ross Parks
Eric Levesque
John McGarry
Minister Martine Couombe
Mayor Brad Woodside
Councillor Eric Megarity

State of the Province Sponsors

Siemens
Emera
Rogers
Accreon
Bell Aliant
Grant Thornton
Stewart McKelvey
Advocate Printing
Atlantic Lottery
BMO
CBDC NB
Delta Fredericton
NB Medical Society
Red Cow
RIM
Rob Blanchard Photography
Robert Simmonds
Signature Sound
STU

Curling Sponsors:

National Bank Financial Group
Valley Graphics
All State Insurance
Massage 2 Go
Boyer & Associates
C Jayne Events
Foster & Company
Tim Hortons
Stewart McKelvey
Premiere Executive Suites Fredericton
Covey Basics
Regent Mall
Will Venator, Wheels and Deals

Distinguished Citizen Awards

Bell Aliant
Crowne Plaza Fredericton
92.3 Hot FM
AVW-TELAV
6 Colour Copy & Printing
Ginger Design

Business Excellence Awards

Outreach Productions
Signature Sound
UNB Executive Education Centre
Bell Aliant
Wheels & Deals
UPS
Credit Unions
Matthews McCrea Elliott
KPMG
Wilson Insurance
W.E.D.S Weddings and Events Designed by Sylvain
Valley Graphics
Rob Blanchard Photography
Jackson Triggs
Live Love Laugh Event Planning & Consulting
Kwik Kopy Design & Print Centre
92.3 Fred FM

State of the City

Bell Aliant
AVW TELAV
Clowater's Heating & Plumbing
Cox & Palmer
Knowledge Park
National Bank Financial
Kiers Marketing
Rob Blanchard Photography
BarbaraLee Designs
Revolution Strategy
Daily Gleaner
Advocate Printing

Past Mayor's Table Sponsor – exp. Services Inc.

Golf

Crowne Plaza Fredericton
Coastal Graphics
92.3 Fred FM
Moose Light
Rob Blanchard Photography
CMA New Brunswick
Delta Fredericton Hotel
Cox & Palmer
Clowater's Plumbing & Heating
Altus Group
Wilson Insurance Ltd.
Costco Wholesale
Enterprise Fredericton &
Revolution Strategy
Comfort Inn
ScotiaMcLeod
Crowne Plaza Fredericton -
Lord Beaverbrook
Scotiabank
Coastal Graphics
Colpitts Development Ltd.
Office Interiors NB
Ginger Design
Allstate Insurance
Enbridge Gas New Brunswick
Corey Insurance Inc.

Business Immigrant Sponsors and Donators

Radian 6
Kornova Investments
Delta Hotels
Crowne Plaza Hotel
Jim Gilbert's Wheels and Deals
Stella Kim
Adam Luo and Gina Zhang
Home Depot
Duncan MacDonald
Rivers Corbett
Spicer Cole
What on Earth

**Business Immigrant Mentorship Program
Contributors**

Enterprise Fredericton
MCAF
City of Fredericton
Government of New Brunswick
Hon. Keith Ashfield
Toronto Dominion Bank
Canada Business
ACOA

**Business Immigrant Mentorship Program Steering
Committee**

Lizzie Cheng
Bonnie Doughty
Jason MacFarlane
Danny Crain
Lisa LePage
Karen Murdock
Joerge Winkler
Eric Megartiy

**Business Immigrant Mentorship Program
Mentors**

Hart North
Robert Grant
Pierre Beaulé
Tony Henderson
Keir Clark
Danny Crain
Rebecca Steeves
Sharon Cowan
Leah Murchison
Sylvia Hudson
Peter Giebels
Germaine Pataki-Therriault
Carol-Anne Hanley
Mike Melvin

PROVINCIAL AFFAIRS COMMITTEE REPORT

Co-Chairs – Chris Johnston and Stephen Hill

As has been the case for several years, the chamber's Provincial Government Affairs Committee's efforts were divided into two distinct phases. The committee spent most of the fall preparing a pre-budget brief that was presented to Minister Blaine Higgs at a meeting on 8 January 2013. After this brief and meeting were completed, the committee turned its attention to three main projects: selecting questions to ask Premier Alward at the State of the Province Address, authoring a letter advocating for southbound access to Two-Nations Crossing from the Ring Road and preparing two resolutions to be presented to the Canadian Chamber of Commerce at their annual general meeting in September.

Pre-Budget Brief

With a growing debt and deficit, our 2012-13 brief focused on two broad categories – revenue generation and expense reduction. The following subtopics were included: Innovation / Post-Secondary Education, K-12 Education, Property Tax Reform, Energy, Strategic Population Growth, the Community Funding Model, Local Governance, Pension Reform and Healthcare. That brief can be found on the chamber website.

Questions for the Premier

The chamber sent out a request to its membership and other chambers from across the province for questions to ask the premier during the annual State of the Province Address. The committee received questions on a wide variety of relevant topics and ultimately chose questions on the following topics: timelines for implementing previously announced initiatives, re-establishing New Brunswick's credit rating after its downgrade in early 2012, retaining young people in the province, immigration / repatriation and healthcare.

Southbound Access to Two-Nations Crossing

On 19 March 2013, the committee provided a letter to Fredericton Mayor, Brad Woodside and New Brunswick's Transportation and Infrastructure Minister, Claude Williams stating its support for the construction of an interchange/overpass which would allow southbound access to Two-Nations Crossing from the Ring Road. Largely based on a 2010 ADI report titled "Capital City Traffic Study Update," the chamber took the position that this construction was needed in order to support commercial development of the SmartCentres area. This area of the city already has three 'anchor tenants' and nine unused acres ready and waiting for development, but it does not appear that any is forthcoming without a resolution to the access problem.

Canadian Chamber Resolutions

To maintain our accredited status with the Canadian Chamber of Commerce, the Fredericton chamber must submit policy resolutions for debate at the annual general meeting on a periodic basis. Two issues that the committee decided to tackle this were the Canada-US price gap and the standardizing of licensing / accreditation processes for professions. The price gap resolution calls for the federal

government to implement the recommendations of the Standing Senate on National Finance's report, released in February 2013. The licensing resolutions calls for the federal government to take a more active role in working with provinces and professions to standardize the regulation of professions across the country to increase labour mobility and reduce red tape. Moving forward, this is a task that the committee will look at each year.

Thank you to all who served on our committee this year, your dedication and hard work is greatly appreciated. A special thanks to Morgan Peters, Policy and Research Manager for the Chamber who has done an outstanding job in assisting the committee.



MUNICIPAL AFFAIRS COMMITTEE REPORT

Co-Chairs – Mark MacKenzie and Ian LaPointe

In its second year since being reconstituted after a two-year absence, the Municipal Government Affairs Committee (MGAC) looked into a wide variety of local issues, but ultimately focused its efforts in three primary projects: consulting with the City of Fredericton on the 2013 municipal budget; advocating that the city needed an economic development agency after Enterprise Fredericton's funding was pulled by all three levels of government; presenting a brief to city council on local issues from a business perspective.

Municipal Budget Consultation

In September 2012, the MGAC hosted a pre-budget consultation session with City Councillors Bruce Grandy (chair of the City's Finance Committee), Eric McGarrity, and Greg Ericsson, along with Tina Tapley, City Treasurer. Mr. Grandy and Ms. Tapley provided an overview of the City budgeting process, along with a breakdown of how municipal tax dollars are spent. The committee then provided the City representatives with their thoughts from a business perspective on how best to allocate funds where there was room for manoeuvring.

Enterprise Fredericton

When Enterprise Fredericton lost governmental funding (federal in May 2012, provincial in September 2012 – municipal funding was later temporarily pulled in October 2012), the MGAC identified the loss of services provided by that organization as a priority issue for the business environment in the city. The absence of business counselling and immigration support services was of particular concern to the committee and chamber. The committee collected information, including meeting with Lisa LePage, then COO of Enterprise Fredericton, Laurie Guthrie, Economic Development Officer with the City of Fredericton, and Eric Beaulieu, Assistant Deputy Minister with the Department of Economic Development. The committee authored a statement in the form of a press release urging the City of Fredericton to continue funding Enterprise Fredericton or these particular services, which was provided to Mayor Woodside. Related, members of the committee were active participants in the City's Vision 2020 process, which ultimately led to the restoration of funding for Enterprise Fredericton.

Brief to City Council

The committee dedicated the second half of the committee year (post-Christmas break) to preparing a brief on local issues from a business perspective, which was presented at the regular bi-weekly council meeting on 27 May 2013. Presenting a brief to City Council was a practice that was discontinued by the chamber with the two-year hiatus of the MGAC, but moving forward the intention is to make this a regular function of the committee. The 2013 brief contained four main categories: municipal taxation, infrastructure, zoning and economic development. Each of these topics was prepared by a subcommittee which provided research, draft sections and feedback on other sections.

ECONOMIC DEVELOPMENT COMMITTEE REPORT

Co-Chairs – Laurie Guthrie and Heather Black

The work of the Economic Development Committee has been focused on retention of post-secondary graduates in Fredericton, which is a factor in the skilled worker shortage issue that is consistently identified by our members as a significant concern.

The committee has created an event titled “Choose Fredericton” to be held on October 2, 2013 at the Currie Centre on the UNB campus. The event will target post-secondary students and local business owners who may not have their own sophisticated recruitment mechanisms. Its goal will be to: (a) raise students’ awareness of the exciting opportunities for employment and quality of life here in Fredericton; and (b) encourage employers to consider hiring graduating students with credentials and experience that may fit into their organization in untraditional ways.

The event will have three components:

(a) Packages of support materials to “prime” students and business owners in advance of the event;

(b) At the event, a “facilitated” meet-and-greet to create connections between students and business owners;

(c) A community showcase to demonstrate the vibrancy, sophistication, sense of community and quality of life that Fredericton has to offer.

The committee comprises members of all stakeholder groups: educational institutions, students, business owners, economic development experts and members of community organizations. As part of its work, the committee has reached out to students, business owners and community organizations to promote the event and to learn how best to structure the event, has engaged the College of Craft and Design to create a logo for the event and is in the process of preparing support materials and a communication strategy.

The committee is working with the Department of Post-Secondary Education, Training and Labour to provide funding for the event.

The work of the committee will continue over the summer.



PRESIDENT'S COMMITTEE ON PHYSICIAN RECRUITEMENT

Co-chairs -- Andrew Steeves and Joseph O'Donnell

For several years the 900+ members of the Fredericton Chamber of Commerce have ranked physician recruitment as their number one priority in the chamber's annual survey of key issues facing their businesses. Lack of access to a doctor is a preoccupation for many and hurts efforts to recruit new employees to the region. At times the size of the physician wait list has approached 10% of the population in the greater Fredericton region. This is unacceptable to chamber members.

Taking the lead from our membership, the Physician Recruitment Committee has consistently raised the issue of physician access in our meetings with our local caucus, the Minister of Health and the Minister of Finance, as well as officials from the Department of Health and Horizon Health. Our committee and the chamber executive have been relentless on this issue.

The results of our efforts have been mixed. On the plus side, we have had easy access and numerous meetings with elected officials and bureaucrats to discuss our concerns. The discussions have been polite, frank and informative. The efforts of committee members to push the issue of recruitment and to encourage graduating medical students to settle in the Fredericton region have been applauded. However, on a substantive level, there has been great confusion and a lack of urgency on our priority issue amongst the various groups.

A major concern for the chamber and this committee is the growing delay in the release of the medical needs assessment report for Fredericton. The needs assessment would help define the scope of the primary care problem and the metrics by which improvements could be measured.

This needs assessment study has been discussed for several years and was promised by the four largest political parties before the last election (2010). At last report we were informed that the report would be released in May or June of 2013.

On other fronts committee members saw progress in 2012-2013:

- Physician billing numbers were freed up and new doctors came to Fredericton. The physician wait list for the region dropped from 7800 to 4000 (but, alarmingly, has recently risen to 6600).
- The committee completed a multi-year strategic plan which will guide our activities in the near-to-medium term.
- Our participation in Horizon's "Home for the Holidays" event for medical students and residents was well received and the event was well attended.
- Our request for give-aways and gifts for recruitment events attended by our local physician recruiter has been strongly supported by chamber members.
- We had met with a number of officials to give our group a fuller understanding of the health-care system and the recruitment / education process, including Health Minister Ted Flemming, Horizon Health CEO John McGarry, Medical Society CEO Anthony Knight, Department of Health Physician Resources Advisor Eric Levesque, and first-year medical student (Memorial University of Newfoundland), Eric Rideout.

As we end this year we have a team of committee members which is full of ideas and enthusiasm but remains frustrated by the inactivity and lack of substantive engagement by our medical leaders. However we are not discouraged; we remain resolute and will find a way to address the chamber's key priority.



MEMBERSHIP COMMITTEE REPORT

Co-chairs – Keir Clark and Frank Zhao

The Membership Committee this year had nine committee members. The role of the committee was to visit new members and welcome them to the chamber, provide information on membership and invite new members to events. Whenever possible, committee members visited new members at their place of business and provided them with a small welcome gift. This year the committee visited over 70 new members.

Thank you to all who served on the Membership Committee this year, your dedication and hard work is appreciated.

Committee Members: Keir Clark, Frank Zhao, Andrew Campbell, Kathryn Sprott, Christine Little, Ryan Boyer, Kory Nason, Larry DeLong, and Stan Yevdokimov.

COMMUNICATIONS ADVISORY COMMITTEE REPORT

Chair – Marilyn Wilson

The committee works closely with the Operations and Communication Manager to develop strategies for effective communications with our 900+ members. We strategized on how we could expand on our existing avenues of communication.

Communication Committee members for 2012-2013 were Marilyn Wilson of Kwik Kopy Printing (chair) Wendy Morrell of the Fredericton Chamber of Commerce, Doug Daley of Kiers Marketing and Communications, Laura Kaderly of TEC Consulting Ltd., and Scott MacKenize of Xplornet.

Our year began with a well thought out work plan developed by Wendy Morrell. We applaud Wendy for all of her work this year; she has been the ring leader in the chambers communications. During our initial meeting we reviewed the chamber's 2012 annual membership survey results to get the feel of our members feedback. Those results directed the committee's focus on redevelopment / improvement of our web site. Proposals went out to several of our web design members. Starting from ideas and layouts from committee member and chamber staff, successful chamber member Outreach Production began their work.

Although our web design was the main focus for this year's committee, we also discussed our current emails, how we can increase click rates and create new campaigns.

INSIGHT magazine, our new brand of newsletters which has been a huge success with it's full colour images and creative themes, thanks to Wendy, Steve Boulter of Emerge Design and the many contributors to this years issues. The final topic for this year was our chamber directory which will take on a bit of a new look giving our members another option to connected to fellow members.

Thank you to all committee members, chamber members, staff and the board for all their help this year.

PROFESSIONAL DEVELOPMENT COMMITTEE REPORT

Co-Chairs – Adhir Mishra and Mark Mahoney

The Professional Development Committee was formed last year to meet the expressed needs of our membership. Originally conceived as the "Education Committee," this group's mandate was to work closely with the chamber to evaluate and advise on several educational and professional development opportunities for its membership.

We had our first meeting in October 2012, where we organized a survey to assess the specific professional development needs of our members. The results of this survey helped us determine our training priorities in terms of subject and mode, allowing us to establish a plan of action for the year 2012-2013 and beyond. After the first meeting, the committee changed its name to the Professional Development Committee, befitting its mandate.

Over subsequent meetings, committee members discussed and recommended several ideas for lunch-and-learn sessions, seminars, workshops, panels, webinars, and many other avenues of professional development. We are pleased to report that in the past six months the chamber has realized a noticeable increase in the quantity and variety of professional development seminars, as well as in the number and calibre of speakers presenting. The participation in some of these programs surpassed our expectations.

Our mandate, participants' feedback, and our past seminar experience all inform the committee's future goals. We are committed to cover many areas of interest to our membership and to introduce a variety of innovative approaches to facilitate increased sharing and transfer of knowledge among chamber members. Some of these include: identifying sector-specific experts from our membership who are willing to speak and share their expertise with other members; creating a knowledge database and reference resource; and conducting recorded webinars that chamber members can access through the website. The chamber has lined up events for the next several months, including sessions on social media, export market, sales and marketing, Rockefeller Habits, Rotary luncheon series, ProfitLearn subjects, and Mastering Solution Sales.

We'd like to thank the volunteers who served on this year's Professional Development Committee, and encourage you all to contribute to this committee again in the fall. A special note of thanks also goes to Stacey Murray, who so efficiently organized meetings and facilitated communication with the chamber, Morgan Peters for the surveys and all the great ideas, and Krista Ross for her very valuable presence in meetings.

EXTERNAL COMMITTEES

The Chamber is often asked to provide representation to other Boards and Committees in our community – here are reports from our representatives for these groups:

THE ECONOMIC AND SOCIAL INCLUSION INNOVATION REPORT

Chamber Representative - Brian Duplessis

The Economic and Social Inclusion Corporation (ESIC) is the crown corporation established to implement the province's poverty reduction plan called Overcoming Poverty Together.

This past year has seen progress on several major parts of the plan:

- Dental and Vision Plan - *Healthy Smiles, Clear Vision* is New Brunswick's dental and vision plan for children of low-income families. Implemented in September 2012, the program was developed based on recommendations made by the Advisory Committee on Health Benefits.
- Prescription Drug Plan – a comprehensive plan to cover the 70,000 families who currently have no coverage at all has been presented and accepted by the government. A multi-sector implementation advisory committee has been established with a target of mid-2014 for implementation.
- Social Assistance reform – the first phase of the reforms have been introduced including rate and wage exemption adjustments; improvements in support for those living with a disability; and an additional exemption under the household income policy. Recommendations for the second phase of the reforms which will cover the service delivery model are nearing completion

SEED LOAN BOARD (Enterprise Fredericton)

Chamber Representative – Krista Ross

I was pleased to sit on the Enterprise Fredericton SEED Loan Board in 2012-2013. Enterprise Fredericton, in partnership with the Atlantic Canada Opportunities Agency (ACOA), helps Atlantic Canadians acquire the business skills and capital they need to start, modernize and expand their businesses. Through the Seed Capital Program, they assist in addressing some of the biggest obstacles facing entrepreneurs, such as access to financing, counseling, training and business information. The SEED Capital program provides maximum \$20,000 loans to business start-ups and expansions.

Between May 1, 2012 and April 30, 2013, the SEED Loan Board met nine times to review funding applications and of the thirteen applications received, eleven were approved. The total amount of money loaned was \$195,000 and recipients were able to leverage these funds to obtain an additional \$383,400 in monies. The successful recipients were also able to contribute to the labour force through the creation of nineteen full-time positions.

I look forward to serving on the SEED Loan Board in 2013-2014.

GFSI (Greater Fredericton Social Innovation) REPORT

Chamber Representative – Marilyn Wilson

Greater Fredericton Social Innovation Inc. (GFSI) is a social planning council that works to strengthen our community by focusing collective efforts and resources on community defined goals.

GFSI was developed to fill the need for long-term social planning in the Fredericton region. We have adapted the successful model used by the Human Development Council in Saint John and other social planning councils across the country to facilitate action aimed at making our community a better place to live, work and play.

The Stewardship Network

The driving force of GFSI is our broad cross-sector network of community leaders representing the business community, educational institutions, the non-profit sector and government. GFSI members include:

City of Fredericton	Community Action Group on Homelessness
District 18 Education Council	Enterprise Fredericton
Fredericton Arts Alliance	Fredericton Chamber of Commerce
Fredericton Community Foundation	Fredericton Volunteer Centre
Horizon Health Network	Le centre communautaire Sainte-Anne
NB Community Harvest Gardens	NB D'part of Social Development, Region 3
NB Social Policy Research Network	NB Union
Network for Healthy Living	St. Thomas University
United Way of Central NB	University of NB
YMCA of Fredericton	York Foundation

GFSI meets quarterly, the main focus this year was the second Open Space Forum.

"The Great Gathering"

A community -wide discussion on how to make Fredericton and the surrounding area a better place to live called The Great Gathering was held at the Fredericton Convention Centre on Nov. 23 and 24, 2012

Several groups have come together on topics arising at the gathering:

~A Community Conversation on Food Security ~Youth in Transition Community Engagement Session. This session forms part of a research project being undertaken by Youth in Transition aimed at addressing homelessness and social service needs for teen males.

~ The development of a Community Bicycle Centre was a hot topic at the Great Gathering. The FCBO will host a public engagement session on the topic.

To request a paper copy of the proceedings and final report, please send an e-mail to info@gfsi-isrf.ca.

Plans are already in the works for 2014 Great Gathering. This year's committee will meet in April. Next GFSI meeting is scheduled for June.

GREEN MATTERS ADVISORY BOARD

Chamber Representative - Krista Ross

Green Matters has been a very important program to the Greater Fredericton Region since its inception in 2006, providing environmental education to its communities resulting in changing behaviours, attitudes and knowledge. With the addition of Green Shops and Green Matters Certified those behaviours, attitudes and knowledge have become visible throughout the business community as well.

2012-2013 was a busy year for the Green Shops Fredericton program. Green Shops is a community partnership between the City of Fredericton, the Fredericton Chamber of Commerce, Downtown Fredericton Inc., and Business Fredericton North. Green Shops is a voluntary program, directly focused on the business community, the program also links the consumers who frequent the shops and the suppliers who provide products and services to the businesses. The ultimate goal of the program is to reduce Fredericton's environmental impact through supporting, promoting and rewarding environmental stewardship within the business community.

The chamber has added free participation in the Green Shops program a membership benefit. As part of the Fredericton chamber membership package, members now have the ability to participate in the Fredericton Green Shops program for FREE (standard rate normally \$100). Members can e-mail greenshops@fredericton.ca to set up an audit with their co-ordinator, SuzieLowthers, who will guide members through their list of actionable items and work with members to implement new measures in that will demonstrate the members environmental stewardship.

In 2012, the Green Shops program welcomed eighteen new members and seven new members became Green Shops Certified.

Green Shops Fredericton co-ordinated the following activities in 2012-2013:

- Adria Vasil author of Ecoholic books– three events (FHS with Fredkid, Leo Hayes, and book signing co-sponsored by the Fredericton chamber at The Station)
- Earth Hour – two events, mall planetarium display and farmer's market
- Earthday – two events, Disney nature movie and cleanup
- Environment Week – Commuter Challenge, Eco Art Project, Hyla Park Frog Walk (2) , Clean Air Challenge, Little Naturalists Storytime, another city Clean up (7)
- Essay Contest
- Fred Kid Fair
- Medal Presentations at City Council - 4
- UNB ABC Fair
- Garden Creek Fair
- Crowne Plaza environmental fair
- Car Free Day with Regent Mall
- Access your trails
- Bike Check at the Farmers Market, done with Radical Edge, it was a tune up and check.

I am looking forward to another exciting year as a member of the Green Matters Advisory Board!

New Brunswick Chamber of Commerce

Chamber Representative – Krista Ross

This past year has been a year of transition for the New Brunswick Chamber of Commerce. The NB Chamber is now considered to be a division of the Atlantic Chamber of Commerce – ACC (previously Atlantic Provinces Chamber of Commerce APCC). Representatives of the Fredericton chamber have met on several occasions with other chambers from across the province to work on ensuring that the changes required were carried out in a timely and efficient way. The catalyst for this change was a new structure at the Atlantic Chamber of Commerce level. At the August 22, 2012 meeting of the ACC board of directors, it was moved that ACC withhold any further transfer of funds to the New Brunswick chamber and that ACC send a letter to the New Brunswick Chamber of Commerce advising that, beginning immediately, ACC would undertake the necessary steps to integrate the New Brunswick chamber as a division vs. a separate entity. The NB chamber was the first of the four provincial chambers to work towards full integration of the chamber to no longer be a separate entity but a division of ACC. The NB Division has worked closely with ACC in setting up a template for this transition and providing leadership to the other three provincial chambers that will be making this transition as well. At this time, the Prince Edward Island chamber has also made this transition.

On December 11th, 2012, the NB Chamber bank account was closed by treasurer Gilles Daigle. Funds were transferred into a separate 'legacy fund' account to fund division activities. On January 1st, 2013, the New Brunswick Chamber of Commerce ceased operation as a separate incorporated entity. It legally became a division of ACC under the new federal incorporation regulations (Canada Not-for-Profit Act).



FREDERICTON INTERNATIONAL AIRPORT AUTHORITY INC.

Chamber Representative – John Kileel

Traffic

The number of enplaned and deplaned passengers for the three most recent months and the past year is shown on the following table.

January	19,992 (+1.0%)
February	19,074 (-3.5%)
March	25238 (+3.5%)

Air Service

Air Canada service at YFC is unfolding as scheduled. In June, we will have five flights per day to Toronto; three flights per day to Montreal, four flights per day to Halifax and one flight per weekday to Ottawa.

Air Canada have adopted a policy with respect to their fares so that all fares in New Brunswick are common rated. The fare levels at all three airports in southern New Brunswick will be the same.

Air Canada has reduced its fares between Fredericton and Halifax to \$149 at 14 days and a walk-up fare of \$225. This is being tried on a two month trial basis to see whether this market can be stimulated.

Community Air Access Strategy – The FIAA has received a draft of the Community Air Access Strategy. The objective of the strategy is to identify the air service priorities as well as to provide a roadmap for working together to get those service improvements. It is planned that the strategy will be completed next month.

Operations

The FIAA recently celebrated 1000 days without an “incursion”, that is having a vehicle in the wrong place at the airport. This is an achievement and speaks well of the impact of the Safety management System at the airport.

Airports Capital Assistance Program ACAP

The Fredericton International Airport is one of five small National Airport System (NAS) airports which are by Transport Canada policy prohibited from receiving capital monies from ACAP. This financial assistance is open to some 200 other small airports across Canada. We are working with the other airports including Saint John, Charlottetown, Gander and Prince George to get this matter corrected. Last month, we made a presentation to MP's and senators in Ottawa who have offered their assistance to resolve this problem.

Projects / Infrastructure

Our terminal redesign project is now well underway as our traffic edges up towards the 300,000 passengers per year level. The project is proceeding well and is at the concept development and sizing stage at this time. A conceptual plan for the terminal as well as its development phasing and costing was delivered to the FIAA at the end of April. We are now moving to the design phase.



NOMINATING COMMITTEE REPORT

Chair - Andrew Steeves

Once again the Nominating Committee has had a wealth of good candidates from whom to choose for the 2013-2014 Board of Directors. The chamber membership is diverse and reflecting that diversity was a major consideration in the committee deliberations. We are pleased with the results of this hard work and are confident that the new and returning directors will form a strong and vibrant team.

Presented below are the members of the incoming team:

President	Chris Johnston	Atlantic Medical Imaging Services
Past President	Janice Corey	Corey and Company
1 st Vice President	Joseph O'Donnell	National Bank Financial
2 nd Vice President	Stephen Hill	Cox and Palmer
Treasurer	Nick Norrad	Spacek and Associates Chartered Accountants
Executive Member	Paul Simmonds	Robert Simmonds Inc.
Executive Member	Heather Black	McInnis Cooper
2 nd Year Director	Mark McKenzie	Green Imaging Technologies Inc.
2 nd Year Director	Laurie Guthrie	City of Fredericton
2 nd Year Director	Dan Coleman	University of New Brunswick
2 nd Year Director	Mark Mahoney	Scotiabank
2 nd Year Director	Ian LaPointe	Cobalt Capital Corporation
2 nd Year Director	Cathy Pugh	Fredericton Convention Centre
2 nd Year Director	Keir Clark	ScotiaMcLeod
1 st Year Director	Jill Dickinson	Clowater's Plumbing and Heating
1 st Year Director	Charit Khatri	Bulletproof Solutions Inc.
1 st Year Director	Carlos Jabbour	Radiant Learning International
1 st Year Director	Dolores Whalen	LuminUltra Technologies Ltd.
1 st Year Director	Doug Williams	Garrison District Ale House
1 st Year Director	Lynn Fullarton	Optimized Planning & Interiors Inc.
1 st Year Director	Haley Flaro	Ability New Brunswick

Finally, with thanks and regrets, we note the departure of the following individuals who have completed their terms on the Board:

Marilyn Wilson KKP Kwik Kopy Printing

Brian Dupessis United Way / Centraide

Frank Zhao TD Bank

Adhir Mishra Radiant Learning International

Andrew Steeves exp Services Inc and Faculty of Engineering, UNB



INCOMING PRESIDENT'S MESSAGE



President Chris Johnston

Over the past several years I have been fortunate to see first hand how the Fredericton Chamber of Commerce makes a difference in our community. From helping the member who calls into the office for some advice to the advocacy efforts and the top notch networking events, the Fredericton Chamber of Commerce is great example of an efficiently operated member-centric business organization.

It has become very clear to me that the ongoing success of the Fredericton Chamber of Commerce is because of you! You the member business, you the committee volunteer, you the board member, you the staff member, and you the partner. Your work ethic, your support for the chamber's efforts, your pride in this great city and your passion to continue to make it an even better place to live and do business is what makes the difference.

Success of a transitional board-run organization also depends on the continuity of strong leadership at the CEO level. Krista Ross joined the chamber as CEO in 2011 and has led by example from the outset. Her work ethic and passion for the job is second to none. Krista has assembled a competent and motivated team of staff that works tirelessly to make every aspect of the chamber as good as it can be.

Outside of the amazing staff at the chamber, this organization has been blessed with great volunteers that continue to set the bar high for those that follow. Specifically I would like to thank Andrew Steeves as outgoing past president for his tireless efforts on the chamber's behalf over the years. Thanks are also due to Janice Corey for her efforts over the last year as president and I look forward to benefitting from her experience as she sits as past president for the coming year.

I am humbled by the opportunity to represent this great organization as I start off my term of president for the 2013-2014 year.

For the upcoming year we have assembled another tremendous group of board directors that represent an impressive cross section of our membership and I have absolute confidence that they will lead this organization with great pride and passion for years to come. As excited as we are about the new board I would also like that thank all outgoing board members that are completing their term, their significant contribution has been appreciated.

As a city and a region we are facing tough economic times but I believe that collectively we can have a significant amount of influence on our future outcomes. We have some great people assembled around the chamber's efforts, but we are always looking for more input and new ideas. If you currently are not involved in committees or other chamber activities, I would ask you to consider putting your ideas and experience to work as part of a chamber committee or other volunteer opportunity.

As your "Voice of Business," we will continue to work diligently to push the agenda forward and provide relevant services to your business to increase your success.

I look forward to working with all of you in the coming year.

2013-2014 BOARD OF DIRECTORS

				
<i>Chris Johnston President Atlantic Medical Imaging Services</i>	<i>Janice Corey Past President Corey & Company</i>	<i>Joseph O'Donnell 1st Vice President National Bank Financial</i>	<i>Stephen Hill 2nd Vice President Cox & Palmer</i>	<i>Nick Norrad Treasurer Spacek & Associates Chartered Accountants</i>
				
<i>Heather Black Executive Member McInnes Cooper</i>	<i>Paul Simmonds Executive Member Robert Simmonds Inc.</i>	<i>Mark MacKenzie Board Member Green Imaging Technologies Inc.</i>	<i>Dan Coleman Board Member University of New Brunswick</i>	<i>Laurie Guthrie Board Member City of Fredericton</i>
				
<i>Mark Mahoney Board Member Scotiabank</i>	<i>Keir Clark Board Member ScotiaMcLeod</i>	<i>Ian LaPointe Board Member Cobalt Capital Corporation</i>	<i>Cathy Pugh Board Member Fredericton Convention Centre</i>	<i>Jill Clowater Board Member Clowater's Plumbing & Heating</i>

2013-2014 BOARD OF DIRECTORS

				Photo Unavailable
<i>Dolores Whalen Board Member LuminUltra Technologies Inc.</i>	<i>Carlos Jabbour Board Member Radiant Learning International Inc.</i>	<i>Haley Flaro Board Member Ability New Brunswick</i>	<i>Lynn Fullarton Board Member Optimized Planning & Interiors Ltd.</i>	<i>Charit Khatri Board Member Bulletproof Solutions Inc.</i>
Photo Unavailable				
<i>Doug Williams Board Member Garrison District Ale House</i>				

