

Annual Reports

Fredericton Chamber of Commerce *Annual Report* *2002/2003*

A Message from the 2003-2004 President, Don Good

It is not very often that the incoming President is not only responsible for preparing his report but also that of the President's for the Annual Report newsletter. In mid March President Les Smith resigned from the Chamber to pursue other interests, resulting in me assuming the President's duties for the remainder of his term.

This past year has been a very busy and successful year for the Chamber in which over 50 events were held. Several major events such as the State of the Province Address, the Business Excellence Awards and the Annual Golf Tournament drew capacity crowds.

Over the past year, a review and update of the Chamber's by-laws has been undertaken and the results will be presented at this year's Annual Meeting. Over the next year the review will be expanded to include governance issues.

Recognizing that family violence has a negative impact on the workplace, the Fredericton Chamber of Commerce has partnered with the Muriel McQueen Foundation and other organizations to develop a "tool kit" that would be distributed to businesses for the benefit of employers and employees. As well, the Chamber can assist with increasing the awareness that the toolkit exists to the business community. The toolkit should be ready for distribution during 2003.

By participating in this initiative, the Chamber hopes to increase awareness of the issue of family violence and provide employers and employees with tools to handle situations that spill over from the home into the workplace.

Last year was also a ground breaking year for the Fredericton Chamber of Commerce. With assistance from the Greater Fredericton Airport Authority, Team Fredericton, Enterprise Fredericton, Downtown Fredericton, the Main Street Business Development Association and Municipal and Provincial officials, the Chamber was successful in raising \$2.3 million in pledges for the Fredericton Travel Bank, the first ever in Canada. Delta has recently announced that it will begin jet service between Fredericton and Boston in mid August.

The Chamber is now busy moving into Phase II of the Travel Bank initiative, collecting the pledges and formally setting up the operational components of the Travel Bank. A special thanks goes out to Les Smith and task force leader Andrew Steeves for their dedication and endless hours in making the Travel Bank a success.

As my official term in office begins, I am very grateful to the business community for the opportunity to represent them as Chamber President. Although I will be providing more details with respect to my plans for the upcoming year at the Annual Dinner, I would like to mention a few proposed undertakings.

The Chamber has grown significantly over the last several years as the result of efforts by previous Boards and the staff. It is my intention this year to develop a new strategic plan that will

take the Chamber to a higher level, increase membership and enhance services to members over the next few years.

The Travel Bank initiative has shown what our community can accomplish when everyone works together for the purpose of enhancing economic development in the Greater Fredericton Area. It will be my intention to build on this cooperation, to encourage all the agencies in the Greater Fredericton Area to work more closely together in achieving greater prosperity for our business community and our citizens.

I look forward to the upcoming year, in working with the Board and Staff and helping the Fredericton Chamber of Commerce in "Taking Care of Business".

Treasurer's Report, *Ken Savage*

A deficit of \$14,014 was budgeted for the year 2003. This deficit was approved by the Board only after considerable discussion and expense analysis by the Executive Director. The Board was determined to continue providing members with the services expected from the Chamber even if costs were to exceed revenues.

The actual results for the year is an excess of expenses over revenue of \$40,182. The total expenses of \$349,386 include \$65,827 in Economic Development. This expenditure in Economic Development is the cost incurred to create the Travel Bank that will see Delta Airlines flying from Fredericton. This project was a major undertaking by the Chamber during the year and one which will bring great benefit to the business community of Fredericton and area. Actual revenue of \$309,204 for the year exceeded the budget by \$12,818. This positive variance in the revenue from budget is in three areas; the membership dues revenue, special projects and group insurance revenue. The increase in membership dues revenue is due to an increase in members and not a dues increase as a result of a great job by the Membership and Marketing Director. Continued success from our special projects is only achieved by the hard work of the staff of the Chamber who plan and carry out these projects.

Even with these successes, the Travel Bank costs have increased our deficit well over our projected operating deficit.

After giving consideration to the above, we had an excellent year financially from normal budgeted operations incurring a surplus of \$25,645. However, taking on one of the largest projects ever attempted by the Chamber as a one-time expenditure offset these results.

This is my last report after spending four years on the Board as Treasurer. They have been a very busy but interesting four years. I wish to thank Weldon and the staff for all the assistance I received during the past four years. To the other members of the Board it has been very enjoyable working with you during the past year. I wish the future Boards and the Chamber the best of success. It is truly a great organization and does TAKE CARE OF BUSINESS.

Membership Marketing Director's Report, *Kerry Atkinson*

The Fredericton Chamber of Commerce rose to new heights in 2002 as we welcomed our 700th member on November 1st, 2002!

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 and the

leadership role the Chamber takes in our Business Community, offers our members a great return for their membership investment.

As in the past year my main focus for the upcoming year will remain on Membership Recruitment and Retention: We must always keep in mind that our Members are our Strength! Sponsorships for upcoming Major Events the Chamber hosts will also top my priorities list.

Special thanks to ~ Weldon, Gail, Nicole, the Board of Directors , the Membership Marketing Committee, the Ambassador's Group, Sales Forum and every Member of the Chamber for your support over the past year.

Thanks to you we were able to achieve the following:

Increased Membership
Higher Retention Rate
Increased Sponsorships
Achieve our Advertising Target.

I'm looking forward to the upcoming year with excitement and expectations of continued growth.

INTERNAL COMMITTEES

Bylaws Committee, *Barbara Baird and Ron Forsythe*

The By-Laws Committee consisted of Barbara Baird, Ron Forsythe and Weldon LeBlanc. The committee started it's work prior to year end and met on several occasions through to the spring of 2003 when a draft set of by-laws was presented to the Board of Directors.

The General Manager, Weldon LeBlanc and other board members felt that they Fredericton Chamber of Commerce by-laws were archaic in some aspects, and required updating. The committee realized from a through review of by-laws from the Chamber of Commerce in the City of Moncton, City of St. John's, Newfoundland and City of Saint John, there were required changes to our set of by-laws.

As a result, the by-law changes as proposed, have been offered to the Board of Directors for considerations.

The governance provisions of the by-laws will be reviewed during the fiscal year 2003 to 2004, with the assistance of Weldon LeBlanc and perhaps two other board members.

The proposed changes are available for review through the Fredericton Chamber of Commerce office.

The board intends to call a special meeting for the purposes of ratifying the proposed amendments as soon as possible.

Any questions concerning the proposed amendments can be directed to Weldon LeBlanc, Ron Forsythe or Barbara Baird.

Distinguished Citizen Awards, *Mac MacFarlane*

The Distinguished Citizens Awards are given to those persons who, in the opinion of the Citizens of Fredericton and the Fredericton Chamber of Commerce, have given themselves to our community without thought or reward. This years awards were held at the Fredericton Inn on March 12th, 2003. Paul Briggs, Tom Crowther and Brad Slauenwhite were all honoured.

Nominating Committee, *Mac MacFarlane*

The Fredericton Chamber of Commerce continues to be one of the most successful Chambers in Canada. To a large degree, that success is attributable to the dedicated volunteers who put in many hours on committees, on task forces, and on the Board of Directors. Every year, as the Nominating Committee begins to assemble names of individuals willing to commit a large block of their time to serve on the Board of Directors, the task seems daunting. And, every year, the membership comes through with an exceptional list of outstanding candidates to ensure that your Chamber will be well managed into the future.

On behalf of the Nominating Committee – myself, Don Good, Les Smith and Dan Koncz; I am very pleased to confirm the following 2003-04 slate of directors. They represent a cross-section of businesses, styles, and backgrounds. They will provide a diversity of ideas and outlooks; essential qualities for leading the Fredericton Chamber to even higher levels of achievement.

The following individuals have been chosen by our committee and have indicated their willingness to serve:

President- Don Good
President Elect- Dan Koncz
2nd Vice President- Laura O'Blenis
Treasurer- Ron Sauntry
Executive Members- Tammy Hayes, David McMullin
Past President- Mac MacFarlane

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

Anne Baldaro, Marriott Worldwide Reservations Centre
Barbara Baird, Barbara Baird Law Office
David Bentley, Saturn Isuzu of Fredericton
Janet Pratt, Ramada Hotel
Steven Burns, Bulletproof Solutions Inc.
Alan Thompson, Keltic Financial

In accordance with Article VIII Section 2 of the Chamber's By-Laws, we are pleased to advise that the following individuals have indicated willingness to serve a 2 year term as members of the Board of Directors beginning in May 2002:

Terry Avery, New Brunswick Power
Dan Coleman, University of New Brunswick
Ron Forsythe, Aliant Telecom
Frank Flanagan, City of Fredericton
Peter Lindfield, Content Alive Inc.
Mitch Smith, Fenco Shawinigan Engineering (1991)

Provincial Government Affairs Committee, *Don Good & Laura O'Brien*

The purpose the Provincial Government Affairs Committee is to liaise with the Province of New Brunswick on behalf of the members of the Fredericton Chamber of Commerce. At the beginning of the year, a survey was sent to the membership to determine issues of importance affecting business in our community.

This list included the areas of 1) Education 2) Health 3) Transportation and 4) Environment and Local Government. The most noteworthy items addressed within these categories this year, included current issues such as the Hanwell Road Upgrade, the Westmorland Street Bridge, the Unconditional Grant and Urban Sprawl just to name a few.

In an effort to make progress with these items, we met with the local MLA Caucus in February to gain their support in our quest for results. We were successful in achieving endorsements on most of the issues and continue to work with this group to sustain our position. We also submitted a position paper to the Minister of Environment and Local Government on Sunday shopping, Municipal funding and uncontrolled rural growth.

In addition to working with the MLA caucus, the Fredericton Chamber also meets regularly with the Mayor and City Administration. Their support and partnership in advocacy is also appreciated.

We would like to take this opportunity to thank the members of our committee for their input, time and dedication to working on various issues for the Provincial Government Affairs Committee. Our committee consisted of:

Don Good – ADI Limited
Laura O'Brien – Cadillac Fairview/Regent Mall
Darcy McKillop – CompuCollege
Dan Coleman – UNB
Heather Ann MacLean – Fredericton Airport Authority
Gerard Daly – First Realty Company of NB
Tom Horrocks – ADI Limited
Steven Clark – CIBC
Ryck Bourgette – Fredericton Mall
Mike Reilly – Dillon Consulting

Municipal Government Affairs Committee, *Dan Koncz & Alan Thompson*

It has been a busy year for the committee. Issues such as the Smoking by law, Hanwell road ramps and once again Sunday Shopping have kept member busy making recommendations to the board while preparing the brief to council.

Through out the year the committee had presentations from members of city staff such as Frank Flanagan, Paul Stapleton, and Don Fitzgerald who gave updates on the affairs of the city.

From the private sectors we received presentations from The Fredericton Exhibition Grounds, Hanwell Road citizens committee, the capital commission group and Heritage Fredericton.

In my opinion the main three initiatives that have been accomplished this year are hosting a reception with councilors and key city staff to improve communications and open doors to a better working relationship. Improving and expanding the upon the open dialogue with key city staff to ensure a year round on going working group to support priorities and getting Council to reopen the Sunday shopping debate.

I would like to thank co-chair Alan Thompson, and committee members, Jeff Hamilton, Dave Bentley, Paul MacNabb, Dave McMullin, Terry Avery, Gerard Daly, Lee Corey, for making this fun and interesting committee to work on.

Ambassadors Committee, *Anne Baldaro*

Committee Members:

Regular Attendees: Noella LeBrun, Kelly Kelly, Stephanie Macdougall, Joanne Keays, Joel LaPointe, Ryck Bourgette, Bayard O'Donnell, Kerry Atkinson, Anne Baldaro – Chair Part-time
Attendees: Jayne Allen, Keir Clark, Colleen Boyne, Kent MacDonald

The Ambassador Committee has had a very busy and successful year! I would like to start by thanking the committee members for their energy, creativity, enthusiasm and participation. It was a pleasure working with all of them!

In our initial role, Ambassadors attended functions such as Business After Hours (BAF) and made sure that new members were recognized (smiley face on name badge) and introduced to existing members. We quickly recognized the need for a more personal approach to the "Welcome" process. Ryck suggested we adopt a "Buddy" system whereby committee members were assigned new members. We made personal contact, via telephone, introduced ourselves and invited the new business to an upcoming event. This was good but Joel thought we could make it better! He suggested we put on a Morning Coffee Break, prior to an upcoming BAF and invite our "Buddies" so that they would have some familiar faces to look for at the event. Our first one was great! Always proactive and optimistic we chose to do another one just prior to Christmas. We found that this was a busy time of year and our turnout was not as favorable. Another suggestion was that Kerry Atkinson have the benefits of being a Chamber member printed on the back of her business cards and each Ambassador carry a few on them for quick reference when talking to a prospective member.

The New Year brought one more enhancement! Ryck must have been doing some heavy thinking over the holidays! He suggested we go one step further and put together a Welcome Gift that was hand delivered to our new Chamber Members. Needless to say, the group jumped on this and within that same meeting we had a prototype developed. Kelly quickly had everyone assigned to getting pieces of the Gift Package and we were off! If our Buddy was not there when an Ambassador dropped by, their business card was left with a personalized note. The feedback has been great and we will definitely continue this format.

Once again, a great big THANK YOU to the Ambassadors of 2002 –2003! Stay tuned for an exciting year and more great things from this Committee!

Membership Marketing Committee, *Janet Pratt*

The 2002/2003 Membership Marketing Committee had their first meeting in September comprised of a group of people from all different professions, bringing interesting ideas on marketing to the table. The committee identified key areas of focus which included: benefit awareness to our existing members, heightening the profile of the Chamber and to explore new initiatives to assist in attracting new members.

The vision, started in previous years, of maintaining current membership while recruiting new members remains unchanged, however the means of achieving this has. Our membership has remained loyal, but over the years, the need to become more attractive to the small business owner has really exemplified. Our committee recognizes that, efforts over the next 2 years need to be directed in this area.

In November, we actively started work on the 2003 "Membership Drive Campaign" by assigning story ideas to various members of the committee. In this issue, we focused on "See A Member First", what the Chamber means to various types of local businesses, and the Delta Travel Bank. To that end, we named our tabloid "YOUR PASSPORT TO BUSINESS" and the result of heightened awareness in the Business Community was achieved. To accompany the tabloid, we ran a series of radio ads, focusing on Member Benefits to encouraging businesses to call the Chamber about membership. This was even more advantageous this year, as it ran following a series of very successful Delta Travel Deal radio ads.

In a wrap up meeting held in March, we discussed the focus next years committee should take to increase membership and benefits. One of the key area's noted is to enhance the "See A Member First". At this time, we entertained idea's such as a member to member discount program, more interaction between the new members and some of the more long-term members, and a partnership idea with the" Ambassadors Committee"

At this time, we would like to thank our committee members: Joel Banks, Daryl Esau, Ron Forsythe, Kelly Kelly, Leslie Sloat, Anne Smith and Margaret Wicken. They each devoted time and energy to our group and left behind a legacy of great idea's for the future.

Next year's committee will reconvene in September and will proceed with some fresh and innovative idea's geared towards the "new" member, as well as the current! Until then, Kerry and I would like to express our gratitude to the Board for their support and to our members for commitment to a fresh and new Membership Marketing Committee for Year 2003/2004.

Business Excellence Awards, *Mac MacFarlane*

The 2002 Business Excellence Awards were held on October 17th at the Sheraton Fredericton Hotel. The recipients were as follows:

Aliant Telecom Entrepreneurial Achievement Award—Joe Dobbelsteyn, Dobbelsteyn Service & Maintenance Ltd.

The Daily Gleaner Micro Business Category—Steven Burns, New Brunswick International Speedway

Business Development Bank of Canada Small Business Category—Martin Aitken, Aitkens Pewter

KPMG Chartered Accountants Intermediate Business Category—Bob Skillen, Greenarm Management Ltd.

Xwave Large Business Category—Paul Morrison, ADI Group Inc.

Human Resources Forum, *Tammy Hayes*

2002-2003 was another exciting year for the Human Resource (HR) Forum. The Fredericton Chamber of Commerce initiated the HR Forum to address the needs of Chamber members working in the field of Human Resources and is open to all members of the Fredericton Chamber. The group meets monthly to network and address training issues of those working in the HR field. This forum has proved to be of interest to HR professionals, business owners and people working in supervisory or leadership roles within an organization.

this year the Forum discussed topics such as:

Absenteeism
Recruitment
Team Building
Employment Law
Leadership
Fiduciary Responsibility

This year the meetings were a combination of best practice sessions, round table discussions, guest speakers and seminars. Although all the sessions were excellent, the highlight was a half-day seminar on Employment Law, which was presented by Stewart McKelvey Stirling Scales. There were over 80 people in attendance for this seminar, which consisted of rapid-fire briefings on employment law and a presentation on the Employment Standards Act. Special thanks to Jamie Petrie of the firm who was instrumental in the organization and execution of the session.

Mention should also be made of other special friends of the chamber who presented information to our HR Forum. Michelle Audus conducted a two-part session on Team Building, which was informative and fun. Terry Fearon of Leadership Lantica and Jeanne Geldart of Leadership Fredericton joined us to lead the discussion on Leadership. Alan Thompson of The Keltic Financial Group Inc. spoke to the group on Fiduciary Responsibility and what this means to employers.

There has been great participation from the membership and the HR Forum continues to provide a unique opportunity for businesses and the academia to come together and share information. The Fredericton Chamber of Commerce looks forward to another exciting year of bring members together to discuss HR topics.

Small Business Forum, *Rivers Corbett*

The Small Business Form this year was, on all accounts, a great success story. Attendance at the sessions averaged around 25 people with a high of 75 people for the Business Excellence Award Recipients Roundtable. Called the "Good to Great" session attendees received some great business tips from Dave McQuinn, Joe Dobbelsteyn and Paul Leger. Other sessions throughout the year included topics such as Customer Service, Strategic Planning, Secrets of Tech. Success, Dress for Success and Branding.

Special, special thanks to our awesome sponsors, Scotiabank on King Street and Janet Pratt and the team at the Ramada Hotel.

The form bodes well for the future!! Thanks to Nicole for all her special work!!

Sales Forum, *David Bentley*

The "Sales Forum" enjoyed a very successful year! Several new members joined our group as the year progressed and benefited from the training, information and networking opportunities.

Among the highlights of the year were:

"Dress for Success" – hosted by Paul Simmonds of "Robert Simmonds" and presented by Carol Ann Hanley.

Training sessions featuring Terry Fearon of "Leadership Lantica" and Mark MacDougall of "Clarica".

Tour of "Cendant" Call Centre.

As always, Kerry Atkinson was exceptional in her coordination of events and people for the "Sales Forum".

Office Space Task Force, *Don Good & Les Smith*

Over the past year a new lease was signed with the City for the Fredericton Chamber of Commerce office. This lease will expire in July 2006, at which time the Chamber will have to find new office space.

A task force will be set up this coming year to review the various options available to the Chamber.

EXTERNAL COMMITTEES

Travel Bank Task Force, *Andy Steeves*

The Travel Bank initiative was a significant project undertaken by the Chamber and Greater Fredericton Airport Authority (GFAA). The purpose of the campaign was to be part of a larger campaign which was designed to attract regular service by Delta Airlines to Boston and from there throughout Delta's air network. The Travel Bank was intended to assist the Delta campaign in two key areas: first to demonstrate widespread support for Delta service by business customers (target 200) in the GFAA catchment area and secondly to reduce the financial exposure by Delta on the new service by a commitment to pre-purchase travel on Delta airlines (target \$1.5 million (US)).

The overall campaign was initiated in mid-October and is still ongoing (the collection campaign). However, the pledge campaign started in earnest with a news conference campaign kick-off on December 10 and ended on February 21.

A wide variety of activities were part of the Travel Bank initiative. A strong and sustained advertising program played a key role in raising the profile of the initiative and creating goodwill in the general public. Media used were in the GFAA catchment area and included the Fredericton Daily Gleaner weekly papers and local radio stations. The advertising program was matched with a publicity program of presentations to service clubs and other groups plus briefings and interviews with news reporters.

Built upon the advertising and publicity programs was an intense and prolonged contract program of (small groups, one-on-one) meetings with targeted prospects. Many of the small meetings were formal presentations held at the Chamber offices with others held at the Sheraton Hotel and various locations in Woodstock, Miramichi, and St. Andrews. Dozens of one-on-one meetings were scheduled by Team members. To provide structure to the contract program and to aid in tracking its progress the prospects were segmented into a dozen groups defined by business type or geography. Special projects were a key part of the initiative; of special note were the employee payroll sign-ups with the City, Region Three and the Airport.

With so much activity coordination and direction were important. The Team held meetings twice a week at the Chamber office with volunteers and staff reviewing project status and plotting strategy and tactics from the next phases of the initiative. Attendance at these meetings was excellent. Much of the strong sense of shared purpose and teamwork can be attributed to these meetings and their atmosphere of fun and camaraderie.

A Chinese general once said that most campaigns are won before the battles are ever fought. His observation referred to the importance of military intelligence and battle preparation. In this

campaign the Chamber and GFAA both had excellent research demonstrating the demand for the "north-south" link and the willingness of the business community in the Saint John River Valley to support the service. As for preparation I, as the Project Manager, cannot overemphasize the importance of the rock solid commitment by the Chamber and the GFAA to this campaign and to the quality and dedication of the Travel Bank team to the effort.

In closing, I wish to thank the dozens of people who worked on the solicitation initiative. I have deliberately refrained from using any names in this report because it would be improper to single out any one person from a truly team effort. It was exciting, fun, exhausting and successful. The final tally was 250 pledges with a value of \$1.65 million (US).

Greater Fredericton Tourism Association, *Weldon LeBlanc*

The Greater Fredericton Tourism Association is a tourism related membership association that unites individuals, corporations, public agencies, associations, organizations and enterprises, in the Greater Fredericton Region. The primary objective of this group is to support promotional and development efforts of members in a manner that enhances Greater Fredericton area tourism. In terms of advocacy, the objective is to represent the membership at various levels of government in matters relating to tourism.

Under the leadership of Kevin Johnston (Kingswood), the GFTA has lobbied on issues such as: highway signage, expansion and upgrade of airport and air service to the region, support the development of more "Class A" Attractions and/or icon attraction, and fair and consistent promotion of the Greater Fredericton Region within provincial campaigns.

The group has improved communications among the membership, community stakeholders, and government through the distribution of the organization's newsletter and is currently developing a website.

Greater Fredericton Airport Authority, *Randall Haslett*

It was the best of times... it was the worst of"..."Charles Dickens

General

The Year 2002-2003 saw dramatic events in the Air Industry. The Greater Fredericton Airport Authority saw a drop in passenger traffic as a result of the aftermath of September 11, 2001, the opening of the extended runway and the bankruptcy protection for Air Canada.

Runway Extension

After the initial construction was begun, Runway 09/27 was completed and the Runway was officially opened for the Queen's Jubilee visit to New Brunswick in October 2002. Instrument Landing System (ILS) needs to be installed to complete the project and that will occur later in 2003. This makes Runway 09/27 the longest in New Brunswick at 8010 feet.

Airlink to New England

After much discussion and negotiation, Delta Airlines gave GFAA approval to commence daily air service to Boston in 2003 on the condition that an Airline Travel Bank (ATB) be established in the amount of \$1.5 million US. The Chamber of Commerce enthusiastically assumed the role of coordinating the ATB. After a slow start, the campaign hit its goal of 200 companies and \$1.5MUS. However, the War in Iraq has put the implementation of Delta's Air Service on hold.

Air Canada Situation

The successful launch of tango air service between Fredericton and Toronto in May 2002 was

soon overshadowed by other national and international events, to the extent that Air Canada filed for bankruptcy protection in April 2003. The status of Air Canada's Bankruptcy has placed a severe drain on GFAA. Service has been reduced and revenues have been lost as a result of the bankruptcy protection. It is expected that Air Canada will succeed as the primary Canadian airline company after it is able to restructure and most likely with Federal Government financial support.

Other Issues

Other highlights of the year are as follows:

Land Purchases—many properties were purchased to build up the land bank for future development such as an Aero Space Park

Taxi Service—a much-improved Taxi Service was launched in the fall of 2002. After a change in one of the rules for picking up inbound passengers, the Service has run more smoothly and professionally.

Terminal Improvements—The Following key events took place
Business Centre and Communications Kiosk were opened
Improvements to the taxiways and apron were started
International Arrival & Departure Area was completed in May 2003

Summary

World events have impacted on the bottom line for the GFAA. However, many projects have been successfully completed and the two major goals (runway extension and US airlink) have been achieved. The Greater Fredericton Airport is well positioned to succeed, once the issues surrounding the airline industry are resolved.