

**AN INTEGRATED COMMUNITY ECONOMIC  
DEVELOPMENT PLAN FOR THE TOWN OF  
ST. ANDREWS, NB**



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# **AN INTEGRATED COMMUNITY ECONOMIC DEVELOPMENT PLAN FOR THE TOWN OF ST. ANDREWS, NB**

## **BACKGROUND**

Established in 1783, today St. Andrews has a year around population of 1,700 and about 3,500 during the summer. The historic nature of St. Andrews attracts visitors from all over North America and beyond. A safe Harbour, impressive tides and the quaint main street offer visitors many memorable opportunities for fun and relaxation.

The post 9/11 security requirements and a sagging global economy have caused a steady decline in the traditional tourism sector economic base. A forward-looking Town Council is seeking to bolster the towns economy by developing tourist related events and attractions in the spring and fall “shoulder seasons” and by instituting this project to identify sustainable business development opportunities and strategies. This diversification effort was a consultative process based on the significant knowledge base of the Town’s citizens, its demographics, existing infrastructure and “knowledge clusters”.

## **THE PROJECT**

The Province of New Brunswick, with support of the Regional Development Corporation, engaged the author to act as Project Co-coordinator/Facilitator to assist the Town Council of St. Andrews in the development of an Integrated Community Economic Development Plan. The objective of the plan is to develop options and strategies designed to attract sustainable and appropriate employment and business opportunities. A more diverse spectrum of economic sectors will supplement the traditional tourism base. The project engaged stakeholders in identifying the community’s many strengths and helped determine any constraints and barriers

that may exist which inhibit such diversification. The project also tries to link these strengths of the community with the appropriate growing economic sectors.

## **METHODS**

The author consulted widely to determine the perceived strengths and any weaknesses in the Town's resource set which might influence the strategies for identifying appropriate opportunities. In addition, a sector by sector analysis of existing and emerging economic sectors was undertaken to determine the most appropriate and sustainable "targets" that could potentially become the basis for diversification.

Through consultation and facilitation, the Consultant sought to determine if there are any "downstream" or "feedstock" opportunities with existing businesses and organisations. Discussions were also held to determine if any current "imported" goods and services could be met by the establishment of new capacity locally.

The Consultant met with existing like-minded or like-product organizations to determine if partnerships or strategic alliances would create a critical mass for the development of "Centres of Excellence" to attract new ancillary opportunities.

The Town's resource set was then matched with the targeted economic sectors to identify the most likely areas for recruitment and marketing. Strategies and tactics which might be employed by the Town to achieve their business recruitment objectives were identified.

Suggestions for a leadership model to move the economic development agenda forward are provided in the final section of this report.

## **THE STRENGTHS AND ASSETS OF ST. ANDREWS**

St. Andrews is endowed with many excellent “quality of life” assets. Its small size and friendly small town character give the town an enjoyable and restful atmosphere and ambiance.

The natural beauty of waterfront and surrounding area including the wharf and the harbour with its daily demonstrations of the magnificent Bay of Fundy tides add a sense of excitement and adventure.

The historic buildings of Water Street, many housing unique and interesting establishments, create a feeling of “stepping back in time”. A rich tradition of culture and the arts anchored by the renowned Sunbury Shores Arts and Nature Centre and by the Summertime School of the Performing Arts sponsored by the St. Andrews Arts Council make St. Andrews one of the most dynamic arts venues in New Brunswick. More contemporary musical offerings are provided through Periwinkle Productions (Jamie Steel) who brings many famous artists and groups to St. Andrews.

St. Andrews boasts award winning schools at the elementary and high school level. Both Vincent Massey Elementary School and Sir James Dunn Academy are frequently chosen to pilot new programs. A program currently underway at Sir James Dunn Academy may make it possible to repatriate the French immersion students who leave the St. Andrews schools to pursue the immersion program which is only offered in St. Stephen. A number of years of decline in enrolment may have ended with an uptake in enrolments at the elementary school.

The St. Andrews Campus of the New Brunswick Community College (NBCC) has been a leader in providing training for the Marine and Aquaculture industries as well as offering the only refrigeration technician program in the Province. The campus has been experiencing a decline in student numbers over the past few years. They are currently developing a series of new one-year

offerings and a revised Aquaculture/Coastal Management program. As the entire NBCC system goes through a separation from government to a Board of Governors managed institution in early 2010, the challenges of surviving in a business model will increase for the local campus.

Three important knowledge based organizations exist in St. Andrews and provide a significant number of full time jobs as well as other benefits. The Huntsman Ocean Sciences Centre is the process of building a multimillion dollar “Discovery Centre” to replace the existing Aquarium. This facility, which will include lab space, conferencing facilities and a large auditorium, will be the cornerstone for increased activities on a year around basis.

The St. Andrews Biological Station is also undergoing a significant expansion with the construction of new wet lab facilities. The Biological Station, which has been declared the Centre of Excellence in Aquaculture Research by the Department of Fisheries and Oceans, employs many world class scientists who have made a significant contribution to the aquaculture industry.

The third internationally recognized organization is the Atlantic Salmon Federation. Various scientific projects sponsored by this organization as well as its fund raising efforts have attracted membership from around North America and indeed the world. These three organizations, with the addition of the strengths of the NBCC St. Andrews Campus, have the potential synergies to become a world class Centre of Excellence in ocean sciences attracting similar researchers to come to the area.

The largest employer in St. Andrews is the Fairmont Algonquin Hotel, a landmark and icon in St. Andrews for many decades. Employing over 200 people on a year around basis, the Fairmont hosts conferences and meetings for a wide range of clients.

St. Andrews is also the home of Kingsbrae Gardens, a world class botanical garden that is one of the 10 best in Canada. This seasonal attraction brings visitors from all over to view the magnificent floral gardens and features.

Perhaps one of the most important assets that St. Andrews possesses is the very well educated population. Many of the retirees in St. Andrews have advanced degrees and business experiences at senior levels. These retirees when added to the number of highly educated employees working at our knowledge based organizations give St. Andrews a significantly higher level of education that the provincial average according to the 2006 census.

## **THE VISION AND THE CHALLENGES**

It is fairly essential when trying to envisage economic development strategies for a community that all concerned have a vision of what is desired and what is to be avoided. While a unanimous view is very unlikely, the interviews carried out as part of this project resulted in a consensus which, while general, described a vibrant, active, prosperous downtown area as well as other important attributes of “our town”. Below is an attempt to create in words the vision a many of the people and organizations interviewed.

### *The Vision*

*Envisage a vibrant downtown core with multiple attractions, events and venues supporting a variety of unique shops anchored by a cluster of knowledge-based organizations which attract new business opportunities for young entrepreneurs and their families.*

*Imagine a community where the quality of life is second to none based on the quality of our schools, our environment and our historical milieu.*

*We are proud that visitors see St. Andrews as a place that is “kid friendly” and “family friendly” and is welcoming, as is our tradition, to retirees looking for the quality of lifestyle that only St. Andrews can offer.*

## **Challenges for St. Andrews**

St. Andrews faces a series of challenges as it attempts to secure its economic future. Some of these challenges are a result of the economic recession while others are a result of changing demographics and lifestyles. Some of these challenges are outlined below.

### **Declining population**

St. Andrews experienced a 3.8% decline in population between the 2001 census and the 2006 census. This is contrary to the growth scenario described in the background study that was the basis for the Municipal Plan approved in 2008. The decreased population estimate from 2006 was used in the calculation of the unconditional grant which was offset by increased assessments. There is some evidence provincially that older people are migrating towards the urban centres where there is better access to healthcare. Young people continue to migrate out of province or to larger urban centres seeking employment. These two factors play into the demographics of St. Andrews.

### **Significant reduction in owner occupied homes**

The 2006 census also recorded a significant reduction in owner occupied homes indicating that while the homes still exist they have

been converted to rental or seasonal residences. There are property tax issues and costs of servicing that have yet to be addressed by provincial officials.

### **Many of the historic buildings on Water Street are for sale**

It is never a good sign for potential investors when several of the key assets of a downtown area are for sale. The message is that there is no succession plan for the properties or that the economics of running a successful enterprise do not exist.

### **Too many vacant store fronts**

Boarded or papered over vacant store fronts send the same message as above. This is a very poor message for a town that is seeking a brighter economic future.

### **Destruction of heritage character of downtown**

There is significant erosion of the historic nature of the downtown area due to inappropriate renovations, signage and palet. Serious and immediate consideration should be given to implementing zoning and bylaw resolutions to this problem.

### **College enrolment is down 120 seats**

Enrolments in certain programs at the St. Andrews campus of the NBCC have been declining over the past few years. As indicated earlier, efforts are underway to revitalize the campus offerings to ensure its survival as the NBCC goes through a change in governance in early 2010.

### **Lack of student life opportunities in downtown area**

It has been pointed out by the Principal of the NBCC Campus that one of the factors contributing to the decline in enrolments at the St.

Andrews campus is the lack of the more traditional student life activities in the downtown area that are found in other campuses offering similar programs. A more vibrant and active downtown area would serve residents, visitors and students well.

### **Town Council perceived by some as “anti business” and “anti development”**

It was interesting to note that several of the interviewees indicated that actions by past councils were perceived by many as anti business, or anti development. While each issue must be examined on its own merits it is essential that decisions be made by Council that result in the greatest good for the greatest number. To overcome the current economic malaise, this Council would be wise to adopt a pro business and pro development stance when dealing with major issues outlined in this report.

### **Hotel bookings are down significantly putting its operation in jeopardy**

The manager at the Fairmont Algonquin has indicated that there have been serious declines in bookings over the last couple of years. This has put the operation of the facility under some scrutiny. In his view it is essential that the Town of St. Andrews once again become the vibrant destination for both regional and more distant visitors featuring more events, activities and unique experiences over a longer tourist season.

### **Short downtown season is hurting year round operations such as the Hotel, Huntsman, College, etc.**

Many of the businesses in St. Andrews consider themselves as seasonal operations and generally enjoy a long hiatus during the non tourist season. Several of our major employers such as the Fairmont Algonquin would benefit by a longer commercial season by some of the businesses. The new Discovery Centre being built by the

Huntsman Ocean Sciences Centre is intended to be a year around attraction. This new facility would also benefit from longer commercial and entertainment activities in the downtown area to help encourage visitation throughout the year.

**There is a perceived lack of a vibrant entertainment zone or venues for after dinner activities such as upscale pubs or lounges or places to enjoy live music, etc.**

Many of the interviewees pointed out that even in the summer time there is a definite lack of after dinner venues where tourists can go, for example, to listen to live music, have a few cocktails with friends or enjoy other sorts of entertainment or activities. The opportunities are even fewer in the shoulder seasons and beyond.

## **ECONOMIC DEVELOPMENT STRATEGIES FOR ST. ANDREWS**

This study, which evaluated the Town's assets and compared them with 16 different Economic Sectors concludes, as other studies have, that our best opportunities lie in three main sectors namely, the Tourism Sector, the Knowledge Work Sector and the Retirement Living Sector.

**Tourism Sector** – Strategies are required to help lengthen the tourist season, to encourage visitation by providing a variety of events and activities, revitalizing the opportunities for entertainment in the downtown area, and for making St. Andrews “kid friendly” and “family friendly” and “College student friendly”.

**Knowledge Work Sector** – Strategies are needed to take advantage of the synergies which exist between and among the Huntsman Ocean Sciences Centre, the St. Andrews Biological Station, the Atlantic Salmon Federation and the NBCC Campus in St. Andrews. This

potential “Center of Excellence” can be levered to attract new, appropriate and sustainable economic and employment opportunities.

**Retirement Living Sector** – Strategies are required to position St Andrews as the place for upscale retirement living through the provision of high quality retirement accommodations which include Independent Living Apartments, Assisted Living accommodations, and if feasible hospice services. Retirement “resorts” with all inclusive meals, safety and security features and ancillary services in an area such as St. Andrews-by-the-Sea would seem to be particularly marketable in the Ontario and Quebec market as well as New Brunswick.

To help ensure that the appropriate strategies are acted upon, a leadership model is described later in this report for economic development activities in St. Andrews. This model recognizes that existing members of Town staff already have full time jobs managing the Town’s infrastructure and municipal services. The need for action in developing some economic renewal strategies is important. The consequences of inaction could lead to further erosion of many of our business and services.

## **Tourism Sector Strategies**

### ***RECOMMENDATION # 1***

***Bring Life and vitality back to the downtown by establishing a “commercial/entertainment “zone and developing strategies to extend the traditional tourist season***

## **Strategies**

**1A** - Saturday Farmers Market (a la “Kingston Market”) moved to Anglican Church Hall grounds with “community breakfast” every

Saturday to encourage clientele from away to visit. Market could include entertainment, petting zoo, etc. to create a weekend destination that is “family friendly”.

**Comments: This is going to take time to develop. At first we may lose some of our vendors but if we can create enough of an “event” to attract a regional crowd we may actually gain vendors in the long run. We must create almost a party atmosphere with live music, face painting, and maybe rental of pirate costumes for children and similar activities to attract families. The Kingston Market operates from mid-April to mid-December.**

**1B** - Make every weekend like July 1<sup>st</sup>, with street closures and events for kids and families. Water Street becomes a pedestrian mall with merchants encouraged to have sidewalk displays.

**Comments: This will no doubt cause some debate but it should be evaluated as a possibility. Support of the BIA and other business owners will be essential. We close off Water Street twice a year, on Canada Day and New Brunswick day, and both of these events are well attended and merchants report excellent activity from the pedestrian traffic.**

**1C** - Encourage live entertainment such as buskers and “Street Theatre” in Market Square and keep cultural and historic venues such as museums, Gael, and Galleries open on Sunday.

**Comments: An excellent model, in many respects, for Market Square is the small community park in Quispamsis called “The Landing”. In this small space crowds gather on summer weekend evenings to watch movies, listen to live music and other free events. It not only creates a sense of community but offers tourists with yet another unique**

**opportunity and reason to visit. In any event, parking should be prohibited in Market Square at any time.**

**1D** - Over 200 youth and their families come to St. Andrews to play Soccer. Give each visiting family season's passes to Katie's Cove to encourage their return visits during family vacations, etc.

**Comments: While self-explanatory, this idea can be used for other client or user groups to encourage them to make a return visit. Special "please come back and visit" promotional packages could be made available by the Town, the Chamber of Commerce or other organizations to encourage repeat visits.**

**1E** - Market special events more aggressively and more broadly such as: Paddlefest, Seafood Festival, Indulge Festival, Hot Toddy and Friends Weekend, Bike Fest, etc. Where possible encourage participation by faculty and students from NBCC in organization and delivery as a learning experience.

**Comments: Several of the interviewees mentioned that we have wonderful events in St. Andrews but that we don't seem to let the rest of the world know about them. Many people mentioned that we must find the budget to more aggressively and strategically market St. Andrews as a place for vibrant and family-oriented events and activities.**

***RECOMMENDATION # 2***

***Get on board and support Tourism marketing through the Charlotte County Region Tourism Association***

## Strategy

**2A** - Market St. Andrews as the “Hub of Charlotte County” or something like “Gateway to the Islands”? or “Gateway to Passamaquoddy Bay”?

**Comments:** St. Andrews is at the centre of a variety of tourist experiences which are available in Charlotte County. It is true that we are more than the sum of our parts. Mutual marketing and promotion of our entire region can result in many more successes such as the Atlanticade. St. Andrews promotional materials should highlight the accessibility and proximity of other Charlotte County features of interest.

### ***RECOMMENDATION #3***

- *Create a “Heritage Preservation Zone” for the historic part of downtown Water and King Street*

## Strategies

**3A** - Hire a Professional Architect with a heritage background as a consultant to provide a master plan to building owners.

**Comments:** For basic info on the existing Municipal Heritage Preservation Act which enables municipalities to create and administer preservation area by-laws, go to <http://www.gnb.ca/0131/HistoricPlaces/Programs/LHP/mhpa-e.asp> A new heritage bill is presently before the legislative assembly. To learn the benefits of managing built heritage resources through the use of this tool and other incentives, valuable resources are Juan Estepa, Manager, Heritage & Cultural Affairs, Fredericton, 460-

**2062 and Jim Bezanson, Heritage officer, Saint John, 658-2865. Jim is a recognized authority across the country.**

**St. Andrews also participates in the Local Historic Places Program and presently has over 70 sites listed on the New Brunswick Register of Historic Places (and the Canadian Register of Historic Places). There are a number of provincially designated historic sites as well as some national historic sites including the town plat.**

**3B – Provide training in heritage issues to Building Inspector and building permit issuing personnel so that they can provide advice on retaining or regaining a building’s heritage character.**

**Comments: Having a local source of advice on the historic restoration would be helpful. It is recommended that some specialized training be given, perhaps as part of the contract with the architect mentioned in 3A, to the Town staff involved in the issuance of building permits.**

**3C - Use a “light handed “approach with building owners by using incentives such as tax benefits to encourage participation. There are also Federal and Provincial incentive programs for certain kinds of restoration activities.**

**Comments: Information on the Property Tax Abatement Program for Heritage Properties is at <http://www.gnb.ca/0131/historicplaces/Programs/PTA/index-e.asp>. Here are two very compelling links to some Heritage Canada foundation WebPages that deal with the economics of heritage. These seem very appropriate to the St. Andrews issues:**

[http://www.advocacyaction.org/english/pays/case\\_study01.html](http://www.advocacyaction.org/english/pays/case_study01.html)  
and <http://www.heritagecanada.org/eng/services/advocacy.html>

## Knowledge Work Strategies

### ***RECOMMENDATION #4***

- *Pursue a BellAliant and ACOA partnership to create the “Smart Town” Pilot Project by bringing Fibre Optics and Bandwidth to St. Andrews*

#### **Strategies:**

**4A** - Position St. Andrews as a “Pilot Project” to demonstrate ICT as an economic development strategy for small towns.

**Comments:** Here is an opportunity to engage our federal member and some of the senior people formerly in the ICT industry that live in St. Andrews to create a real advantage in developing economic activities around our centres of specialization in the marine and environmental sectors. Broadband access makes St. Andrews an ideal place to foster new enterprises which require transmission of large data sets to centralized computing facilities.

**4B** - When in place, market St. Andrews to non-place specific and relevant professionals and organisations such as marine sciences, biosciences, environmental consultants etc.

**Comments:** Telecommuting, video conferencing and interactive engagement with clients in far off lands are possible with the proposed fibre optic and broadband capability. Many companies and organizations that do not

**need to be physically located next to their clients or audiences can focus on “quality of life” issues when it comes to location of their enterprises.**

**4C -** Initiate a study to explore the “Center of Excellence” concept using the synergies of Huntsmen Ocean Sciences Centre, St. Andrews Biological Station, Atlantic Salmon Federation and NBCC as a means of attracting new business or research centres for example a potential **Huntsman-Irving Tidal Power Research Centre.**

**Comments:** The scientific knowledge and research expertise available in the above noted institutions has a clear potential to use their synergies to become a world recognized “Centre of Excellence”. Packaging a compelling proposal to funding organizations to help create and foster such a centre will require the services of a highly respected consultant. Discussions should begin immediately to seek funding to hire such a consultant to work with the four organizations to develop the concept.

**4D -** All of the Knowledge Work partners should work cooperatively to promote St. Andrews as the site for conferences, meetings, etc. related to marine, coastal, fisheries, aquaculture, and environment topics.

**Comments:** A team made up of members from each of the Knowledge Work partners should work together to try and attract conferences and annual meetings of the various organizations related to the marine, coastal and environmental sciences. A promotion kit which highlights the resources of the partners and the abilities of St. Andrews to host conferences should be prepared. A representative from the event planning team at the Fairmont Algonquin should also be a member.

**4E** - Promote St. Andrews as the “place to start your business” to new post graduates (MSc, PhD) in the marine, natural or biological sciences, ICT etc.

**Comments:** On an annual basis, the Town of St. Andrews should host a day long visit by new graduates. Events such as visits to the knowledge partners and receptions by the economic development staff and Town officials could plant the seed for those new graduates with entrepreneurial zeal who may be looking for a place to start their own ventures. The availability of fibre optic broadband and the high “Quality of Life” makes St. Andrews a very desirable place to do business.

**4F** - Market St. Andrews in professional and trade magazines as the “Place to do Business” based on the quality of life (safety, schools, environment, ambiance, waterfront, etc.)

**Comments:** St. Andrews has traditionally been marketed as a tourist destination in all the appropriate media. St. Andrews should also be marketed in the business journals and media as a potential place for new or established businesses wishing to relocate. A team from St. Andrews should be put in place in conjunction with the resources of Enterprise Charlotte to meet those interested in possibly locating or relocating to St. Andrews. Again, meeting with the knowledge partners and presentations by Town Officials and local business leaders may lead to a successful conclusion.

**4G** - Young professionals, (“echo Boomers!!), are generally not interested in remodelling an 1800’s house but would rather own a water view condominium.

**Comments:** Many of the younger, professional respondents mentioned that there is a lack of multiunit condominium

**housing in St. Andrews, preferably with a water view. The Town does own a large piece of land that would be suitable for such a development if this was an option that should be explored with potential developers.**

## **Retirement Living Strategies**

### ***RECOMMENDATION #5***

***-Invite proposals from developers for the design and construction of a high-end Retirement Living Complex***

### **Strategies**

**5A - Relocate Town Barn and Public Works and propose land to developer as site for proposed complex at fair market value.**

**Comments: The site of the Town Barn and Works Department is a very valuable piece of property. It would be an ideal location for a proposed resort style Retirement Living Complex. Its location near the point and its proximity to the downtown would meet many of the concerns expressed at the meeting held by the Disher people who suggested a sort of Seniors Apartment complex at the bottom of the Champlain Subdivision.**

**5B - Complex should have provision for Independent Living, Assisted Living facilities and if appropriate, Hospice Services along with Central Dining facilities and ancillary services sure as recreation area, library, and games rooms, etc.**

**Comments: To gain an understanding of the style of complex being proposed one should reference the following**

web sites: [www.experienceparkland.com](http://www.experienceparkland.com) shows details of a new retirement complex being built in Quispamsis by the Shannex Group ([www.shannex.com](http://www.shannex.com)). Shannex is a maritime based company building a number of upscale retirement facilities. It is reported that the one in Quispamsis is already fully rented even before it is ready for occupancy. Another view of the nature of upscale senior's retirement living facilities can be found at [www.astongardens.com](http://www.astongardens.com). This site, while located in Florida gives an insight into the level of service provided at an upscale facility.

**5C** - 2 and 3 bedroom apartments with 2 baths, and full kitchen, safety features such as intercom, floor level “panic Buttons”, 24/7 security, transportation services, etc.

**Comments:** See the websites listed in 5B above to see examples of the accommodations which are available at some of the higher end retirement living establishments.

**5D** - St. Andrews-by-the-Sea as a retirement destination should be marketed in Ontario and Quebec as well as the Maritime Provinces.

**Comments:** The “Quality of Life” features of St. Andrews, including its generally more moderate winter climate, make an idea combination to attract retirees looking for a place to enjoy their “Golden Years”. Marketing efforts should include the major urban areas of Ontario and Quebec as well as the major Maritime centers.

## Leadership Strategies

### ***RECOMMENDATION #6***

***Create an independent Economic Development Board and hire an Economic Development Professional***

### **Strategies**

**6A** - Board would consist of the Mayor, CAO, and 5-7 members with business, marketing, economic development backgrounds to provide guidance and direction to economic development staff on the implementation of the various sector strategies.

**Comments: St. Andrews is home to many retired senior business, industry and government executives who would gladly support such a effort by sitting on an Economic Development Board. The current workload of senior Town Staff precludes them from being more active in the economic development initiatives outlined in this report and others that may arise.**

**6B** - Economic Development professional staff would work closely with CAO, Enterprise Charlotte and other organizations to capture economic opportunities, write proposals, recruit new business, supervise marketing efforts and oversee organization of events.

**Comments: The job responsibilities of the proposed Economic Development Professional will evolve as directed by the Board. It is envisaged that the incumbent would undertake recruitment and marketing activities as well as ensuring the proper organization of special events and activities.**

**6C** - Board would help develop and execute the various marketing efforts targeted at the identified sectors. Funds would be recaptured from current “marketing” budgets or allocations to specific organizations and reallocated toward strategic initiatives.

**Comments: Funding for the activities of the Board and the staff should come from existing marketing and promotion envelopes until a line item in the budget can be created to support the activities of economic development.**

**6D** - Board would explore the creation of an “angel” investment or mentoring program locally for new business start-ups attracted to the area, a sort of “welcome wagon” for new ventures.

**Comments: New businesses and new entrepreneurs need support and mentoring. With the wealth of experience available in St. Andrews, especially amongst the retirees, a value-added component to attracting new business to St. Andrews could be an organized mentoring program provided at no cost to the entrepreneur. These “angel” mentors might also consider the creation of an “angel” investors program for new start-up ventures.**

## **CONCLUSIONS**

The strategies outlined in this report focus on the near term stimulation of economic development in St. Andrews. There can be no question that it is going to take aggressive and forward looking leadership to position St. Andrews once again as the pre-eminent vacation and resort area in New Brunswick. St. Andrews is fortunate to have dedicated staff who works tirelessly for the citizens of the Town. It would be unreasonable to expect that, in addition to their other responsibilities, they could also manage the aggressive agenda required to stimulate growth in both economic and employment opportunities. It is strongly recommended that Town Council give

serious consideration to enacting the leadership model suggested in Recommendation #6. I am sure that there will be willing and experienced citizens who would gladly serve if asked on the proposed Economic Development Board.

## **APPENDIX A**

### **List of Organizations and Individuals Consulted**

- Huntsman Ocean Sciences – Bill Robertson, Bill Smith
- St. Andrews Biological Station – Lara Cooper (written)
- Atlantic Salmon Federation – Mary Wobma
- Chamber of Commerce – Executive Committee, Julie Crichton
- Town of St. Andrews – Tim Henderson, Chris Spear, Jeff Cross, and Manzer Young
- Fairmont Algonquin - Garrett Turta
- NBCC – Terry Dempsey
- Sunbury Shores – Rob Bartlett, Jan Mulder
- St. Andrews Civic Trust – Board of Directors
- Wharf Board - Entire Board
- Kingsbrae Gardens – Andreas Haun
- Enterprise Charlotte – Mike Rouse
- Regional Development Corporation – Doug Holt
- BIA – Cindy Kohler
- Periwinkle Productions and Management - Jamie Steele
- St. Andrews Project – Gerald McEachern
- Development St. Stephen – Ian Stewart
- St. Andrews Tourism Project - Vaughn McIntyre
- Ardith Holmes
- District 10 – Brenda Logan
- Rev. John Matheson
- John Leroux – Architect, historian, educator
- Bill Hicks – Manager, Historic Places Unit, Heritage Branch, Province of New Brunswick
- Sir James Dunn Academy – David O’Leary, Cathy Dunfield
- Tall Ship Adventures – Rob Carney (written)
- Casey Newland – (written)
- Mulberry Bed and Breakfast – Carole Barton (written)
- Europa Inn and Restaurant - Markus Ritter (written)

## **APPENDIX B**

### **Economic Sectors Evaluated**

Health  
e-Health  
Fisheries  
Aquaculture  
Transportation  
Tourism  
Technology  
Government Services  
Private Sector (Retail, Wholesale, Manufacturing)  
Consulting  
Engineering  
Natural Resources/Mining  
Energy  
Education  
Arts  
Seniors