



Saint John
Board of Trade
Making It Happen For Business

Key Priorities & Issues

2011-2012



connected!
member of the canadian chamber of commerce network

Table of Contents

Introduction	3
Executive Summary	4
<u>Major Priority Focus for 2010/2011:</u>	
Financial Sustainability	6
Regional Governance & Cooperation	7
Infrastructure	8
Municipal Plan	8
<u>Continued Support for Previous Initiatives:</u>	
Workforce Expansion	10
Transportation Initiatives	10
Atlantica & Atlantic Gateway	13
Business/Industrial Parks Improvement	15
Knowledge Cluster (Health & Life Sciences)	16
Energy Gateway	17
Waterfront Development	17
<u>Strategic Partnerships</u>	
Economic Development	19
Healthcare	19
Education	20
Tourism & Retail	22
ICT	22

Introduction

History and Impact

In 2010, Saint John celebrated its 225th anniversary as Canada's oldest incorporated city, and the Saint John Board of Trade celebrated its 191st Anniversary as the country's third oldest Chamber of Commerce. Formed in 1819, the Saint John Board of Trade has been a strong advocate for businesses in the region. In 2010 the Saint John Board of Trade was re-accredited as a nationally accredited business organization with distinction. This level of accreditation is given to Chambers of Commerce that meet stringent criteria and display a high level of advocacy work.

As the third oldest Chamber of Commerce in Canada, the Saint John Board of Trade has a history of contributions to the Saint John area. The Board of Trade has initiated and/or promoted various endeavours in the city including:

- FUSION Saint John
- The Saint John Waterfront Development Partnership
- Enterprise Saint John
- The Business Resource Centre
- The Saint John Airport Authority
- University of New Brunswick, Saint John
- The Harbour Bridge and Throughway Authority
- The Saint John Port Authority
- The United Way of Greater Saint John

As a nationally accredited business organization with distinction, the Saint John Board of Trade continues to take a proactive approach to business development assistance through member consultation and engagement to determine what issues take priority for them. The Board of Trade works with community partners to develop solutions to ensure that our businesses continue to grow and prosper.

Over the past several years we have successfully moved forward on a wide variety of issues of importance to our members, including:

- Transportation Initiatives like the One Mile Highway Interchange and the twinning of Route 1 from Saint John to St. Stephen;
- Knowledge Cluster Initiatives like the opening of the Dalhousie Medicine New Brunswick Program at UNBSJ and the construction of the New Brunswick Community College health sciences building at Tucker Park; and
- Waterfront Development including Harbour Clean Up.

Our Mission Statement

To contribute to a proactive economic environment for business in Saint John.

To provide encouragement, assistance and guidance for established enterprise, or those aspiring to become established businesses.

Executive Summary

In fulfilling the Saint John Board of Trade's mission, the organization will have two main focuses for the 2011-2012 year: to grow our membership and to advocate on behalf of our members. Through growth in our membership we will enhance the benefits for our members by extending their networks and strengthening our voice.

Each year the Board of Trade seeks direction from its Members, Past Chairs, Committees and Members of the Board of Directors as to what its primary focus should be for the upcoming year. The Saint John Board of Trade prides itself on being the voice of its members; the business community.

With a projected provincial deficit of \$820 million and debt of \$9.6 billion this year, the Saint John Board of Trade will focus on the provincial financial recovery and growth. The increasing debt and deficit, and the impact they have on services and taxes do not foster an environment that is attractive or conducive to business development, growth or investment.

New Brunswick needs to sustain new business and remove roadblocks to further economic development in our region and our province. The province needs more than just tax increases and service cuts to address and reverse the growing deficit and debt. Wealth creation and investment are needed in our Province. To achieve this, the Province of New Brunswick must be an attractive place for business to develop, grow and invest. Strategic support, investment and development of key sectors in our economy will lead to a sustainable environment conducive to business growth and attraction.

Municipalities in New Brunswick are also facing budgetary constraints with aging infrastructure and rising costs. Similar to the province's financial recovery and growth through a multi-pronged approach which includes increased wealth and investment, the City of Saint John needs to become more sustainable. A positive step to achieving this is the creation of the new municipal plan, currently well underway, which will focus on the maintenance and improvement of current infrastructure instead of focusing on adding new infrastructure.

The Saint John Board of Trade feels that by focusing on several key priorities that are interconnected will help the Province and the City of Saint John improve the economic climate for business growth and investment which will in turn increase both the Province's and our municipality's ability to provide high quality services to its taxpayers.

Key Priorities for 2011-2012

The Saint John Board of Trade will focus on issues and areas that strengthen the Financial Recovery over the year, including:

Main Priority Focus

1. Financial Sustainability- focus on promoting sustainable practices to make business & our Province more successful;
2. Regional Governance & Cooperation- focus on encouraging regional cooperation as idealized in the True Growth Agenda and encouraging dialogue for a True Growth II; also through encouraging the implementation of the Finn Report's recommendations
3. Infrastructure- focus on Municipal water treatment system;
4. Municipal Plan- focus on the development of the plan and related by-laws.

Continued Support

5. Workforce Expansion Initiatives- promote Centres of Excellence for UNBSJ and NBCC-Saint John;
6. Transportation Initiatives: For 2011 we will support the reconfiguration of Simms Corner. Continued support for the Saint John Airport; the building of Welsford-Nerepis Bypass and the twinning of Route 7 between Saint John and Fredericton; the twinning of Route 1 between Saint John and St. Stephen; and the completion of the One-Mile Highway Interchange by 2012.
Atlantica & Atlantic Gateway; including the advancement of the ideals outlined at the inaugural Atlantica regional conference;
7. Saint John Industrial Parks continued development and improvement;
8. Knowledge Cluster(Health & Life Sciences) at Tucker Park;
9. Energy Gateway focusing on a comprehensive provincial energy policy; and
10. Waterfront Development.

Strategic Partnerships

Through partnering with various organizations, the Saint John Board of Trade will be able to help create the necessary environment to make our city, region and province attractive for business growth, development and investment. The Strategic Partners are:

Economic Development- *Enterprise Saint John*

Education- *UNBSJ, NBCC Saint John, District 6 & 8*

Health- *Horizon Health Network*

ICT- *Propel ICT*

Retail & Tourism- *Saint John Destination Marketing & Uptown Saint John*

Membership Benefits

Through our business offerings, programs, and membership the Saint John Board of Trade provides opportunities for members to grow themselves (through involvement and learning), to grow their business (through knowledge and connections), and to assist in the economic development of our community.

Major Priority Focus

The Saint John Board of Trade has identified a variety of initiatives that it will focus upon throughout the year to ensure that they are advanced. These are issues that have been identified by the members of the Board of Trade in the Annual Membership and Priorities Survey, and the attendees of the Board of Trade's Annual Strategic Planning Session. All these priorities factor into the financial recovery and growth of our province, region and municipality.

Financial Sustainability

Decisions that are taken today which do not impact or limit the ability of future generations to meet their needs either financially or environmentally is the premise of sustainability. Businesses and organizations that become sustainable typically find multiple benefits including improved resource management, increased employee satisfaction and productivity, reduced waste and enhanced corporate profile. Sustainable financial and corporate planning is becoming an essential ingredient for success.

The opportunity exists for the various levels of government to incorporate the various aspects of sustainability into their operations to ensure the long term growth and development of the economies of our province, region and municipality.

In 2009, the City of Saint John and the Province of New Brunswick launched the Sustainability Network, also known as Sustainable Saint John. Sustainable Saint John was derived from earlier initiatives like Vision 2015, the Integrated Community Sustainability Plan, Benefits Blueprint and the Sustainable Communities Case Study. In addition to participating in several of these initiatives, the Saint John Board of Trade has joined the Sustainable Saint John as a partner.

Sustainable Saint John has produced a Toolkit for businesses to identify what they are currently doing that is sustainable and identifies new sustainable initiatives for them. The Saint John Board of Trade has agreed to promote this initiative on the Board of Trade website for employers to have easy access to this important tool. By communicating to and educating our members about this initiative the Saint John Board of Trade will be able to assist members in growing and sustaining a successful business.

The Saint John Board of Trade will encourage its members, businesses, organizations and governments to become more sustainable in their day to day practices. We will also continue to support the ongoing efforts of Sustainable Saint John.

Regional Co-operation and Governance

There is a need for continued co-operation between the local communities to join together on various projects to ensure continuity and service.

True Growth is a community owned initiative, led by the five regional mayors, to create a long-term vision and plan for Greater Saint John to ensure a high quality of life for the people who live here now and in the decades to come. With the recognition that the only “true” way to grow our region is to collaborate and achieve a balance of priorities with the economic, social, environmental and cultural sectors.

Within the True Growth model there were three key areas.

- *Supportive Community* creates independence through the promotion of health and wellness; primary education; housing and immigration to help everyone live freely.
- *Enriching Community* generates ideas and concepts that influence all aspects of society. Post-secondary institutions and the arts community can see their contributions here.
- *Economic Community* helps build a sound economy.

The Saint John Board of Trade, its members, and their employees are among those who have been leading this charge.

The Saint John Board of Trade recognizes there is a need for a True Growth II dialogue to occur to discuss the opportunities and challenges currently facing our region. The Board of Trade believes that a number of key issues, like infrastructure planning, maintenance and improvement, impact the region as a whole, and request that the regional governments work together to address such issues on a regional basis. Adding formality to the working relationships that currently exist between the Regional Mayors, and creating a structured process on how to collectively address these regional issues, will strengthen the relationship between the regional governments. There is need to approach such regionally impacting issues collectively to avoid duplication of efforts and unnecessary competition on funding, and to improve the region as a whole.

To further entrench this notion of regional governance and cooperation, the Saint John Board of Trade will continue to work actively to promote greater co-operation and conversation between the Chambers of Commerce in the region.

The Saint John Board of Trade considers that the recommendations made by Jean-Guy Finn in his November 2008 report, *Building Stronger Local Governments and Regions*, were timely and significant at that time, and continue to be applicable today. We support the provincial government’s decision to revisit the report. We are concerned that the recommendations might be implemented piece-meal, and encourage the provincial government to implement those strategies to consolidate service provision across the province with a view to securing significant cost savings.

Through regional co-operation the Saint John Board of Trade hopes to bring greater progress to issues of regional impact, like transportation, and thus furthering the goals of the True Growth initiative and encouraging dialogue for a True Growth II.

Infrastructure

As the oldest incorporated City in Canada, Saint John has a long history. With this long history comes the burden of very old infrastructure. The City of Saint John, at present, has roughly 68,000 citizens and 4,100 businesses in its tax base to help fund the required repairs to its aging infrastructure, like the water system.

The City of Saint John's water infrastructure is particularly old and requires replacement. The Saint John Board of Trade fully recognizes and supports the need to construct a new water treatment system to provide residents and businesses with clean, safe drinking water. The Saint John Board of Trade commends the City of Saint John on the 8 year action plan outlined in *A Report on the Action Plan for Safe, Clean Drinking Water* adopted by Common Council in 2010 to upgrade the water system in our city.

The Saint John Board of Trade will continue to encourage the Municipal Government to ensure a new water treatment system will be sustainable for the residents and businesses of Saint John. We will also work to ensure a timely completion of the repairs, upgrades and new water treatment system as this will impact our city's ability to attract new businesses and workforce.

Municipal Plan

On March 14, 2011 the City of Saint John's Common Council endorsed the direction for the City's new municipal plan presented by PlanSJ. The Saint John Board of Trade commends the City for its work on the project and looks forward to participating in the various stakeholder engagement sessions throughout the next year as they develop the legislation which will accomplish this vision.

The current municipal plan for the City of Saint John was written more than four decades ago. When the plan was written, the Harbour Bridge had just been officially opened a few years before, and Market Square, Brunswick Square, the Trade & Convention Centre, McAllister Place, the Aquatic Centre, the University of New Brunswick Saint John, or the Regional Hospital, were not in existence. Our City, its citizens and their way of life have changed since then.

Presently, there are development plans for the Inner Harbour Land Use and an outdated municipal plan. What is needed is the development of a comprehensive municipal plan that fosters economic growth and development; that does not present a roadblock for potential developers while maintaining a liveable space for residents. There needs to be a clear, concise process in place to prevent the loss of potential developers. The new direction for growth outlines this vision and the Saint John Board of Trade will work to encourage the adoption of policies that are compatible with the vision and development.

The Saint John Board of Trade has and will continue to support and participate in stakeholder sessions with the City during the creation of the new Municipal Plan. The Board of Trade established a Municipal Plan Task Force which will continue to ensure our members' ideas and comments are included in discussions with the City on the implementation of the new municipal plan.

Continued Support

The Saint John Board of Trade will continue to support a variety of initiatives throughout the year that have received approval, funding, have work started, or are nearing completion. Many of these initiatives are long-term goals of the Board of Trade and require continuous support. These initiatives are ones that factor into the financial recovery through making our city, region and province more attractive for business development, investment and growth.

Workforce Expansion

An issue that is receiving nation-wide attention which is no less important in Saint John is workforce expansion. Workforce expansion covers several areas of initiatives including but not limited to post-secondary education; apprenticeship training; repatriation; retention; and immigration. The Board of Trade has and will continue to provide education for employers and work with other groups to help co-ordinate activities based on increasing the workforce.

The Saint John Board of Trade would like to see the University of New Brunswick – Saint John campus become its own “Centre of Excellence,” offering specialized programs of study and areas of research that are unique to this campus. With the creation of the new Provincial Anglophone Medical Education Program our region is a natural location to set up new programs and research. Saint John could be the destination for the study of health sciences and health-related therapies, aquaculture, business management, environmental studies, marine biology, social policy, urban studies, and business at the undergraduate and graduate levels.

The Saint John Board of Trade wants to use this capacity, together with strong links to government, the community and the private sector to provide research leadership and to help define economic, social, and cultural strategies for our region. The Board of Trade strongly urges the Province to take this opportunity to differentiate UNBSJ from other Universities. These initiatives will help to ensure the future success of the greater Saint John region and the Province as global competitors.

For 2010/11 the Saint John Board of Trade will continue to support initiatives that promote immigration as a means of increasing the workforce, the creation of a Centre of Excellence, and various other initiatives that help to strengthen the workforce for Saint John businesses.

Transportation Initiatives

Investment in New Brunswick infrastructure is crucial for our entire region. More than 60 percent of New Brunswick's exports originate in Saint John and sustainable economic development can be negatively impacted by the state of infrastructure within the region.

The Saint John Board of Trade will continue to focus on key transportation infrastructure which is crucial for Atlantica, the Atlantic and New Brunswick Gateway Councils. Our financial recovery as a region and province is dependent upon our ability to export our goods and services quickly and efficiently.

1. Simms Corner

Highlighted as a top road priority for the City in the 2002 ADI report on Transportation Infrastructure in Saint John, Simms Corner was slated for reconfiguration in early 2005. An issue for over 40 years, the reconfiguration of Simms Corner requires cooperation and agreement between both the Provincial and Municipal governments as it is still part of the Provincial highway system and a major intersection in the City of Saint John. The intersection is currently problematic for large trucks which deliver goods to and from the industrial plants on the west side of the city and for tourists or new residents of the city who are not familiar with the flow of traffic.

The Saint John Board of Trade will encourage the City of Saint John and the Provincial Government to work together to come up with an agreement to facilitate the reconfiguration of the intersection which will allow for a better flow of traffic on one of the main routes in the City.

2. Saint John Airport

Part of Saint John's transportation infrastructure includes the Saint John Airport and the levels of air service it is able to provide to business travellers and residents of the Greater Saint John area. The Saint John Board of Trade recognizes the importance air travel has in attracting new businesses and helping current businesses grow. The ease of travel to and from major airports can significantly increase the volume a business is able to conduct through efficiency and reduced travel time.

The Saint John Airport is classified as a National Airports System (NAS) Airport and as such is unable to qualify for much of the funding available to small airports. The Saint John Board of Trade encourages the Province of New Brunswick to support the Saint John Airport in its endeavours to develop its land, be recognized as a Small National Airport Systems Airport and begin a dialogue with the airports in the Province. New Brunswick has numerous airports for a province of our size and a comprehensive policy needs to be developed with the Airports to ensure they work together and compete against one another.

The Saint John Board of Trade will assist the Saint John Airport in working to promote improved flight times and flight patterns to various airlines to improve the flight availability for Saint John businesses and improve the infrastructure at the Airport.

3. Route 7- Bypass from Welsford to Nerepis & Twinning

The Saint John Board of Trade has been advocating for the twinning of Route 7 since the mid-1970's. Route 7 is one of the most dangerous sections of major highway in the province. It is also the link between the province's largest city and its capital, and the

main route to truck goods to and from southern New Brunswick to northern NB and Quebec. Completion of improvements to Route 7, such as paving the shoulders and the Welsford bypass are also urgently needed.

A fully twinned highway, connecting Saint John to Fredericton would allow for improved flow of people and goods, thus strengthening the economic link between Saint John, Fredericton and the northern parts of the Province. This will become increasingly important to New Brunswick's goal of self-sufficiency as Saint John and the Province become an Energy Hub and Gateway. The Saint John Board of Trade will urge the Province to provide the necessary funds to ensure this critical link is twinned within the next five years.

In 2007, the provincial and federal governments committed funding to the creation of the Welsford Bypass. The December 10, 2008 Capital Estimates Budget earmarks \$13million to start the construction of the Route 7 Bypass for the 2009/10 year. In October 2009 contracts were awarded for the construction of Phase 1 on the Bypass. The completion date has been set for 2012. The Saint John Board of Trade will encourage the completion of the Welsford-Nerepis Bypass by the proposed date of 2012.

4. Twinning Route 1 Highway

Route 1 is Southern New Brunswick's major link to New England markets. The improvements made on Route 9 in Maine and at the new St. Stephen/Calais border crossing that opened in 2009, have to be matched by improvements and twinning of New Brunswick's Route 1. These issues are a matter of urgency for all of Southwestern New Brunswick.

In 2008 funding and a date of completion of 2014 were committed by the Provincial and Federal governments. A request for qualifications for parts of the highway was circulated in February 2009 with an Execution of Project Agreements to begin in December 2009. In April 2010, the Provincial Government awarded the contract for the completion of the twinning of Route 1 (the remaining 55 kilometres) to Dexter Developer General Partnership with a completion date of 2013. The Saint John Board of Trade will encourage the completion of the twinning of the Route 1 highway by the proposed date of 2013.

In 2009 the Provincial Government dedicated funding to the reconfiguration of the Route 1 and Route 7 interchange. This is to be completed by 2013.

5. One Mile Highway Interchange

The Saint John Board of Trade continues to support this priority for 2011/12 year. The issue was taken to our Board of Directors at their regular meeting on December 05, 2002 where a motion was passed to support this as our number one transportation priority for the Saint John road system. The One Mile Highway Interchange project was also tied to our Waterfront Development priorities, as trucks must travel through the uptown core which negatively impacts the experience of residents and tourists. This

interchange will take truck traffic off our uptown streets, something that is vital for our tourism industry and also reduces the wear and tear on our city streets.

Work began on the One Mile Highway Interchange in the summer of 2008 and is slated for completion in 2012. Our efforts will go towards ensuring that the Interchange is completed by 2012. Taking this traffic directly into our industrial area will allow our region to better leverage investments and opportunities such as the investments in the oil refinery, the LNG Terminal, the development and growth of Bayside Drive and the Industrial Park properties.

Atlantica & Atlantic Gateway

1. Atlantica

The Saint John Board of Trade embraces the ideals of Atlantica, a truly regional approach to trade and economic development. Atlantica is defined as the geographic corridor that runs from Buffalo, New York through the Northeastern United States to Atlantic Canada. Within this region there are 23 border crossings, 11 major truck gateways, and seven major rail gateways.

Regional development has long been a favoured cause for the Board of Trade. The Maritimes Rights movement of the 1920's was spearheaded by the Saint John Board of Trade and fifteen years ago Reform Leader Preston Manning coined the term 'Atlantica' in an address to the Board on the importance of building cross-border trade connections.

The Saint John Board of Trade and the Atlantic Provinces Chambers of Commerce (APCC) proudly presented *Reaching Atlantica - Business Without Boundaries*. This inaugural conference took place in June 2006 at the Saint John Trade and Convention Centre with over 300 delegates in attendance from across Canada and the U.S.

Reaching Atlantica provided an interactive discussion forum for the tourism, transportation and energy sectors as well as fulfilling its traditional role as a professional development venue for the Atlantic Provinces Chambers of Commerce and Boards of Trade. The goal of this conference was to find our way back to the formerly economically driven trade oriented region of Atlantica. Our goal is also to renew the positioning of the northeast as the epi-centre of trade between the NAFTA partners and the European Union Members by:

- Creating a network of like-minded business leaders from the Atlantic Provinces, southeastern Quebec and New England in the promotion of the Atlantica concept.
- Fostering partnerships between businesses in this region.
- Attending the yearly New England Governors and Eastern Canadian Premiers Conference.
- Networking with the Eastern Maine Development Corporation to promote the Atlantic Coast Trade Corridor.

- Promoting growth of east coast port facilities as competitors in the global marketplace.
- Promoting the development of an East-West interstate highway through New England to foster corridor options for Atlantica businesses.
- Encouraging inter-provincial and international trade through the removal of barriers and harmonization of regulations.

Saint John lies at the geographic centre of Atlantica and is therefore its natural “Canadian gateway,” enabled by our road, rail, air and seagoing systems. Our city’s position is further strengthened by its relationship with its ‘sister’ city in Bangor, Maine. Organizations on both sides of the border have teamed up, such as the Eastern Maine Development Corporation, Enterprise Saint John, Bangor Region Chamber of Commerce and the Saint John Board of Trade to develop a trade corridor between the two cities. The Access Atlantica Northeast Trade Corridor was officially launched in Saint John on May 18th, 2007 (www.accessatlantica.com). Saint John is also uniquely positioned as the “gateway’ due to its large amount of trade and commercial activity. Our city is the largest industrial centre in New Brunswick and home to many prominent companies including the Irving Group, Moosehead Breweries, Xerox, and Bell Aliant.

2. Atlantic Gateway

Born from a federal government initiative, the Atlantic Gateway complements the efforts of Access Atlantica in portraying Atlantic Canada as an entry point to the major North American markets. The Federal Government’s *National Policy Framework for Strategic Gateways and Trade Corridors* outlines the importance of multi-modal transportation networks across the country to Canada’s international trade competitiveness. Atlantic Canada’s ice-free, deep sea ports are an important factor in the development of the Atlantic Gateway as a major import/export point for Canada, as there are few ports in North America that are capable of accepting the largest container ships.

On October 14th 2007 a Memorandum of Understanding was signed between the Federal Government and the Four Atlantic Provinces creating the Atlantic Gateway framework. A key aspect or requirement of the Gateway is the creation of Gateway Councils which are public-private partnerships to help create the political and financial will to advance the regions interests nationally. One of the roles of the Councils is to ensure an alignment of transportation and infrastructure policy at the provincial level to complement the goals of the Atlantic Gateway.

Part of the concept has included an international marketing campaign which saw representatives from around Atlantic Canada travel to India in February 2008 to promote the Atlantic Gateway. Another aspect is the Atlantic Gateway Analytical Working Group who is currently conducting an assessment of the multi-modal transportation systems in Atlantic Canada. The Saint John Board of Trade looks forward to the completion and presentation of the assessment as well as the continuation of international marketing campaigns for the region.

3. New Brunswick Gateway Council

Developed as part of the Atlantic Gateway initiative, the New Brunswick Gateway is a collaboration of various businesses and organizations within New Brunswick. The participating businesses and organizations have a common list of priorities in transportation and trade.

In March 2008 the Southern New Brunswick Gateway was created involving the Saint John Port Authority, the Greater Moncton International Airport, Irving Oil Ltd. and other industry partners. The Southern New Brunswick Gateway Council expanded with the addition of other organizations, like the Port of Belledune and the Fredericton Airport, and renamed itself the New Brunswick Gateway Council, in order to form a stronger, consolidated voice to work together to promote New Brunswick as a Gateway with a world-class transportation system for both industry and tourism. In November 2009 the New Brunswick Gateway Council released its list of priorities to take to the Atlantic Gateway.

The Saint John Board of Trade is a Resource Member (non-voting) with the New Brunswick Gateway Council. Both Gateway initiatives are aligned with the Saint John Board of Trade's transportation priority and Atlantica. The transportation initiatives, Atlantica and the Atlantic and New Brunswick Gateway initiatives outlined factor into the financial recovery process and the Saint John Board of Trade will continue to support their development and enhancement.

Business/Industrial Parks Improvement

The future success of Saint John Business/Industrial Parks will require strong community leadership with broad based public and private sector participation in order to improve and develop. Therefore, the Saint John Board of Trade advocates dialogue and communications within the business community and government to occur to ensure future growth of this key infrastructure for future economic prosperity.

The Atlantic Gateway initiative, multiple intermodal transportation links, and Saint John's role as an energy gateway represent unique opportunities for continued development and growth which must be capitalized on to improve Saint John's business/industrial parks.

With Saint John positioned at the geographic centre of Atlantica and the Atlantic and New Brunswick Gateways, it is crucial to improve our infrastructure in order to compete on a global scale. As the largest industrial centre in New Brunswick, Saint John's business/industrial parks should be positioned to become the "location of choice" within the Atlantic Gateway region. The opportunities for trade and commercial activity are potentially endless.

The Saint John Industrial Parks Limited has been a focus of attention of the various groups working to promote economic development. A number of important steps have been taken in response to the Mayor's task force to address challenges facing Saint John

Industrial Parks. Key concerns included budget and staff constraints and the time required to undertake a land transaction with a client due to the time necessary to acquire land from the Province. The City has directly addressed these issues. These were critical changes that are expected to have a fundamental, positive impact on the Saint John Industrial Parks Ltd. The Board of Trade commends City Staff, Council, as well as the Saint John Industrial Parks Ltd. staff and Board on making these important changes.

It is the view of the Saint John Board of Trade that further action could be taken to realize the full potential of the Commission. The Board of Trade will continue to urge the City to further improve the Saint John Industrial Parks Ltd. by re-examining its Governance structure. In April 2008, the Saint John Board of Trade sent a letter to the City Manager outlining key recommendations for improving the Governance structure of Saint John Industrial Parks Limited. The Board of Trade is pleased with the progress made in improving the Industrial Parks and in having a representative of the Board of Trade on the Board of Directors. The Board of Trade will encourage the City to continue to improve the Governance structure of Saint John Industrial Parks Ltd. as they play a factor in the financial recovery of our city, region and province.

Knowledge Cluster at Tucker Park (Health & Life Sciences)

Presently, Saint John has an opportunity to capitalize on the synergies surrounding the Health and Education sectors in our city to create a Knowledge Cluster at Tucker Park. The synergies created by the Dalhousie Medicine New Brunswick program at the University of New Brunswick Saint John, in addition to the nursing program, the expansion of the Emergency Room at the Regional Hospital, and the development of the New Brunswick Community College's Allied Health Building at Tucker Park.

The Saint John Board of Trade is working with other organizations to help to develop opportunities in the health and life sciences at the Regional Hospital and Tucker Park. The Saint John Board of Trade is a member of the newly formed Health & Life Sciences Steering Committee whose overarching goal of is to set the footprint for the health & life sciences sector for the next 20 years. This Committee will collaborate to establish and implement a strategic plan on developing the Health & Life Sciences sector. Industry Canada has provided the initial funding to move this initiative forward.

The potential for future program and research development is great. For example, an Occupational Medical Research Chair in Saint John would be a catalyst for technology and innovation. It would also require over 20 new high-paying positions in our City. The potential impact of this one position, a Research Chair, will further strengthen and diversify our economy. The fundraising campaign for this has already begun. In March 2011, Dalhousie Medicine New Brunswick announced a capital fundraising campaign cabinet tasked with raising \$15 million for research laboratories, providing medical students with the opportunity to develop research experience and for the Research Chair.

With the expansion of the Saint John Regional Hospital, the addition of the Dalhousie Medicine New Brunswick Program and the inclusion of NBCC Saint John health programs at Tucker Park the creation of a Knowledge Cluster will be advantageous to the City. The designation of a Knowledge Cluster will provide the City with a marketing tool to encourage companies that focus on Research and Development to locate to that area. This would further diversify and strengthen the Saint John economy. The Saint John Board of Trade will continue to encourage the creation of a Knowledge Cluster in the area surrounding the Regional Hospital and UNB Saint John.

Energy Gateway

In the November 2010 the Province of New Brunswick established an Energy Commission whose mandate was to create a comprehensive, long-term energy policy for the Province of New Brunswick. The Commission held stakeholder sessions throughout the Province over a several months to gather public input into the future of energy in New Brunswick. The Saint John Board of Trade had the opportunity to present the position of the Board and its members to the Commission on February 17, 2011.

The presentation highlighted the need for a comprehensive energy policy to be a clear, non-partisan, long-term vision for energy in our province as our citizens and businesses depend on globally competitive, clean, reliable energy. The presentation focused on three key competencies: Energy competitiveness and jobs; Energy efficiency; and Building on our existing energy assets. This will be crucial to determining the future developments to help support the Energy Gateway concept in Saint John and the Province.

The Saint John Board of Trade looks forward to the release of the Energy Commission's report in 2011 and continuing dialogue with the Province to ensure New Brunswick has a long-term competitive energy policy that encourages business development, investment and growth.

Waterfront Development

Saint John's waterfront has undergone transformational change over the past several decades. We have witnessed a revitalization of our waterfront from pure industrial use to a mixed use. This has been facilitated through several initiatives including the Harbour Clean Up (a community led initiative), creation of the Harbour Passage and expansion of Split Rock Lookout, the enhancement and growth of the Cruise Industry and the increase in the investment and development of commercial enterprise along the waterfront. In 2009 the Waterfront Development Partnership unveiled plans for the future development of the Inner Harbour, Reversing Falls and Partridge Island. We look forward to the future development of these plans and the Coast Guard site over the next decade.

The Saint John Board of Trade, along with the City of Saint John, Enterprise Saint John, the Saint John Port Authority, the Saint John Development Corporation and Uptown

Saint John helped create the Waterfront Development Partnership to channel, focus and direct the community of Greater Saint John's collective energy and enthusiasm for waterfront development. The Saint John Board of Trade asks members each year to pay a voluntary levee to continue the support of the Waterfront Development Partnership which has been the catalyst for many of the changes that have occurred. The Saint John Board of Trade will continue to support the revitalization efforts of the Waterfront Development.

Strategic Partnerships

The Saint John Board of Trade continues to work to enhance strategic partnerships with Enterprise Saint John, Uptown Saint John, the Horizon Health Network, NBCC's Saint John campus, UNBSJ and other like-minded groups to promote the True Growth sectors. Through supportive and enriching communities we ensure that we have an environment beneficial to maintaining health and wellness. This diverse community includes hospitals, schools, recreation, and neighbourhood amenities. The strategic partnerships will help create the necessary environment needed to foster the wealth creation that is crucial to the financial recovery of our city, region and province.

Economic Development

In the early 1990s the Saint John Board of Trade worked with like-minded organizations to encourage the creation of Enterprise Saint John as a regional economic development organization for the Greater Saint John area. Since that time Saint John's economy has diversified and strengthened through the efforts of Enterprise Saint John and its partners, like the Board of Trade. With a mission to create the environment for prosperity in the Saint John Community by inspiring and supporting people, ideas and investment, Enterprise Saint John has contributed to making our city and region an attractive place for business to invest, develop and grow.

Enterprise Saint John works with entrepreneurs, established businesses looking to invest in our region and immigrants looking to locate here. The Saint John Board of Trade has worked in partnership with Enterprise Saint John to ensure new immigrants have access to assistance they need in becoming established entrepreneurs in our region through the Business Immigrant Mentorship Program. This program matches new immigrant entrepreneurs with established business mentors in our region to provide them with the necessary information they need to succeed in our market.

The Saint John Board of Trade will continue to support Enterprise Saint John as the economic development agency for our region.

Healthcare

Saint John is the primary referral centre for the people of this region and is the designated level one tertiary care hospital for people throughout the province. The Saint John Regional Hospital is a designated campus of the Faculty of Medicine, Dalhousie University and is affiliated with Memorial University in St. John's, Newfoundland. It also has an active Research Services Division and is the Province's centre of excellence in many provincial programs, such as the New Brunswick Heart Centre, and in 2010 welcomed the inaugural class of the Dalhousie Medicine New Brunswick.

Priorities:

1. Doctor Recruitment & Retention

We need the Province to continue and intensify their efforts in addressing the current shortage of qualified medical professionals in New Brunswick. The Saint John community needs to ensure that there are adequate physicians for the Greater Saint John area.

Saint John has the largest teaching hospital in New Brunswick which welcomes over 225 undergraduate and postgraduate medical trainees to our community each year and is now home to the Dalhousie Medicine New Brunswick Program. New doctors are needed to meet the healthcare needs of the community. They are also needed to become teachers and perform research at the Tucker Park campus.

The Saint John Board of Trade, Enterprise Saint John, and Fusion have been working in partnership with Horizon Health to create meaningful connections to our community while they are in Saint John. While successful efforts have begun (like the research grant) more still needs to be done. These highly qualified people will be in great demand throughout North America, and we are taking the opportunity to demonstrate the advantages of working and living in Saint John while they are here.

2. Expansion & Retrofit of The Saint John Regional Hospital

The Board of Trade has a long history of working with the Saint John Medical Society and Horizon Health Zone 2 (previously the Regional Health Authority-B and the Health Authority Region 2) in resolving issues and continues to work together.

The Saint John Regional Hospital was opened in 1982 and has not had a major retrofit of the facility until 2008. In the summer of 2008, work began on the \$30million expansion of the Emergency Room at the Regional Hospital. Work continues on the expansion which is to be opened in early 2011.

Education

With the diversification of Saint John's economy and the increasingly global market, a highly trained workforce is crucial to growing our economy and our city, region and province's financial recovery.

The Board of Trade actively supports our two post-secondary institutions - NBCC Saint John and UNB Saint John - as they prepare students for our evolving economy. In addition, the Board will endorse a regional immigration strategy that aims to attract skilled immigrants, particularly through our growing international student body, to the region.

Priorities:

1. Six Destinations After High School

The Saint John Board of Trade will continue to promote the 6 destinations after high school campaign. This program seeks to educate parents and their children about the various opportunities for students after high school: apprenticeship; community college; direct to work; military; private training; and university. By supporting this program, the Saint John Board of Trade looks to expand the variety of post-secondary options for youth. Working in conjunction with the School Districts, the Saint John Board of Trade will continue to promote the various options to students and their parents through education campaigns and activities.

This year the Saint John Board of Trade has partnered with the Department of Post-Secondary Education, Training and Labour to promote the Plan to Achieve Career Excellence (PACE) Initiative to parents of high school students. This initiative encourages parents to take an active role in assisting their children in determining a career path that complements their interests.

2. Expansion at New Brunswick Community College Saint John

In 2000, the Saint John Board of Trade made a submission regarding "The Need for Upgrade and Expansion at the New Brunswick Community College Saint John." This report identified that NBCC Saint John is experiencing serious electrical, mechanical, structural and space problems at its 40-year old main college site. The Board of Trade supports the expansion of the Community College and the increase in seats available, which will ensure that businesses in the region and the Province will have access to the highly skilled workforce they require. Investments have also been made to expand programs delivered by New Brunswick Community Colleges.

The Board of Trade commends the Provincial government for its investment in the development of the Centre of Excellence in Energy and Construction building at the Grandview Ave campus and the Allied Health Sciences building at Tucker Park. The Allied Health Sciences building will contribute to the synergies building at Tucker Park around the Health and Life Sciences as it will house complimentary programs including practical nursing, medical laboratory technology and personal service worker. Both buildings are expected to be completed in 2011.

In 2010 the New Brunswick Community College became an autonomous institution with the inaugural President and CEO, Marilyn Luscombe starting her tenure in 2011. As an autonomous institution, the Community College will now be able to adjust its programmes and policies to better suit the needs of industry and students. The Saint John Board of Trade looks forward to continuing a close relationship with NBCC Saint John.

Tourism & Retail

In 2010 the City of Saint John established the Saint John Destination Marketing Inc. which will pool the efforts of various tourism groups in the city to promote Saint John as a destination location. The Saint John Board of Trade and its Retail Forum will work with the newly created Destination Marketing Inc. to promote Saint John and its retail opportunities.

Information and Communications Technology

The Information and Communications Technology sector is gaining momentum in Saint John. Organizations like Propel ICT are working with businesses in the sector to ensure they continue their growth and development in our city. The ICT sector in Saint John has grown within the past few years with announcements like that of Bell Aliant regarding the Fibre To The Home project which will make Saint John one of the first cities to have a fibre-optic cable direct to each house, and the expansion of Genesys in its office space in Market Square. The investment and contribution of companies in the ICT sector help to further strengthen and diversify Saint John's economy. There is no question regarding the importance of this sector to the future of any economy as the world becomes more 'tech' dependent.