



Issues and Ideas for a

Self-Sufficient

New Brunswick



Saint John
Board of Trade
Making It Happen For Business



ATLANTICA
CENTRE
FOR ENERGY



ENTERPRISE
SAINT JOHN

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Introduction



In February 2007 members of Enterprise Saint John, the Saint John Board of Trade and the Atlantica Centre for Energy met with the Self-Sufficiency Task Force to discuss opportunities for growth in Saint John and the impact this growth will have on the region and the province.

The group outlined its development plans, embodied in its True Growth model, highlighting five major sectors – energy and advanced manufacturing, information and communication technology, health sciences, tourism and forestry.

These sectors will both enhance and benefit from the development of five catalysts:

1. An enhanced K-12 and post-secondary education system;
2. The development of a preeminent health system centred around a medical training centre and an expanded role for the Saint John Regional Hospital;
3. Steady population growth through migration, retention and repatriation;
4. The continued development of Saint John as a regional energy hub; and,
5. The positioning of Saint John as an important part of the Atlantic Gateway.

Premier Shawn Graham has set an ambitious goal for New Brunswick: to be a self-sufficient province by 2026. Saint John, as the heart of New Brunswick's industrial base, is key to achieving that goal, which is why Saint John and the Government of New Brunswick must work together to achieve it.

As part of its self-sufficiency agenda, the provincial government has chosen three areas of particular interest – education, energy and the economy. Saint John is a leader in all three but to achieve the shared goal of long-term prosperity and self-sufficiency, Saint John needs to position itself to attract and build upon new investments.

This report details the issues and ideas about Saint John's place within the province and the direction both need to follow on the road to self-sufficiency.

The Saint John Region: An Overview

Saint John stands on the cusp of transformational change.

Before it sits a \$15-billion portfolio of existing and potential energy assets. Some, such as Canaport LNG, are well underway, while others, such as a second nuclear reactor at Point Lepreau, are just beginning feasibility studies. Each brings with it new skill sets, new technologies and new people. Each also represents the opportunity to leverage the initial investment and attract other investors and businesses to the region.

Additional investment and growth will boost the Saint John economy and provides real opportunities to develop local talent and business capacity, benefits that will be shared across a range of businesses and services. The Saint John region must maximize these opportunities to create a sustainable economic and community legacy for the region and the province.

Two years ago, the Saint John region took a few key assets – its geographic location, its supertanker terminal and its ice-free deep water port – and used them to drive economic growth. The result was the arrival of \$3 billion in investment. While this growth is impressive it alone will not be enough to achieve self-sufficiency for either Saint John or New Brunswick by 2026. To do that, the Saint John region will need to improve key strategic infrastructure and work collaboratively with public sector partners to position the region to attract the capital investment, innovative companies and new people required.

Work has already begun. Community stakeholders, including Enterprise Saint John, the Government of New Brunswick, the Government of Canada, the Saint John Board of Trade, Atlantica Centre for Energy, Irving Oil and the municipalities of Grand Bay-Westfield, Quispamsis, Rothesay, St. Martins and Saint John have begun preparing a Community Benefits Optimization Blueprint. It will respond to the need for a single, focused action plan, developed and adopted by key stakeholders to prepare the Saint John region and New Brunswick to take full advantage of the proposed Eider Rock project.

At the same time, the Government of New Brunswick must reexamine the capacity of municipalities to generate revenue. This is a highly complex issue that has been studied by successive commissions, task forces and working groups. It is time to come to a consensus and implement changes. The Self-Sufficiency Task Force's recommendation that a Commission on the Future of Local Governments be created to reform the territorial, structural, legislative and financial organization of the local governance system in New Brunswick should be acted upon with great haste.

Saint John's road to self-sufficiency can be divided into three sections and each has a set of criteria that must be met if the region is to maximize growth. First, Saint John must **attract investment** with a skilled workforce and modern public infrastructure. Second, it must **capture that investment** with a supportive business and regulatory environment. Third, it must **optimize that investment** through enhanced community amenities and programs.

The True Growth initiative provides us with the vehicle with which we can drive this growth.



A Self-Sufficient Saint John: True Growth



In 2003 Saint John community leaders came together to develop a strategic regional agenda. This growth strategy took a holistic approach to economic development, placing its emphasis not only on the corporate sector, but also on the other pillars of the community, specifically post-secondary education, the arts and culture sector and social services.

In 2005 the municipalities of Grand Bay-Westfield, Quispamsis, Rothesay, Saint John and St. Martins – led by the five mayors and councils and working together in a spirit and level of unprecedented cooperation – publicly launched the strategy, naming it True Growth.

It is premised on the idea that in order to grow, the Saint John region must invest in and improve those things that will attract ideas, investment and people to live here, work here, raise their families and build long-term, rewarding careers here.

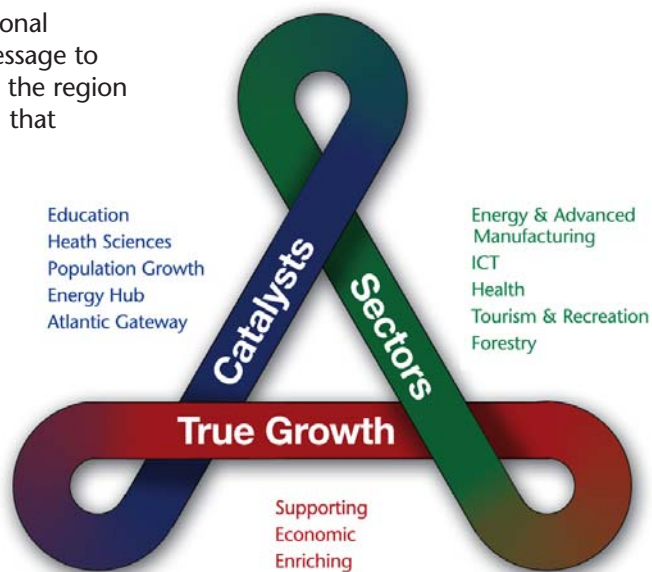
True Growth involves everyone in the region working together to create a better social, economic and cultural climate. At its heart are three distinct, yet interconnected communities:

- The Supportive Community ensures Saint John has the support structures to build a healthy and sustainable life for everyone. This diverse community includes hospitals, schools, recreation, housing, anti-poverty organizations, churches, public safety, and neighbourhood amenities;
- The Economic Community helps build a sound economy. Businesses of all sizes and their employees can see their contribution here; and,
- There is the Enriching Community, which generates ideas and concepts that influence all aspects of society. Post-secondary institutions and the arts community are among those leading this charge.

True Growth embodies Saint John's traditional pioneering spirit and sends a powerful message to people who either are looking to invest in the region or are looking to move their families here, that Saint Johners will welcome them and encourage their success.

As the Saint John region charts its path to self-sufficiency, the True Growth philosophy will help to define its major issues and support the development of community-led opportunities.

This chart illustrates the interconnection between Saint John's True Growth initiative, its major economic sectors and the catalysts that will drive the self-sufficiency agenda.



A Self-Sufficient Saint John: The Sectors

Historically, Saint John has been the industrial centre for New Brunswick and traditional industries such as forestry, energy and manufacturing will continue to play an important role in the region's development. In recent years the information and communication technology, health sciences and tourism and recreation sectors have expanded both their workforce and their impact on the Saint John economy. Together, these five sectors are expected to lead growth in the coming decade. Cumulatively these sectors are the foundation upon which Saint John will build a strong economy and contribute to New Brunswick's self-sufficiency aspirations.

Energy and Manufacturing

In the late 1990s, the Saint John region set for itself a goal; to become the predominant energy hub for Atlantic Canada. The base is already established. Saint John is home to Irving Oil's home office and its refinery is the largest in Canada. NB Power, a provincial Crown corporation, operates two generating plants: Coleson Cove, its largest facility, located on the west side of Saint John; and Point Lepreau, Atlantic Canada's only nuclear power plant, located in the small village of Lepreau on the Bay of Fundy. Maritimes and Northeast Pipeline maintains a 90-kilometre lateral into Saint John from its mainline, which travels from Point Tupper, NS, through New Brunswick and into New England.

Within the next decade, up to \$15 billion in energy and advanced manufacturing projects could be underway in New Brunswick, the majority centred around the energy hub in Saint John. Some, such as the retrofit of the Point Lepreau Nuclear Power Station and the construction of both Canaport LNG and the accompanying Brunswick Pipeline project are already underway. Others, most notably Irving Oil's proposed second refinery, are still in the development stage.

The energy and advanced manufacturing sector provides employment to skilled tradespeople and salaried personnel, introduces new technologies and with it, new skill sets to the region, attracts contractors and/or personnel from outside the region, creates opportunities for supporting businesses to develop, and contributes to the overall economic development of the region and the province.

Information and Communication Technology

Saint John has a rapidly growing cluster of over 50 diverse information and communication technology (ICT) companies specializing in e-commerce, software development, remote network management, technical support, multi-media and state-of-the-art Voice Over Internet Protocol (VOIP) applications. The region has evolved into one of North America's leading high end contact centre and back office locations; and Saint John employs over 6,000 people in 25 centres supporting diverse clients around the world.



A Self-Sufficient Saint John: The Sectors



The last five years have been a period of exceptional economic growth in Saint John with the arrival or expansion of major multinationals such as CenterBeam, Exigen, Xerox, IBM, Aliant, Bell Canada, Wyndham Worldwide Canada, Unilever, ExxonMobil, ClientLogic, Iron Mountain, TD Insurance and Stream. This expansion was driven primarily by the region's dynamic, innovative and increasingly global ICT sector and the region's skilled and qualified workforce.

A November 2006 survey of the ICT industry found that within the next five years, 1,700 new jobs will be created, 1,300 in Saint John, all generated through the expansion of existing businesses. Industry group, propelsj, recently launched Catalict, a program designed to help early stage and start-up companies bridge the gap between concept and commercialization – the so-called valley of death.

The Government of New Brunswick should adopt the recommendations of the Fullsail Summit, and in particular those that pertain to angel networks and entrepreneurship. Making New Brunswick a centre of entrepreneurship and the best place to start a business is an important step towards achieving self-sufficiency. In addition, there must be renewed focus on the ICT sector at Business New Brunswick. The recent reassignment of the one and only ICT-focussed staff member from the industry to another portfolio was seen as an act of retreat by the Government of New Brunswick.

Health Sciences

The Atlantic Health Sciences Corporation (AHSC) is New Brunswick's largest health care organization and it is the largest employer in the Saint John region. It provides tertiary care for the whole province, such as heart, neurosciences, oncology and trauma as well as primary health care services for southwestern New Brunswick. The Saint John Regional Hospital is the cornerstone of this system. St. Joseph's Hospital, located in Saint John's urban core, operates the Health and Aging Program, which employs about half of the province's geriatricians and is also the site of New Brunswick's first community health centre.

According to Statistics Canada, Saint John has higher incidence rates for diseases such as cancer, heart disease and diabetes than other communities in New Brunswick. Saint John's high rate of poverty and an aging population have led to a steady increase in the use of hospital services, the bulk of that absorbed through the Saint John Regional Hospital. That is placing heavy demand on the building's existing capacity, which hasn't been renovated in its 24 years of operation.

The growth in Saint John's energy sector will impact more than just the economy. Support services, such as health, will need to expand to keep pace with demand directly related to providing emergency services to the energy sector and the primary health care needs of the families moving into the region. This will impact many health care services including family practitioners, home care, e-health and tertiary care.

A major redevelopment of the Saint John Regional Hospital site is required to meet existing and future health care needs of the region and the rest of New Brunswick.

A Self-Sufficient Saint John: The Sectors

Tourism and Recreation

Saint John is a favoured destination for visitors and provides a growing number of cultural, leisure and entertainment activities for residents. Saint John's tourism sector generates over \$200 million in annual revenue and includes New Brunswick's only full service trade and convention facility, a nationally-recognized heritage district – Trinity Royal, the Imperial Theatre, Harbour Station, a new cruise ship terminal and award-winning Harbour Passage.

In 2006, Saint John recorded the second-highest increase in annual hotel occupancy rates in Eastern Canada, which includes Ontario and Quebec. It performed above the provincial average in all markets and seasonal travel segments. It remains a popular destination for American tourists, experiencing a 21 per cent increase in hotel room sales compared to a provincial increase of just under 2 per cent.

Saint John wants to become a recreational and wellness community of choice because municipal leaders recognize the critical importance that recreation will play in attracting individuals and families to the community. Key elements include:

- Branding Saint John as a place where families can lead a healthy lifestyle;
- The development of enriched wellness programs that target all ages and increased participation rates;
- A plan to modernize existing facilities or build new ones; and,
- The creation of enriched coaching and community volunteer development programs.

Key to this vision is a major renovation of UNB Saint John's Canada Games Stadium and the construction of a regional multiplex facility, which will include ice rinks.

The 1985 Canada Games left behind two main legacy structures; the aquatic centre and a stadium and track on the University of New Brunswick Saint John campus. The latter is New Brunswick's primary track and field venue. Premier Shawn Graham has proposed a New Brunswick Games to be held in 2009. Saint John would like to play host with a newly renovated stadium. In addition, a new regional multiplex is essential for the development of Saint John's recreation sector, which has been identified as an area of potential tourism growth.

A Self-Sufficient Saint John: The Sectors



Forestry

With three mills and the province's largest port, responsible for shipping forest products to market, Saint John is a major forestry centre for the province. More than 1,400 Saint John residents work in this sector and thousands of other jobs such as those found in the shipping and transportation industry and supporting services are created indirectly. In addition, the industry pays over \$8 million annually in property, sewage and water rates here in the Saint John region.

The forest products sector is a capital-intensive business. Over the past decade, Saint John area firms have invested over \$750 million in new equipment and processes. These investments were needed in order to remain competitive and to continue to employ New Brunswickers.

It is important for Saint John's continued development that the forestry products industry remain competitive and financially sound. The industry's ability to continue financing its investments is tied to its ability to locate a reliable supply of raw material. It is a simple fact: the forestry sector, whether it is here in Saint John or elsewhere in New Brunswick, needs access to a larger wood supply.

Increasing the yield by 25 per cent by 2026, as recommended by the task force in its second report, is a good idea and one that can be attained in an environmentally sensitive manner, using the best science available. Guaranteeing wood supply will also assist with New Brunswick's response to climate change, specifically the reduction of greenhouse gas emissions. Trees absorb carbon dioxide, a major contributor to emissions.

A Self-Sufficient Saint John: The Catalysts

EDUCATION AND TRAINING

Saint John, with its mix of public and private education at both the K-12 and post-secondary levels and its growing private training sector, has a significant role to play in preparing students for the world that awaits them.

At the K-12 level, the region is served through the public system by the Anglophone districts 8 (Saint John, Grand Bay-Westfield and St. Martins) and 6 (Rothesay, Quispamsis and Hampton) and the Francophone district 1, which serves all of southern New Brunswick. Rothesay Netherwood School, Touchstone Community School and Valley Christian Academy are private institutions.

High school graduation is no longer a rite of passage from the classroom to the world of work. Instead it must be seen by both students and their parents as a transition from one level of education to the next. That is why New Brunswick needs a post-secondary education system that offers a variety of choices and opportunities.

Public School System – K-12

Attracting skilled workers to Saint John is not the sole responsibility of businesses. All aspects of the community must recognize the role they play in attracting new residents. This is the essence of True Growth – understanding that all segments of a community contribute to its development. To be blunt, Brunswick's public education system is far from impressive and the provincial government must act quickly to improve it.

There are 114,820 students in the New Brunswick public school system, served by four streams – English, French, early French immersion and late French immersion. Over the years, New Brunswickers have had many debates about education but they have been limited to the specific problems of the day and the latest trends. What the province hasn't done is examine how this complex four-part system interacts with parents and students and how it contributes to the wider community. Transformational change for New Brunswick must start in the K-12 system because it is these children who will complete the work begun by the Self-Sufficiency Task Force and achieve self-sufficiency for New Brunswick in 2026.

In 2000, the Organization for Economic Co-operation and Development (OECD) introduced the Program for International Student Assessment (PISA), a multi-year study of 15-year-olds' aptitudes in reading, science and mathematics. It provides a benchmark for comparing New Brunswick students against the rest of Canada and other countries. Overall, Canada performed quite well, finishing second in reading, third in mathematics and fifth in science. However, within a ranking of provinces, New Brunswick was last in reading and second last in mathematics and science.

New Brunswick has a responsibility to set high standards for its schools and its students which is why the education system must be built around three tenets: leadership, program delivery and accountability. Everyone in New Brunswick should be able to learn. More specifically, all children have the right to learn to their fullest abilities. For 20 years the prevailing philosophy in education has been one of inclusion, of ensuring that all students learn in the least restrictive environment. This is a fine ideal, however New Brunswick has allowed this ideal to become pre-eminent. The Government of New Brunswick must adopt a companion ideal,

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one that gives children a classroom that not only welcomes all but also provides learning for all, from the child with special needs to the highest achievers. Too often classroom lessons are directed at those performing below average, leaving the above average students unchallenged.

To do this, the public education system must embrace the movement towards standards-based assessment and increased accountability. Standards-based testing, when applied properly, should produce results that lead to action, such as remedial work for the children who are falling behind or extra lessons for those scoring near the top of their class. Setting those standards is at the heart of that shared understanding of education: that every child has the right to an equal opportunity in the classroom.

Accountability and transparency must also be at the forefront of reforms. Administrators and teachers should be given greater latitude to organize their schools in a way that marries provincial guidelines with local expectations but, that increased autonomy must be linked to greater accountability. Educators should also have to answer for poor results. For example, in other school districts in Canada and the U.S. principals are given great latitude in determining the services for each school but in return principals and teachers are held accountable through test scores and the satisfaction levels of parents, students and staff are published. To give teachers the professional resources needed to teach, the Government of New Brunswick and university faculties of education must ensure teachers are properly prepared for a modern classroom and that they continue to receive support to enhance their skills.

New Brunswick is Canada's only officially bilingual province and its bilingual nature is an asset that must be nurtured and encouraged. We need to make language training work, which is why parents, students and government officials must start asking questions about the structure of the public education system. The current system is too complex, creating costly administrative budgets, for the number of students in the system. The Government of New Brunswick should consider a streamlined system of two programs, one in English and one in French, each with an emphasis on excellence in second language instruction.

Universities and Colleges

As Saint John goes, so too go its post-secondary institutions. As UNB Saint John and NBCC Saint John seek to redefine themselves and their role in the future of this province, the growth and success of the region's university and college will be intimately linked to the prosperity of the region.

In Saint John, post-secondary institutions serve three main purposes. There is the traditional role that serves to expose students to different ideas, theories and points of view. There is the practical application of that education – the need to make sure that degree, diploma or certificate will lead to a job. Finally, there is the impact post-secondary education can have on the wider community, particularly in the enhancement and support of the cultural life of a city. When done well, post-secondary education enriches our minds, our careers and our communities.

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The University of New Brunswick Saint John is the third-largest university campus in the province, with a campus community of 3,500 people. Since 2000, 3,200 people have graduated from UNB Saint John; about 700 have been either permanent residents or international students. NBCC Saint John's campus is the largest in the NBCC system with 1,200 full-time students and an additional 1,800 students registered for part-time, continuing education or training programs. It graduates about 650 students each year and estimates that number will increase to over 1,000.

Both UNB Saint John and NBCC Saint John have strong relationships with the larger community. To better serve both the region and the province, New Brunswick's university and college systems must evolve in three key ways.

Create Centres of Excellence

In its third report, Part III: Policy Directions, the task force recognizes the important role post-secondary institutions will play in increasing the province's knowledge base. The Commission on Post-Secondary Education is examining this issue in depth. In its first discussion paper, the commissioners suggest that greater collaboration might benefit the university system, which should act more like a provincial system than four separate units. A new model for New Brunswick's universities is required.

Within that model should be the creation of centres of excellence. For UNB Saint John, these centres would be modeled on the former NBTel's Living Lab concept, with UNB Saint John researchers testing their ideas and models on the people who would benefit the most from these discoveries – the people of New Brunswick. UNB Saint John specialized streams include marine and environmental biology, life sciences, applied management, specifically in tourism, energy and applied arts.

The Government of New Brunswick must also consider a new governance model for the NBCC/CCNB system that allows greater flexibility amongst campuses to allow each to address the specific needs of employers and students. NBCC Saint John should become a centre of excellence for training and education in the energy and advanced manufacturing fields. The campus currently graduates only half the number of people needed in Saint John to fill current positions as engineering technologists and skilled tradespeople, such as those who graduate from NBCC with an applied technology diploma.

NBCC Saint John also provides training for the financial, early childhood education, human resources and ICT sectors, all of which regularly report shortages in personnel and it assists 200 people each year with their high school equivalency certificate, an important role considering Saint John's high poverty rate.

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Greater integration between universities and colleges

Saint John has done its homework. Over the years its three main research and post-secondary institutions – UNB Saint John, NBCC Saint John and AHSC – have come together to offer joint programs. Work is already underway to bring an Anglophone medical training facility to Saint John and it is only logical that Saint John become the model for greater collaboration and connection between the university and college systems.

Saint John must become the model for co-location for the province, starting with UNB Saint John and NBCC Saint John. Both institutions are in need of space and both are leaders in post-secondary collaboration. A proposed new building for the UNB Saint John campus will house the joint health sciences programs now offered between the two institutions. This plan should be expanded to include other complimentary programs.

This would vastly improve the student educational experience and alleviate the chronic problem of space restrictions that has plagued both institutions. Quite frankly, it is a disgrace that the largest campus in the NBCC system has been left to languish in a dated and overcrowded trio of buildings. The site, located in the Grandview Industrial Park, harkens back to a past era when community colleges were thought of as nothing more than trades schools. NBCC has evolved into a multi-faceted institution, offering highly skilled training in many fields such as health sciences, ICT and business services. NBCC and UNB Saint John students deserve to have access to the full array of programs offered in the region. Co-location will enable that to happen.

In tandem with co-location, the post-secondary sector must allow for greater interchangeability of credits between colleges and universities. New Brunswick parents and students have a reasonable expectation that the level of education offered at any institution in the province should be recognized and accepted by others in the system. This is a move towards greater collaboration and away from interprovincial competition.

Improve and rationalize infrastructure

The task force's third report, Part III: Policy Directions, offered an intriguing idea: create a \$1 billion Self-Sufficiency Fund to finance strategic infrastructure upgrades. It is a good idea, however the task force has omitted one very important piece of infrastructure: post-secondary institutions. To quote from that report:

Progress has been made over the last two decades in modernizing the province's economic infrastructure but, in general, the improvements have proceeded in small increments, rarely outpacing the actual demand for such improvements based on increased economic activity. Accordingly, infrastructure improvements have followed economic growth as opposed to being a transformative force in economic development.

A key focus of the self-sufficiency agenda must be to accelerate investment in strategic infrastructure so that it can drive economic development...

Both UNB Saint John and NBCC Saint John have great plans for their future, plans that will increase research capacity, enhance the quality of teaching and highlight both

A Self-Sufficient Saint John: The Catalysts

institutions' roles in shaping the economic and social well-being of the Saint John region and the province. Now these well-planned goals need a well-built home. Logically this is on the UNB Saint John campus, which has room to grow. To be blunt, it is hard to attract students to a campus with leaking roofs and insufficient lab space.

Space is NBCC Saint John's greatest challenge. For the past three years, the school has turned away more applicants than it has accepted simply because it does not have room for them. On average, it turns away three people for every one person it accepts. There is a second, untapped, pool of prospective students; high school graduates who do not continue their education. Of the 10,000 students who graduate from high school each year in New Brunswick only about 1,000 go straight into the NBCC/CCNB system. However, NBCC Saint John cannot actively market itself to this group because of space restrictions. The campus, located on Grandview Avenue on the city's east side, has three buildings, constructed in 1963, 1964 and 1976, in an era when community colleges were designed to offer a far different type of education than is expected today.

Training

In 2004, the Saint John Board of Trade Business/Education Forum partnered with the provincial Department of Training and Employment Development and Enterprise Saint John to complete the Saint John Workforce Survey (May 2005) of existing businesses in the region.

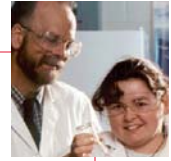
Enterprise Saint John, along with the Saint John Board of Trade, then developed a project to build the capacity of Saint John known as the "True Growth" Workforce Model (2005). The objectives of this plan are to create a comprehensive human resources (HR) plan for Saint John; to determine and develop the skill levels of current and future employees; to develop strategic partnerships within Saint John to test and implement the best HR practices; and to turn the challenges of out-migration, adult literacy, skill shortages and demographic changes into opportunities for economic growth.

A comprehensive HR plan will address skills gaps and build confidence among current and prospective employers that their future workplace needs will be met. Small to medium sized enterprises from four major groups will be targeted including: the energy and advanced manufacturing sector, the information and communication technology sector, health sciences, and tourism.

The Board of Trade and Enterprise Saint John are now moving forward with a coordinated three-year community population and workforce expansion work plan that will provide critical infrastructure to sustain economic growth in Saint John.



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The Government of New Brunswick should pursue an outreach role and provide funding for the True Growth Workforce Expansion Plan. Within that plan there must be an emphasis on:

- Accelerated trades training;
- A revamped apprenticeship program through NBCC Saint John; and,
- Faster recognition of foreign credentials by provincial professional associations.

The task force's recommendation that the Government of New Brunswick provide incentives to businesses to encourage the advanced training of employees has been met with great interest in Saint John. The provincial government should move quickly to explore this recommendation.

HEALTH SCIENCES RESEARCH AND EDUCATION

Saint John's size and its industrial base ensure that the city is a regional centre of excellence for health care delivery with a growing niche specialty in the delivery of e-health services and health sciences education. New doctors are needed to meet the health care needs of the community and to potentially become teachers at the proposed medical teaching centre to be built in Saint John. These three streams – health care delivery, research and education – are the foundation for growth in this sector.

Medical Education

An Anglophone medical training facility is planned for Saint John. It will be associated with Dalhousie University's faculty of medicine and will be located on the UNB Saint John campus. There is an opportunity to create a health sciences research and education cluster by leveraging the collaborative work already underway between AHSC, UNB Saint John and NBCC.

Since 2003, these three institutions have offered joint programs in respiratory therapy, medical laboratory technology, nuclear medicine technology, practical nurse and pharmacy technician. The proposed health sciences centre would house these programs along with the university's nursing school and the proposed Anglophone medical training facility.

The centre will:

- Provide training opportunities for local students in approaches to health care;
- Increase the number of health care professionals in the Saint John region; and,
- Recruit faculty trained in health sciences who would create a cluster of expertise and increase research capacity.

The students and faculty will work in close proximity to each other and class deliveries will model the new approach to developing interdisciplinary teams via the model of collaborative practices. The new building is slated to open in September 2009.

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Saint John Regional Hospital Expansion

The Saint John Regional Hospital has not had a major renovation since it opened in 1982. In their presentation at the Annual General Meeting in June 2006, the AHSC outlined a master plan to expand the facility and to meet the needs of key clinical services. The expansion will allow the hospital to address overcrowding, changing models of patient care and service delivery, the increasing complexity of treating chronic and life-threatening diseases, the need to adapt to changes in technology and the clinical effectiveness of the emergency department, cancer care, dialysis, ambulatory care and diagnostic imaging.

The capital cost for this project is \$192 million, to be divided into four phases over 10 years.

Those phases are:

- Phase I: A new wing to house the emergency department, cancer care, and nephrology. A small portion of the vacated emergency department space will then be renovated to accommodate expansion of diagnostic imaging.
 - Estimated cost: \$72 million
- Phase II: Construction of a new building for ambulatory care and the proposed medical training centre. Expansion of the existing site to accommodate the NB Heart Centre, outpatient clinics, admitting, registration, specimen collection and pre-assessment. Relocation of the main entrance, and associated construction of a multi-level 750 vehicle parking garage to improve patient and visitor flow.
 - Estimated cost: \$55 million
- Phases III and IV: Completion of interior renovations for clinical departments.
 - Estimated cost: \$65 million

Research Clusters

In its second and third reports, the task force endorses the idea of research clusters as a way to build capacity in a few key sectors. As it writes in Part II: The Export Driven Economy:

To yield any significant economic benefit to the province over the next 15 years, New Brunswick should focus on a handful of areas in which it already specializes. To do this the province will need to develop a critical mass of knowledge and expertise in the sectors that offer us the greatest potential to compete on national and international stages. Areas to consider include; software, forestry, nuclear power, potatoes and cancer research.

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The life sciences should be added to this list. Over the past decade the Saint John region has established successful research clusters, which present opportunities to leverage this existing knowledge base to build new partnerships with public and private institutions. Research in the life sciences will accomplish four things:

- Enhance health delivery by giving patients access to the latest investigational therapies;
- Create research and job opportunities and draw highly skilled people, such as physicians, allied health care workers, clinical research coordinators and academics to the region;
- Improve access to technology and equipment needed for research; and,
- Develop a body of knowledge that can be applied to other areas of clinical research.

Areas of interest include:

1. *Biotechnology*: Premier Shawn Graham and Maine Governor John Baldacci recently ushered in a new era of cooperation between New Brunswick and Maine. Critical know-how, human resources and investment in the health sciences may be sought through a closer partnership with the Maine biotechnology cluster. Similarly, opportunities may exist for the cross-border provision of health care in Maine.
2. *Aquaculture*: There are opportunities to partner between the existing aquaculture research cluster in southern New Brunswick, centred around UNB Saint John, NBCC St. Andrews and private institutions such as the Huntsman Marine Institute, with the research team at the Institut de recherche sur les zones côtières and the Université de Moncton campus in Shippagan. Such a partnership (and the acquisition of resources in general) may be facilitated by BioAtlantech, an organization dedicated to the development of the life sciences industry in New Brunswick.
3. *Population health*: This is an area of interest recently highlighted by the Canadian Institute of Health Research, which created the Institute of Population and Public Health (IPPH) to fund research activities across the country. New Brunswick is uniquely suited to research into the determinants of health because it has a well-defined population that is not as migratory as other Canadian cities. This offers the opportunities for partnerships. For example, there have been preliminary discussions between the AHSC and McGill University regarding a collaborative research program in the social determinants of health. This collaboration may extend to the joint recruitment of a tier II Canada Research Chair to be created at UNB Saint John.
4. *Aging*: St. Joseph's Hospital is the established leader in the treatment of disorders associated with aging. The hospital's Health and Aging Program was created to meet these health care needs and recognizes that Atlantic Canada has a slightly older population than the rest of the country. There is a need for the development and validation of new treatments for age-related disorders.

A Self-Sufficient Saint John: The Catalysts

E-Health

This is one of Saint John's research and development success stories. Efforts to increase research and commercialization in this area will play an important role not only building a broad base of excellence in e-health, but also a system that may be applied to other areas of innovation. The AHSC's pioneering work in e-health has been recognized with a number of awards, most recently the New Health Professionals Network's 2005 Tommy Douglas Celebration of Medicare Award, a 2004 KIRA award and a 2003 Industry Canada IT Hero award for leadership and dedication for community improvement through the innovative use of technology.

One of the AHSC's most important projects is IRIS (Interactive Real-Time Imaging and Data Solution), a custom-made diagnostic and consultation system that is used by specialists to treat patients with all kinds of ailments in some of the most remote parts of the province. It allows doctors to examine patients over a secure local-area network with virtual stethoscopes and real-time video, and it offers storage technology that enables nurses to cache pictures and data until a doctor is available to examine them.

Saint John should become New Brunswick's centre of excellence in e-health. There would be two components to this centre of excellence: a research centre and a business incubator. The e-health research centre would align efforts in e-health research, thus making the achievement of broad goals more efficient and cost-effective and ensure seamless integration of all of the components necessary for the translation of knowledge from the laboratory to the market.

The business incubator would include members from health sciences, business, the community and government. It would be based on the already-established propelsj model, which aims to create a set number of ICT start-ups. The e-health incubator would provide advice and support to fledgling entrepreneurs who have elected to start their own venture and offer support to ongoing ventures by assisting in the understanding of regulatory and taxation requirements.

POPULATION GROWTH

Financial and human resources from a variety of provincial and federal government departments and the private sector must be aligned to support the development of a community-based human resource plan. The existing Workforce Expansion Plan would support and coordinate retention, repatriation and immigration initiatives and complement the work of the Government of New Brunswick's population secretariat. It would also ensure the community has the capacity to address challenges and meet the needs of employers in the region.

All stakeholders must reinvent their policies and procedures to support a close to full employment economy as opposed to challenges of high unemployment. The success of the innovative community-based approach will be critical to enable the region and province to optimize large scale investment opportunities in the region.



Housing

Saint John faces significant challenges in relation to its housing stock. The solution for Saint John does not revolve solely around affordable housing, but in the identification and execution of an all-inclusive housing strategy that will lift the overall value of the city's entire housing stock. At the lower end of the spectrum demolition and a significant investment in upgrading are required. At the opposite end of spectrum, the city is in dire need of new construction (especially multi-unit buildings). This challenge will only become more acute as the significant housing requirements associated with energy hub investments materialize.

The key issues facing Saint John's housing stock include:

- Its rental housing is very old, with 43.5 per cent built prior to 1939, 52.7 per cent built between 1940 and 1984, and only 1.5 per cent after 1985. Comparatively, Moncton's figures are 16.4 per cent, 50 per cent, and 33.5 per cent respectively, and Fredericton's are 13.5 per cent, 59.7 per cent, and 26.8 per cent respectively.
- Water and sewage infrastructure is either non-existent or its age and/or capacity makes it difficult if not impossible to increase volumes. This is common in many parts of the city where land does exist for either single family or multi-unit construction.
- The city's reputation as a place with traditional inner city problems such as aging infrastructure, crime and few modern conveniences. The result is, over the years, the majority of single family home construction has taken place outside the city, in the adjacent communities. This poses a significant marketing challenge for the city as it attempts to grow its single family housing base.

For some Saint John citizens affordable housing is a major part of the solution. These demographic groups include seniors and the disabled, who in most cases will likely not be moving away from assistance programs. For the remainder of those currently depending on affordable housing, things such as education, training, and targeted support programs are the foundations to move the community forward. Affordable housing solutions which do not integrate these facets will provide little value to the community over the long term.

Through funding and policy work, both provincial and federal governments can play a significant role in improving the housing stock in Saint John, and the economic and social well-being of Saint John residents. Areas of focus should include:

- Significant investments in water and sewage infrastructure that will directly facilitate the construction of new housing;
- Policy support and enforcement around slum landlord issues and the demolition of non-upgradeable structures;
- Tax incentives encouraging building upgrades; and,
- Strong financial commitments toward education, training, housing and support initiatives developed by groups such as the Business-Community Anti-Poverty Initiative, Vibrant Communities, Saint John Non-Profit Housing, and the City of Saint John.

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Traditional measures including the development of large non-integrated affordable housing projects, and government-championed programs have been largely unsuccessful. The solution must involve a combination of demolition, rebuilding and upgrades, mixed-income housing development, significant funding of enabling infrastructure, and support for community-driven programs.

ENERGY HUB

New Brunswick is poised to receive as much as \$15 billion of new investment in projects relating to energy and advanced manufacturing. While some projects are already under way, others are still critically dependent upon each project proponent's ability to put together a competitive business case. Each of these business cases can be negatively impacted by four common risk factors:

- lack of skilled human resources;
- delay;
- regulatory uncertainty; and,
- unproductive costs.

To the extent that government can, in the proper execution of its mandate, assist in mitigating these risks, such assistance will have the effect of improving the chances that New Brunswickers will enjoy the benefits of the increased economic activity and associated benefits to the supporting and enriching communities that these projects represent. The fact that many of these prospective projects are intended to be sited in the energy cluster already extant in the Greater Saint John area may provide government with some opportunity to exploit potential synergies in its approach to facilitating the growth of this energy hub.

Each interaction with a government process takes time and costs money for both the project proponent and the government. To the extent that processes can be streamlined, and that one streamlined process can be applied consistently across a number of applications within the energy hub development area, both government and the respective project proponents have the opportunity to save time and money. Examples of areas where government processes could be pre-established and coordinated so as to be consistent and predictable for many energy projects might include such areas as Public Safety and Emergency Preparedness, Zoning and Land Use Planning (particularly in industrial parks and energy hub development areas), Transportation Infrastructure, and the assessment and mitigation of potential Environmental Impacts.



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Government has a role in training human resources, and in managing the policy environment within which employers and employees work with each other. Examples of areas where employers and employees would benefit from focused action by government include adjusting funding support and curriculum for training, re-training and education programs aimed at the energy sector, and in ensuring that relevant legislation relating to apprenticeship programs, accreditation and certification of immigrant or foreign workers, and other aspects of labour regulation are reflective of modern reality and needs in the energy sector.

In addition to mitigating risks, we suggest that the government has a once-in-a-generation opportunity to assist in significantly maximizing benefits that can flow from this stream of investment. Certainly, some economic, social and community benefits will inevitably flow from the potential investment of \$15 billion into the energy sector in New Brunswick. However, through careful, selective parallel investment in supporting strategic infrastructure, the government may position New Brunswick and its citizens to capture a much higher percentage of the investment within the region.

Examples might include strategic investment in key transportation infrastructure, such as Highway 1, Highway 7 and the One-Mile Interchange in Saint John which would enable regional firms much more efficient and effective access to the supply chain serving east Saint John. Another example might be strategic investment in New Brunswick small/medium enterprise (SME) management training and consulting to improve effectiveness in dealing with large engineering, procurement and construction (EPC) contractors in areas such as safety management, quality control and joint venture/partner relationships with out-of-province expert suppliers. A third example could be strategic investment in NBCC Saint John to facilitate accelerated trades training for New Brunswick workers. Other examples abound.

Government focus and attention on improving the capture rate of investment dollars into the New Brunswick economy through such measures would significantly improve the economic well-being of New Brunswickers, and set the stage for accelerated achievement of the government's goal of self-sufficiency for New Brunswick.

Our global society is becoming increasingly aware that the production and consumption of energy, particularly in the past century, has resulted in potentially very serious implications for the global environment. Society is struggling to mitigate environmental risk associated with human activity by implementation of programs to:

- conserve energy;
- improve the efficiency and effectiveness with which we use energy;
- develop the means of producing energy from renewable sources; and,
- employ technology to reduce the environmental impact from traditional means of energy production.

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Most New Brunswickers would agree that we need to do our part to address these global issues. However, we should be careful to ensure that, while becoming part of the global solution to environmental issues, we do not drive unintended negative consequences for the environment elsewhere on the globe by acting too hastily or in a manner uncoordinated with the rest of our society. As an example, New Brunswick companies have been leaders in deploying technology to clean emissions from electrical energy generation, and to produce clean fuels for the transportation industry. Were we to prematurely discourage these methods of production here in New Brunswick, global economic reality dictates that these products will be produced elsewhere – most probably using less effective environmental controls. To put New Brunswick’s energy production in context, the People’s Republic of China regularly commissions approximately 400 MW of new coal-fired electrical generating capacity every week – roughly one-tenth of the total generating capacity from all sources in New Brunswick.

This is not to say that we shouldn’t make best efforts to improve environmental impacts from the energy hub. We should do so in a context, however, that our energy industry can continue to compete effectively, to deploy best available proven technologies to mitigate environmental impacts, and to develop and deploy world-class methods of producing and using energy that can be exported for adoption by other, less advanced energy consumers throughout the world.

Government has a role to play in helping industry and New Brunswickers walk the line between being ineffective stewards of the environment on the one hand and driving negative economic and environmental consequences on our province through misplaced environmental zeal on the other.

ATLANTIC GATEWAY

Last June the Saint John Board of Trade and the Atlantic Provinces Chambers of Commerce co-hosted the inaugural Reaching Atlantica conference. It considered the issues and prospects associated with the establishment of an international trade corridor known as Atlantica. This is the geographic corridor that runs from Buffalo, NY through the Northeastern United States to Atlantic Canada. Within this zone are 23 border crossings, 11 major truck gateways and seven major rail gateways.

The goals of Atlantica’s proponents are:

- To renew the position of the northeast as the epicentre of trade between the NAFTA partners and the European Union members;
- To foster partnerships between businesses in this region;
- To promote, in association with the Eastern Maine Development Corporation, the Atlantic coast trade corridor;
- To develop east coast port facilities as competitors in the global marketplace; and,
- To encourage interprovincial and international trade through the removal of barriers and harmonization of regulations.

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Road

Saint John is a key entry point for the Atlantic Gateway, through its port, air services, highways and rail lines. The task force has recommended the creation of a \$1 billion Self-Sufficiency Fund that would provide funding for upgrades to strategic infrastructure. Included in its priorities are provincial highway system upgrades to connect New Brunswick to Central Canada and the northeastern United States and increased intermodal traffic at the ports of Belledune and Saint John and other investments in support of the Atlantic Gateway.

In its final report, the task force should consider the following Saint John-specific investments.

- **One-Mile Highway Interchange:** The Government of New Brunswick has committed to completing this work by 2010. This project will enable increased development in the industrial parks by routing traffic more directly into the industrial area of the city, including to Canaport LNG and Irving Oil's proposed second refinery.
- **Calais/St. Stephen Third Bridge and Twinning Route 1 Highway:** The Government of New Brunswick must complete the twinning of the highway between Saint John and St. Stephen, and continue to work with U.S. authorities for a third bridge at Calais-St. Stephen. Route 1 is southern New Brunswick's major link to New England markets.

These two projects are a matter of urgency for southwestern New Brunswick's industrial base which cannot wait much longer for modern transportation links that don't bog down at the border. The improvements made on Route 9 in Maine have to be matched by improvements and twinning of New Brunswick Route 1.

Regulatory changes are needed as well. The Government of New Brunswick must continue to work with the other Atlantic provinces to urge the U.S. federal government to increase the truck weight limit on Interstate 95 north of Augusta, ME. The federal weight limit of 80,000 pounds is out of sync with the rest of the northeastern region. Trucks are able to carry between 100,000 and 115,000 pounds of cargo in the rest of Canada, southern Maine, New Hampshire, Massachusetts and New York. This difference creates inefficiencies as trucks entering northern Maine need to stop at the border, unload part of the cargo, and travel on while a second truck picks up the remaining cargo and carries it through the state. This situation does not meet the objectives defined in the North American Free Trade Agreement (NAFTA) as creating the 'upward harmonization of standards' across the continent.

Air

The Saint John region supports the Saint John Airport in its efforts to expand its regional, national and international market offerings. The airport is a key element to the economic and social development of Saint John and southwestern New Brunswick. The population of the airport's catchment area is approximately 185,000.

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According to the Saint John Airport's *Annual Report 2005*, the primary strategic goal for the airport's board, management and staff is to ensure there are appropriate travel opportunities and choices for business and leisure traveler alike. This means:

- Trans-border service to the Northeast United States;
- Increased capacity to existing routes to Halifax, Montreal and Toronto;
- Access to low cost carrier service;
- Direct service to Ottawa;
- Charter service to seasonal, sun destinations; and,
- Enhanced capacity to access Saint John tourism, convention, conference and meetings delegates.

It is important that Canada has a strong, competitive and viable air industry. Competitive airports are key to attracting investment, promoting tourism and stimulating growth for our local economies and our national economy.

The original intent of the devolving airports to local ownership and management was to ensure airports service the needs of the community. Airports fall under federal jurisdiction, but the services each provides is of great benefit to the regional and provincial economy. This is why the Government of New Brunswick should join the efforts of provincial airport boards in encouraging the federal government to liberal air policy to allow for open skies agreements, particularly for international all-cargo air services.

Sea

The Port of Saint John, the largest seaport in the Province of New Brunswick, handles an average of 25 million metric tonnes of cargo annually and is one of Canada's key ports recognized for its strategic importance to the nation's trade and economy. Not only is the port an international seaport, it is essential to New Brunswick's petroleum, potash, forestry and aquaculture industries and to its import and export trade. The port also makes a significant contribution to the provincial tourism sector through increasing cruise business.

Atlantica will require a cross-border partnership with the potential to forge international alliances at all links in the supply chain. The Port of Saint John endeavours to be part of these linkages, which will allow it to offer a varied menu of services, avoid congestion, and limit operational vulnerabilities. It will build political alliances between nations, and work towards harmonizing regulations to allow for profitable short sea shipping options, which will alleviate intermodal congestion.

The cruise market segment represents 9 per cent of the port's business, making Saint John the cruise gateway to New Brunswick and the second busiest port of call in Atlantic Canada. It is a Port of Saint John goal to continue growing this market. In the near future it hopes to surpass 200,000 passengers per year, which would translate into a steady 75 vessel calls.



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Rail

Having modern rail freight and intermodal service is a decisive economic development advantage for Atlantic Canadian-based companies. There are savings that accrue to highway maintenance and construction budgets from the diversion of freight from highway to rail; reductions in congestion on our roads and at border crossings; enhancements in safety; and improved air quality as freight is transported by highly efficient rail.

Southeastern New Brunswick and the Saint John region are uniquely positioned to take increased advantage of the benefits of rail but improvements are needed. Few regions are served with multiple options from the base carrier being New Brunswick Southern Railway with direct interchanges or connections with CN, Pan Am in Maine with direct links to New England and beyond and with the Montreal Maine and Atlantic Railway in Maine who connect in Montreal with CP and all of their North American service points.

Our region needs infrastructure support to enhance the existing services. Specifically:

- North American railways are entering co-production arrangements where competing railways are sharing their assets and trackage rights to improve efficiencies and service offerings;
- North American class 1 railroads have the ability to haul 286,000 pounds per car and local railways can only haul 263,000 pounds so shippers in our region can gain increased efficiencies if upgrades were made to railway bridges and company's mainline track;
- Growth opportunities could exist with a modern, efficient intermodal service from our area direct to the New England market;
- Reload and cross dock facilities on railway properties give all shippers in the region an opportunity to use multi-modes of transport and take advantage of the economies from rail; and,
- There are environmental benefits in having greater use of rail from reduced greenhouse gas emissions. Technology enhancements to locomotives are also available and can be explored at local shops creating local employment.

Overall, more can be done to improve the connectivity between the Saint John region and the final destination export markets. Further improvements to rail infrastructure with a joint federal-provincial-private sector approach can reap substantial benefits to our local and regional economy.

A Self-Sufficient Saint John: The Plan

New Brunswick stands on the cusp of transformation change.

As the task force wrote in its second report, “We need to set a new course for New Brunswick”. Saint John has already started down this new path. Guided by the philosophy of the True Growth initiative and driven by developments in the key sectors of energy and advanced manufacturing, ICT, health sciences, tourism and recreation and forestry, the Saint John region is headed in the right direction.

However it cannot get there alone. Nor should it. Saint John shares its heritage and its future with the rest of New Brunswick. Its prosperity has and will continue to benefit other areas of the province. Over the next two years the Saint John region is expected to experience an unprecedented level of growth. It is imperative that both the region and the province optimize the economic and social benefits that will be created. Conversely, government, business and community leaders must work cooperatively to lessen any ill effects that may occur, particularly to disadvantaged citizens.

Together our aims should be:

- To increase the provincial labour pool and address chronic labour shortages in the skilled trades, which in turn will help expand the provincial economy and stem overall population decline;
- To further diversify the New Brunswick and Saint John economy and to strategically develop sectors that will help expand the economy and increase the amount of investment and capital in the region;
- To make the Saint John region attractive to other companies to open commercial/industrial sites and/or offices here;
- To leverage the economic opportunities and create sustainable improvements to the quality of life for all members of the community;
- To build on the momentum created by the growth in the local economy to enable community organizations to take an active and meaningful role in the community; and,
- To enhance the reputation of Saint John and New Brunswick as a great place to live.

This report outlines a number of recommendations to maximize growth.



1. ATTRACT INVESTMENT

With a new model of local planning and governance

- Provide funding for the Community Benefits Optimization Blueprint.
- Create a Commission on the Future of Local Governments to reform the territorial, structural, legislative and financial organization of the local governance system in New Brunswick.

With an upfront investment in strategic infrastructure

- Construct a new building on the UNB Saint John campus to house health sciences education, including the proposed Anglophone medical training facility.
- Begin the four-phase, \$192 million renovation to the Saint John Regional Hospital to address overcrowding, changing models of patient care and service delivery, the increasing complexity of treating chronic and life-threatening diseases, the need to adapt to changes in technology and the clinical effectiveness of the emergency department, cancer care, dialysis, ambulatory care and diagnostic imaging.
- Complete the One-Mile Highway Interchange by 2010.
- Complete the twinning of the highway between Saint John and St. Stephen.
- Make significant investments in water and sewage infrastructure to directly facilitate the construction of new housing.

With regulatory reform

- Streamline and coordinate regulatory process around public safety and emergency preparedness, zoning and land use planning (particularly in industrial parks and energy hub development areas), transportation infrastructure, and the assessment and mitigation of potential environmental impacts.

With a strong post-secondary system

- Make Saint John the model for co-location for the province, starting with UNB Saint John and NBCC.
- Allow for greater interchangeability of credits between colleges and universities.
- Consider a new governance model for the NBCC/CCNB system that allows greater flexibility amongst campuses to allow each to address the specific needs of employers and students.

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With standards-based public schools

- Introduce standards-based assessment in the public education system.
- Marry provincial guidelines with local expectations to increase individual schools' autonomy but link that to greater accountability.
- Consider streamlining the public education system so it offers two programs, one in English and one in French, each with an emphasis on excellence in second language instruction.

With a well-trained labour force

- Provide funding for the True Growth Workforce Expansion Plan with an emphasis on accelerated trades training; a revamped apprenticeship program through NBCC Saint John; and, faster recognition of foreign credentials by provincial professional associations. This will then be coordinated with community-based initiatives supporting retention, repatriation and immigration initiatives.
- Provide incentives to businesses to encourage the advanced training of employees.

2. CAPTURE THAT INVESTMENT

With a commitment to the existing corporate base

- A recognition that Saint John is a provincial forestry centre and that the regulations that govern the harvesting of Crown land impacts the regional economy. For this reason, it is important that the provincial government act upon the task force's recommendation to increase the yield from Crown lands by 25 per cent by 2026.
- Continue to work with U.S. authorities for a third bridge at Calais-St. Stephen.
- Adopt the recommendations of the Fulsail Summit, and in particular those that pertain to angel networks and entrepreneurship.
- A renewed focus on the ICT sector at Business New Brunswick.

With improvement to the look and feel of our communities

- Introduce policy support and enforcement around slum landlord issues and the demolition of non-upgradeable structures.
- Offer tax incentives to encourage building upgrades.
- Provide a strong financial commitment toward initiatives developed by groups such as the Business-Community Anti-Poverty Initiative, Vibrant Communities, Saint John Non-Profit Housing, and the City of Saint John.



3. OPTIMIZE THAT INVESTMENT

With the creation of research clusters

- Establish a life sciences research cluster.
- Create a centre of excellence in e-health.

With a reinvestment in culture and recreation

- Renovate UNB Saint John's Canada Games Stadium.
- Construct a regional multiplex recreation facility.