



Saint John
Board of Trade
Making It Happen For Business

Key Priorities & Issues



2010-2011

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Introduction

Since its creation at a meeting of local business owners, led by William Black on April 5, 1819, the Saint John Board of Trade has grown to represent over 600 members who employ over 30,000 people in the Greater Saint John area. Many of the issues that contributed to the creation of the Board in 1819 are still advocated for today, including transportation and communication.

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:

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

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.

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.

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.

True Growth

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.

The work of the Saint John Board of Trade makes the business community stronger and more effective, thereby aligning our work with the regional True Growth agenda. Coordination, integration, and execution of population and workforce expansion strategies are crucial. The Saint John Board of Trade is working to address issues that will impact our community's ability to attract and retain new investment, new business activities, and new employment opportunities.

Within the True Growth model there are 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 leading this charge.

Through information, education and awareness of the benefits of the economy and life in the Greater Saint John region, the Saint John Board of Trade is taking part in the True Growth agenda. For example, the Saint John Board of Trade is currently acting in a leadership role to: recruit and retain professionals, attract and retain UNB Saint John students upon graduation, and coordinate immigration and repatriation initiatives. Also, the Saint John Board of Trade is well positioned to address the needs of our business community by lobbying at all levels of government to support and create economic development.

Executive Summary

In 2010, Saint John celebrates its 225th anniversary as Canada's oldest incorporated city, and the Saint John Board of Trade celebrates 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 2008 the Saint John Board of Trade became 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.

The Saint John Board of Trade has consistently addressed issues that impact the Greater Saint John region's ability to attract and retain new investment, new business activities and new employment opportunities since its inception in 1819. In the past year, the Board of Trade has played an active role in the community from meeting with provincial government regarding the Proposed Sale of NB Power, the refurbishment of the Harbour Bridge, and the potential move of Canadian Blood Services to Halifax to name a few.

The Board of Trade has balanced its advocacy work with various events that provide networking and informational opportunities for its members. Annual events include Big Splash on the Waterfront, B-o-Tee Golf Tournament, and the Outstanding Business Achievement Awards. The Board of Trade also offers various seminars, workshops, and lunch and learns for members to expand their knowledge and experience. Through these events, the Board of Trade has been the voice of Business on a number of issues as well as helping and encouraging Businesses to establish themselves and expand.

Every three years the Board of Trade develops a strategic plan which is used to guide the organization's actions for the next three years. This plan is updated on an annual basis at the Board's Annual Strategic Planning Session. Members of the Board of Directors, Committee Chairs and community stakeholders are invited to participate in developing and updating this plan. In February 2010, a new three year strategic plan was developed based upon the planning session and the feedback received from the Annual Membership and Priorities Survey. The Key Priorities document provides a summary of the strategic plan and the goals identified in it.

The development of a new Municipal Plan will provide Saint John with a vision for its growth over the next twenty years. A new, comprehensive Municipal Plan that conveys a strong, clear vision will encourage growth and investment in our community. This is one of the reasons the Saint John Board of Trade has made the creation of a Municipal Plan one of its top priorities for the 2010/2011 year. Other major priorities for the year include infrastructure investment, innovation, health and education, and promoting the development of the Energy sector.

While there are many challenges that face the business community in today's economic uncertainty, there are also a lot of opportunities developing in Saint John. These challenges will require the business community's input. The Saint John Board of Trade will spend this upcoming year continuing to work to aide its members in creating solutions to the issues that have arisen and may yet arise.

Our Goals

We are the voice of business in the Greater Saint John region and our goal is to be the primary steward of the True Growth agenda for economic development in the area.

Key Initiatives for 2010-2011

Main Priority Focus:

1. Creation of an updated municipal plan;
2. Infrastructure – focusing on Municipal water treatment system, Harbour Bridge and improved Air Service;
3. Knowledge Cluster (Innovation, Health and Education) at Tucker Park; and
4. Energy– focusing on a comprehensive provincial energy policy;

Continued focus on support and completion of following priorities:

5. Workforce Expansion initiatives – Focus on Centres of Excellence for UNBSJ and NBCC-SJ;
6. Transportation Initiatives: Continuous support for the expeditious completion of the One-Mile Highway Interchange; the twinning of Route 1 between Saint John and St. Stephen; the building of Welsford-Nerepis Bypass; and the twinning of Route 7 between Saint John and Fredericton. *Atlantica & Atlantic Gateway*, including the advancement of the ideals outlined at the inaugural Atlantica regional conference.
7. The continued development and improvement of Saint John Business/Industrial Parks.
8. Regional Governance & Cooperation;
9. Promotion and support of Sustainability initiatives; and
10. Continue strengthening partnerships with Enterprise Saint John, Uptown Saint John, Horizon Health Network-Saint John region; NBCC's Saint John campus, UNB Saint John; Destination Marketing Organization; Propel ICT and other like-minded groups.

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.

Municipal Plan

The current municipal plan for the City of Saint John was written 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 City of Saint John has seen too many development opportunities take too long to transition from idea to building. A new Municipal Plan has the ability to help reduce the time required for this transition. The City is looking for feedback from business, community organizations and citizens. On January 27th, the City launched PlanSJ, the project name given to the two year development process of the plan. A storefront has been opened in Brunswick Square and a Facebook fan page created to engage citizens.

The Saint John Board of Trade commends the new Commissioner of Planning and the City of Saint John for taking steps to develop a plan that will address the needs of the present and future residents and businesses of Saint John. A successful plan will foster growth in population, business and tourism while being sustainable for future generations. There is a need for the city to have a vision of its future, and be wary of forming a patchwork quilt of various different and disjointed plans for urban developments. This will become increasingly important as more developers and businesses move into the area.

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 will establish a Municipal Plan Task Force to ensure our members' ideas and comments are included in our discussions with the City.

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 and the Harbour Bridge. An additional aspect of Saint John's critical infrastructure is its airport and the levels of air service.

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 requirements of the current population and the projected long-term population should be taken into consideration when determining the type of treatment system to build. The Saint John Board of Trade will encourage the Municipal Government to ensure a new water treatment system will be sustainable for the residents and businesses of Saint John.

The Harbour Bridge, although not nearly as old as the water infrastructure, also requires repairs. While the Provincial Government has agreed to guarantee a loan that will ensure repair work to the Bridge deck begins this year, there is still the issue of long-term funding and maintenance of the Bridge. The Harbour Bridge is a vital link for the City of Saint John's transportation network and that of Atlantic Canada. The Saint John Board of Trade will continue to encourage the four parties (the Harbour Bridge Authority, the City of Saint John, the Province of New Brunswick and the Federal Government) to develop a long-term solution.

Part of Saint John's 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 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.

While water infrastructure upgrades and the Harbour Bridge are not funded directly through the City's taxes, many other pieces of infrastructure, including recreational infrastructure, are. A concern highlighted by the Board of Trade's members in the 2010 Annual Membership and Priorities Survey was the high levels of Municipal Taxation. The Saint John Board of Trade will encourage the City to ensure levels of service are in balance with the tax rate/burden.

Knowledge Cluster at Tucker Park (Innovation, Health and Education)

Saint John is a city whose history is steeped in innovation. Presently, Saint John has an opportunity to capitalize on the synergies surrounding the Health, Education and ICT sectors in our city to create a Knowledge Cluster at Tucker Park. The synergies created by the inaugural class of the medical education program at the University of New Brunswick Saint John and the expansion of the Emergency Room at the Regional Hospital are a few examples of the potential for development, investment, and innovation. The potential Knowledge Cluster would support the efforts to create research chairs in the True Growth sectors.

The Saint John Board of Trade is working with other organizations to help to develop synergies surrounding medical research at the Regional Hospital and Tucker Park. 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.

Saint John has several companies in the Information and Communications Technology (ICT) sector that focus on Health service and programs. Further development and innovation in this sector could make Saint John a Centre of Excellence in eHealth.

With the expansion of the Saint John Regional Hospital, the addition of the Provincial Anglophone Medical Education Program and the inclusion of NBCC Saint John health programs at Tucker Park the creation of a Knowledge Cluster would be advantageous to the City. The designation of a Knowledge Cluster would 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 encourage the creation of a Knowledge Cluster in the area surrounding the Regional Hospital and UNB Saint John.

A Knowledge Cluster would encourage synergistic learning, research and investment opportunities. The Saint John Board of Trade will work with organizations that seek to capitalize on the synergies surrounding the Health, Education and ICT sectors in Saint John to help establish a Knowledge Cluster at Tucker Park.

Energy

On October 29, 2009 the need for a comprehensive energy policy was brought to the forefront of New Brunswick politics with the signing of the Memorandum of Understanding outlining the proposed sale of NB Power to Hydro Quebec. Ideally, a comprehensive energy policy will incorporate a variety of aspects surrounding energy including the regulatory framework and energy efficiencies.

After the announcement on October 29, 2009, the Saint John Board of Trade surveyed members for their initial reaction to the announcement, hosted events with Honourable Jack Keir, Minister of Energy and Thierry Vandal, President and CEO of Hydro Quebec, created an information page on the Board's website dedicated to the issue with links to various expert, stakeholder and government documents, and established a Task Force, comprised of small, medium, and large size members who held a series of meetings with experts and stakeholders, to provide a recommendation to the Board of Directors.

Since October, New Brunswick businesses, citizens and politicians alike have been actively engaged in the discourse regarding Energy Policy in the province. The momentum that has been created must be continued and utilized to ensure all parties remain engaged and contribute to the development of a comprehensive energy policy which will need to address the concerns of businesses and citizens while mitigating the risks involved. The Saint John Board of Trade feels there needs to be a clear, non-partisan, long-term vision for energy in our province as our citizens and businesses depend on competitive, clean, reliable energy. This vision is needed as soon as possible.

As previously mentioned, a comprehensive energy policy will incorporate a variety of aspects surrounding energy including the regulatory framework and energy efficiencies. It should also clearly define what the Energy Hub means and what Saint John's role will be in the Province's energy policy. 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 will encourage the Provincial government to develop a comprehensive energy policy that will ensure the sustainable development of the Energy sector in the Province of New Brunswick.

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.

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 is negatively impacted by the current 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.

1. One Mile Highway Interchange

The Saint John Board of Trade continues to support this priority for 2010/11 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.

2. 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 as well as the widening of the MacKay Highway. This is to be completed by 2013.

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. Saint John Harbour Bridge

The Harbour Bridge in Saint John, New Brunswick is an integral piece of infrastructure that connects the Route 1 Highway over the Saint John River, and should be recognized and treated as a crucial transportation link in the Atlantic Transportation Network. This Bridge is a vital part of the Atlantic Gateway system with approximately 11 million vehicles crossing it on an annual basis. Between 2007 and 2008 over 880,000 trucks crossed the Bridge with the number growing to over 925,000 the following year. The Bridge provides a necessary link to the growth of the Southwest New Brunswick region's economy.

Originally opened in 1968, the Harbour Bridge has been undergoing necessary refurbishment since 2006. To date the painting and steel repairs, steel box girders, interim concrete repairs, deck seal replacements, and concrete piers have been either refurbished or replaced. The remaining phase of the refurbishment, which is also the most costly at approximately \$30 million, includes refurbishing the deck surface, median barriers, outside walls and deck soffits. This phase of the refurbishment is necessary not only to repair the damage that has occurred over the 40 years the bridge has been in service, but also to prevent damage to what has already been refurbished since 2006. Should the refurbishment not begin this spring, the Harbour Bridge Authority will be required to have the consulting engineers reassess the safety of the Bridge. These engineers have forewarned that lanes on the bridge may have to be closed or weight restrictions imposed should construction not begin at that time.

Recent infrastructure investment in the twinning of Route 1 from St. Stephen to Saint John and the new Canada/US Border crossing, which handles over 74,000 commercial vehicles a year and approximately \$1.6 billion worth of goods shipped from Canada to the US, will be negatively impacted by any reduction in service or closure of lanes. The bottleneck that will be created and the increase in traffic over the only other bridge at

Reversing Falls will negatively affect the transport of goods and the economies of the cities and towns in Southwest New Brunswick.

The Saint John Board of Trade will continue to encourage all four parties to create a long-term solution that ensures the sustainability of the Harbour Bridge.

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 fourteen 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.

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.

Regional Governance & Cooperation

There is a need for continued co-operation between the local communities to join together on various projects to ensure continuity and service. Under the True Growth initiative, the five Regional Mayors already meet on a regular basis to discuss issues of regional importance.

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 will also continue to encourage the Provincial Government to fully examine the Report on Local Governance of Municipalities by Jean-Guy Finn that was submitted to the Legislature in 2008.

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.

Sustainability Initiatives

Sustainability is “meeting the needs of the present generation without compromising the ability of future generations to meet their needs.” Earlier this year, the City of Saint John and the Province of New Brunswick launched the Sustainability Network. The Sustainability Network 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 Sustainability Network as a partner.

This network aims to expand its membership by showing businesses that being sustainable is beneficial through saving money, saving the environment through more efficient use of resources (energy, materials, water), and being leaders and contributing to the community. Sustainable financial and corporate planning will become an essential ingredient for success in the future. 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 Sustainability Network 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.

Strategic Partnerships

The Saint John Board of Trade continues to work to enhance partnerships with Enterprise Saint John, Uptown Saint John, the Regional Health Authority B (RHA-B), NBCC's Saint John campus, UNBSJ and other like-minded groups to promote the four 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. Throughout the year, the Saint John Board of Trade will have the opportunity to ensure its members views are included in the strategic plans of a variety of partners, including Enterprise Saint John and the University of New Brunswick Saint John.

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.

Priorities:

1. Provincial Anglophone Medical Education Program

Ensuring the start of the Provincial Anglophone Medical Education Program in September 2010 is at the top of the Board of Trade's healthcare priorities. A coalition involving the Board of Trade, Enterprise Saint John, the University of New Brunswick Saint John, and RHA-B has been working to advance medical education in this area for some time.

A new medical teaching centre, located at UNB – Saint John campus, is now scheduled to take new students in September 2010. The medical program and medical building is under development and UNB will partner with the accredited medical doctorate program of Dalhousie University in Halifax. The Dalhousie Medicine New Brunswick program will welcome its first 30 students in September 2010.

2. 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 will be home to its own Anglophone Medical Education Program in 2010. New doctors are needed to meet the healthcare needs of the community. They are also needed to become teachers and perform research at the medical teaching centre to be built UNBSJ.

The Saint John Board of Trade, Enterprise Saint John, and Fusion have been working in partnership with RHA-B 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.

3. 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 the Regional Health Authority-B (previously 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

The establishment of Canada's first LNG terminal and pipeline, as well as the refurbishment of Point Lepreau, the creation of the Atlantica Centre for Energy, and the re-location of the Department of Energy firmly establish Saint John as the "Energy Gateway" of the Maritime Provinces. With the impending retirement of the Baby Boomers and the development of New Brunswick as an Energy Hub, a highly trained workforce will be in demand.

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 Province's \$45million investment in 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.

Tourism & Retail

In 2009 the City of Saint John established a Destination Marketing Organization (DMO) 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 DMO to promote Saint John and its retail opportunities.

An important component to Saint John's Tourism sector is the development of the Waterfront area. In 2009 the Waterfront Development Partnership revealed the Split

Rock Lookout at Reversing Falls, and unveiled plans for the future development of the Inner Harbour, Reversing Falls and Partridge Island. The Saint John Board of Trade continues to recognize the importance a well developed, mix-use waterfront to the Saint John community and economy. As such the Saint John Board of Trade continues to be a funding partner in the Waterfront Development Partnership.

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 year 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.