

**April 6, 2009**

The regular meeting of Town Council was held in the Council Chambers beginning at 7:00 p.m. with the following members present: Deputy Mayor John Castell, Councillors Kate Akagi, Michael Craig, Edie Bishop, Roger McNabb and Mary Myers. Also present were staff members Tim Henderson, Town Manager, Chris Spear, Treasurer and Joyce Thompson, Office Coordinator. Mayor John Craig was absent and Deputy Mayor John Castell chaired the meeting.

#### **MINUTES**

It was moved by Councillor Myers, seconded by Councillor McNabb and carried that Council adopt the minutes of the March 2, 2009 regular meeting as presented.

#### **STAFF REPORTS**

It was moved by Councillor Bishop, seconded by Councillor Akagi and carried that Council accept the Staff Reports as presented.

#### **Town Managers Report**

It was moved by Councillor Myers, seconded by Councillor Bishop and carried to submit the names of the following 9 properties as historically significant to the Town of St. Andrews and request they be included in the New Brunswick and Canadian Registries of Historic Places:

Maplehurst	134 Carleton Street	Brownrigg House	275 Queen Street
Cluneleigh	60 Queen Street	Christopher Scott House	126 Edward Street
Caddie Norris House	100 Queen Street	Dr. McStay House	335 Montague Street
Charles Horsnell House	124 William Street	Carson House	364 Water Street
Rosemount	148 Prince of Wales Street		

It was moved by Councillor Myers, seconded by Councillor Akagi and carried that the CAO be approved to offer the position of the Administrative Assistant in the Town Office to Gail McLaughlin effective immediately. The rate of pay to be within the pay band for that position with the usual Town benefits as outlined in the Personnel Policy.

It was moved by Councillor Bishop, seconded by Councillor Akagi and carried to appoint Kimberly Fillmore and Pat Swansburg to three (3) year terms on the Board of Directors of the Ross Memorial Museum.

#### **COMMUNICATIONS**

J.K. Holmes made a donation to the Sir James Dunn Fire Company in the amount of \$500.

It was moved by Councillor Myers, seconded by Councillor Bishop and carried to proclaim April 2009 as Parkinson's Awareness Month in the Town of St. Andrews.

#### **COMMITTEE REPORTS & RESOLUTIONS**

##### **Finance and Administration Committee**

It was moved by Councillor McNabb, seconded by Councillor Myers and carried to authorize the CAO of the Town of St. Andrews to release a Request for Proposal (RFP) to the public for the continued development of the Champlain Sub-Division lands owned by the Town of St. Andrews.

It was moved by Councillor McNabb, seconded by Councillor Akagi and carried to accept the Town of St. Andrews Strategic Plan (2009-2013). Councillor Michael Craig registered a nay vote.

It was moved by Councillor McNabb, seconded by Councillor Craig and carried that Gerald McEachern be awarded a grant in the amount of \$1200.00 from assistance grants to cover the cost of the rental of W.C.O'Neill Arena theater lobby for a period of 4 months. Gerald McEachern must provide a statement of the work assignment goals and outcomes prior to receiving grant funds.

It was moved by Councillor McNabb, seconded by Councillor Craig and carried to approve an assistance grant in the amount of \$250.00 to the Fundy Community Foundation to cover the cost of rental for meeting space at the W. C. O'Neill Arena Complex on March 20, 2009.

It was moved by Councillor McNabb, seconded by Councillor Bishop and carried to grant Sheila Washburn permission for private use of public property for the construction of a carport at 33 Water St. This is granted with the understanding that now or in the future the view plane of the harbor will not be obstructed. The variance request must be submitted to PAC for their approval of land use planning.

It was moved by Councillor McNabb, seconded by Councillor Bishop and carried to approve an assistance grant in the amount of \$500.00 to support the 2009 Paddlefest.

#### **Safety Committee**

It was moved by Councillor Myers, seconded by Councillor Akagi and carried to request the CAO contact Ambulance New Brunswick to clarify in writing what their expectations are of the SAFD when they respond to ambulance calls and for the CAO to contact the town solicitor so we have a very clear understanding of the liabilities incurred by the town when responding to the ambulance call.

#### **NEW BUSINESS**

It was moved by Councillor Myers, seconded by Councillor Bishop and carried to reappoint Ruth Kirk to the Charlotte County Hospital Board.

#### **ADJOURNMENT**

It was moved by Councillor Myers that the meeting adjourn. The meeting adjourned at 7:59 p.m.

---

Mayor

---

Clerk

## TOWN OF ST. ANDREWS

### STRATEGIC PLAN

OCTOBER, 2008

## FOREWARD

The Council of the Town of St. Andrews recognizes the importance of adopting sound strategic planning practices to assist the community and its stakeholder groups and organizations in reaching critical decisions that will impact the lives of residents, influence the development of the economy and shape the Town and surrounding area. It was agreed that a planning effort dedicated to meet this objective would be held to discuss the key strategic issues facing the Community. The planning sessions were attended by the Mayor and Members of Council, the Chief Administrative Officer, Treasurer, Engineering Consultant and were facilitated by the author of this report.

## THE PROCESS

In order to provide critical background information for the session, two (2) documents were prepared:

1. A financial comparison with other communities was prepared by the consultant. The selected communities are relatively the same size and share many key characteristics with the Town of St. Andrews. Communities from the St. Andrews region were also included. The Communities are:

St. George  
New Maryland  
Shippagan  
Cap Pele  
Grand Bay-Westfield  
Hampton  
St. Stephen  
Memramcook

The report details the budgets of each Municipality by expenditure category to compare how funds spent. The purpose of the information is to provide insight into how critical financial resources are deployed for services and programs. While it is only a comparison, it does invoke thought and discussion on spending priorities. The financial comparison report is appendix "A"

2. A questionnaire was developed by the consultant, and completed by all participants. Submissions were kept strictly confidential, with the results tabulated and presented at the Planning Session. The purpose of the questionnaire was to assist in the process of determining the key strategic issues facing the Community and to identify and rank them. The report of the Questionnaire is appendix "B".

## THE STRATEGIC ISSUES

Determination of the Key Strategic Issues was accomplished by the planning group's review of the questionnaire and a consensus decision recognizing that many of the points were raised by a majority of the planning group. In other works, there was a like – minded recognition of the key topics that require attention. The Strategic Issues are:

- 1. Infrastructure**
- 2. Finance ( Including Human Resources)**
- 3. Economic Development**
- 4. Tourism/Heritage**
- 5. LNG Development in Passamaquoddy Bay**

### INFRASTRUCTURE

Development and maintenance of critical infrastructure is of strategic importance to any community. These resources, in the form of Road and Street networks (Municipal and Provincial), Water and Sewer systems, Storm Drainage systems, Public Buildings and Recreational Facilities, and Industrial and/or Business Parks shape community growth and foster a sense of pride and community spirit. This infrastructure is typically long-lived and tends to influence the development of a community for many years into the future. As such, careful planning is essential to ensure that future needs are considered. Due to the huge cost of both the development of new infrastructure and in the maintenance of existing facilities, Infrastructure costs tend to be the single most influential consideration when budgets are prepared and major projects are considered for funding.

### INFRASTRUCTURE WORK PLAN

#### 1. Water Inflow and Infiltration.

Recent storms have caused problems throughout the community with area flooding due to overloading of the Sewer/ Storm Drainage systems. Notwithstanding recent efforts to separate storm water from domestic wastewater by the enforcement of current plumbing codes and educating homeowners and business to take steps to keep private wastewater and storm water systems separate, many areas may still experience water backup and localized flooding during periods of heavy water run off. The following steps are required to address this matter:

1. Continue program of *Plumbing Code* enforcement and Public Education to encourage the separation of storm and sewer wastewater systems. Actively promote the removal of roof and perimeter drains connected to the sewer system.
2. Investigate the possibility of upgrading and/or establishing additional emergency overflow systems to discharge highly diluted storm water run off into the ocean. Project is very high priority to be completed in the fall of 2008 by the Town's engineering consultants. Funded by the operational budget.

3. Undertake a detailed study to examine the entire municipal Storm Sewer/ Wastewater systems to identify areas requiring improvement. This is a priority matter to be completed within Two years. Potential funding through the building Canada Fund or alternatively, the Capital Budget.

**2. Water and Sewer Main Distribution System**

Projects that have been identified in the Water and Sewer Main Replacement Plan are as follows:

1. **2009** - William Street ( Parr to Carleton) - Replace Sanitary and Storm Mains - \$75,000.
2. **2010** - Augustus Street (Prince of Wales to Parr) – Replace Water and Sewer Mains - \$220,000
3. **2011** – Princes Royal Street ( Prince of Wales to Queen) – Replace Water and Sewer Mains - \$440,000
4. **2012** – Edward Street (Prince of Wales to Water ) – Replace Water Main - \$ 310,000
5. **2013** – Joe’s Point Road ( Harriet to 200m beyond Charles ) – Replace Water Main - \$210,000  
 - Charles Street (Alexandra to Joe’s Point) Replace Water Main - \$140,000.

In order to address this matter, the Town will apply to the Federal/ Provincial “Gasoline Tax Fund” in the next round beginning 2010. Consideration of the 2009 priority in the 2009 Utility Budget. At the time of preparation of this report, the actual amount of eligible funding is unknown. If the program falls short of addressing the above priorities, Council will consider “top –up” on an annual basis, utilizing the Utility operating/ capital budgets.

**3. Street Resurfacing Plan**

A street resurfacing plan is accepted as follows:

2009 – Carleton (William to Edward) Augustus (Queen to Parr) Harriet (Prince of Wales to Parr) Water Street (Widen for Sidewalk at east end)	\$ 135,000.
2010 – William Street (Prince of Wales to Montague) Champlain Ave. (base on new section)	\$ 115,000.
2011 – Elizabeth (Prince of Wales to Montague) Demonts Street Cemetery Road	\$ 115,000
2012 - Champlain Ave. Dunn Street St. Croix Street	\$ 115,000

2013 - Dianna Street Charlotte Street Brandy Cove Road	\$ 325,000
<b>Total .....</b>	<b>\$ 805,000</b>

Strategically, the Town of St. Andrews will:

1. Continue to develop a “Street Condition Survey” that will identify the most efficient priority for capital investment in Street Infrastructure. It will identify and prioritize streets that need be built or resurfaced through capital investment, streets that can be improved to extend the life-cycle of the asphalt surface, and identify streets that require major rebuilding at a future time.
2. Accept the five-year replacement plan, and implement it beginning in 2009, utilizing the Capital Budget and funding from the sale of building lots.

**4. Provincially-Designated Highways**

A five-year plan for improvements to Provincially-designated highways within the Town has been accepted as follows:

2009 – Mowat Drive – Storm Drainage, Widening first 500m from Bar Road - \$200,000	
2010 - Mowat Drive – Storm Drainage, Widening last 500 m to Town Boundary \$200,000	
2011 – Mowat Drive – Curb and gutter, East side - \$215,000	
2012 - Mowat Drive - Curb and Gutter, West side - \$215,000	
2013 - Bayview Drive – Storm Sewer 500m beyond Cedar Lane - \$220,000	
Total .....	\$1,050,000

Strategically, the Town will continue political lobby efforts to press the Provincial Government on Designated Highway priorities.

**5. Buildings and Facilities**

Considerations for the Maintenance and improvement to the Town’s Buildings and facilities have been identified as follows:

- Public Works Garage - \$ 50,000. - \$100,000
- Public Works Salt/Sand Shed - \$40,000
- Library (Upgrade or New Facility)
- Museum – Maintenance issues
- White House
- Fire Station -\$30,000

Teahouse  
 Pumphouse residence  
 Youth Centre  
 Town Hall  
 Public Washrooms  
 Arena (identified projects totaling \$1,180,000 over a five year period)  
 Sports Field -\$80,000 (Funded)  
 Tennis Courts -\$70,000 - \$140,000  
 Centennial and Langmaid Parks  
 Wharf (identified projects totaling \$1,300,000 over a five year period)

1. The Town will set priorities for the replacement/ refurbishment of all Municipally-owned buildings and facilities. This plan will be prepared by the CAO and Treasurer, and will address the matter of sustainability of certain Buildings and facilities. Based on the Plan, Council will establish priorities for buildings and facilities, based on operational and capital costs for improvement/ upgrade.
2. The Town will closely examine the potential benefits of acquiring the Federal Building in the Downtown.
3. The Town will, if a suitable alternative location for a Tourist Information Centre can be found, call for a "Request for proposals" for the White House
4. The Town will enter into discussions with the Province of NB for the replacement of a Tourist Information Centre on the Four-Lane Highway.
5. The Town will examine the cost/ benefits of the present Museum and Library Facilities with a view to reducing overall costs.
6. The Town will consider funding the upgrade of downtown washrooms in the 2009 Budget

## 6. Traffic Management

The Traffic Study prepared by A.D. Fiander Associates Ltd. (February, 2006) has been accepted. The Public Works Committee of Council is charged with the responsibility of examining the recommendations contained in the report, and make recommendations to Council on its implementation

## FINANCE

The Town of St. Andrews is in a very favourable financial position due to a very low property tax rate, relatively low funded debt levels and Capital Reserves. The low tax rate is somewhat off-set by property values that are considered high when compared to similar properties in other parts of the region. Annual increases in assessment of

5% is not considered to be sustainable, particularly for business and fixed-income homeowners. The Town's core make-up as a resort community penalizes it vis-à-vis the Provincial Unconditional Transfer system. The Town must support a very high seasonable population, with the Unconditional Transfer recognizing only the base population. The Town has challenging Human Resource issues, typical of many smaller communities. Succession Planning, Recruitment of well trained and experienced staff and Funding for competitive Salaries and Benefits require careful planning to ensure stability and sustainability. In addition to these challenges, the Town will require **additional** professional staff to maintain water and sewer plant systems in accordance with Provincially-mandated standards. Labour force information predicts that recruitment and retention of these key positions will be a challenge for all Municipalities, regardless of size.

### Finance Work Plan

1. In order to address the disparity in the Provincial Unconditional Transfer system, the Town will engage other Municipalities that have a similar circumstance. The goal is to document the issue and structure a lobby effort directed to the Provincial Government for a fundamental change in the Unconditional Transfer system that recognizes seasonable (or other) population variables. The Mayor and Council will lead this effort, with budget support as required.
2. The “unofficial” move toward a pay-as-you-go Capital financing will be endorsed through a policy that reflects the Town’s desire to borrow funds only to support major cost-shared initiatives. The policy will be prepared for council approval by year end, 2008. Responsibility of Treasurer and CAO

### Finance Work Plan – Human Resources

1. The Town will engage the services of a qualified Human Resource Consultant to examine the identified strategic Issues. (Succession Planning, Remuneration/ benefits, recruitment). Project will be considered for 2009 Budget with the CAO to coordinate.
2. The Town will develop/ implement a Training policy, including a “cross training “strategy. CAO to prepare for Council approval

## ECONOMIC DEVELOPMENT

The Town of St. Andrews is challenged by several key Growth and Development issues. The identity of the Town as a Tourism/ Resort destination due to its location and heritage characteristics is incongruent with many “traditional” economic development goals - to foster business development through sector development such as soft industry and retail. Rather, the Town’s primary objective is to ensure that development is complementary to the Town’s heritage and Tourism / Resort destination character and goals. In many cases development can be adapted to blend in with the community. In that vein, the Town is committed to the principal of *sustainable* business development, based on initiatives that will be complementary to the Town’s character and the human resource / intellectual capital that exists with the Marine Science and educational sectors. The Town, due to its size and limited resources struggles to take control of key elements and activities that can lead to business development. Partnership activities have been successful with the Town working with stakeholder groups such as the Chamber of Commerce to promote Tourism. The Town is positioned well to take advantage of the energy sector growth predicted for the Saint John region. In order to take a leadership role in fostering business development, the Town of St. Andrews will:

1. Provide funding resources for a “staff lead “ Business development initiative. Under the leadership of the Town, a professional business development officer would work with the Region’s and Town’s Business stakeholders to development a comprehensive Economic Development strategy, with the objective of promoting business development the fits the community. “Ways and means “ of funding the position will be considered for the 2009 budget.
2. One of the identified potential sectors for development is the Cruise Industry. The Town will work with Provincial and Federal Government stakeholder agencies and politicians to create a strategy to develop the required infrastructure (harbour dredging, reception centre) and market the Town and region as a Cruise destination.

## TOURISM, HERITAGE & LNG

The Town of St. Andrews' economy is largely dependent on the Tourism Industry. Recent Tourism Industry Factors, all of which are beyond the control of the community, has seen a decline in this key sector. The Town's costs for supporting this industry have increased due to inflation of fixed costs and a decline in revenues from trust funds. The LNG Project threatens the Town's way of life and tourism sector. If the project is approved, the region will be less attractive to visitors to the region who come to enjoy the natural environment. The Town's character is defined by the heritage status of many of its buildings. Council recognizes the importance of Heritage Preservation. The Town will continue to actively support the Tourism sector by leading Economic Development initiatives identified in this report. Additionally, to provide support the Tourism Industry, the Town will:

1. Undertake the completion of the Web Site Development Project. Funding for this will be allocated in the 2009 Budget.
2. Examine the best value for advertising to attract visitors, including the value of a promotional video.
3. Consider the role of a Business Development Officer vis-à-vis Tourism support and development. In order to accomplish this, the Town will discuss organizational structure with the Chamber of Commerce, with the goal of efficiently staffing the Tourism/ Economic Development functions
4. The Town will undertake the legal process under the Province's enabling Legislation, to enact a Heritage Preservation By-Law
5. **The Town of St Andrews is committed to support the Lobby efforts in opposition to the LNG Project**

**SCHEDULE "A"****COMPARATIVE FINANCIAL DATA**

	<b>BUDGET</b>	<b>GENERAL GOVERNMENT</b>	<b>%</b>	<b>POLICE</b>	<b>%</b>
ST. GEORGE			21.5		13.0
	1,458,559	313,334	%	189,540	%
NEW MARYLAND			16.3		13.8
	3,471,793	564,427	%	478,850	%
SHIPPAGAN			22.5		14.2
	3,369,214	757,850	%	479,500	%
CAP PELE			18.4		12.2
	2,240,042	411,310	%	274,000	%
GRAND BAY- WESTFIELD			13.5		14.4
HAMPTON	3,978,156	538,066	%	573,240	%
	4,155,416	526,721	%	470,187	%
ST. STEPHEN			13.3		18.5
	6,263,909	831,205	%	1,161,365	%
MEMRAMCOOK			18.4		14.3
	3,312,263	609,905	%	473,850	%
ST. ANDREWS			20.7		10.2
	2,979,153	616,099	%	303,745	%

	<b>BUDGET</b>	<b>PROT. SERVICES</b>	<b>%</b>	<b>TRANSPORT.</b>	<b>%</b>
ST. GEORGE			10.2		31.7
	1,458,559	149,487	%	461,743	%
NEW MARYLAND			6.7%		14.2
	3,471,793	232,085		491,683	%
SHIPPAGAN			7.0%		18.5
	3,369,214	234,400		623,500	%
CAP PELE			4.6%		14.1
	2,240,042	102,636		314,777	%
GRAND BAY- WESTFIELD			11.8		23.7
HAMPTON	3,978,156	468,999	%	944,060	%
	4,155,416	603,966	%	677,757	%
ST. STEPHEN			14.4		24.0
	6,263,909	903,540	%	1,506,164	%
MEMRAMCOOK			5.4%		28.2
	3,312,263	178,584		934,358	%
ST. ANDREWS			15.3		13.6
	2,979,153	455,930	%	405,354	%

	<b>BUDGET</b>	<b>ENV. HEALTH</b>	<b>%</b>	<b>ENV. DEVEL.</b>	<b>%</b>
ST. GEORGE			9.3%		5.1%
	1,458,559	136,030		74,103	
NEW MARYLAND			5.0%		0.4%
	3,471,793	172,518		13,500	
SHIPPAGAN			4.8%		2.3%
	3,369,214	161,000		76,200	
CAP PELE			3.7%		4.6%
	2,240,042	82,024		102,513	
GRAND BAY-			4.6%		8.6%

WESTFIELD HAMPTON	3,978,156	184,000	4.7%	343,256	1.9%
ST. STEPHEN	4,155,416	197,078	3.7%	78,508	4.3%
MEMRAMCOOK	6,263,909	231,370	6.3%	268,551	4.2%
ST. ANDREWS	3,312,263	207,657	3.3%	139,614	1.0%
	2,979,153	99,500		31,000	

	<b>BUDGET</b>	<b>RECREATION &amp; CULTURE</b>	<b>%</b>	<b>DEBT SERVICE</b>	<b>%</b>
ST. GEORGE			4.9%		3.4%
	1,458,559	71,750		49,970	
NEW MARYLAND			10.9		3.3%
	3,471,793	378,095	%	115,135	
SHIPPAGAN			18.7		11.5
	3,369,214	629,950	%	387,500	%
CAP PELE			25.6		8.7%
	2,240,042	572,887	%	193,939	
GRAND BAY- WESTFIELD HAMPTON			8.2%		6.1%
	3,978,156	325,084		241,966	
ST. STEPHEN			20.2		9.3%
	4,155,416	838,884	%	387,735	
MEMRAMCOOK			9.8%		9.8%
	6,263,909	611,056		612,658	
ST. ANDREWS			15.0		8.0%
	3,312,263	498,448	%	264,676	
	2,979,153	660,623	%	171,089	5.7%

	<b>BUDGET</b>	<b>TRANSFERS</b>	<b>%</b>
ST. GEORGE			0.7%
	1,458,559	10,500	
NEW MARYLAND			29.5
	3,471,793	1,025,500	%
SHIPPAGAN			0.4%
	3,369,214	15,000	
CAP PELE			8.3%
	2,240,042	185,956	
GRAND BAY- WESTFIELD HAMPTON			13.2
	3,978,156	524,537	%
ST. STEPHEN			9.0%
	4,155,416	375,080	
MEMRAMCOOK			2.2%
	6,263,909	138,000	
ST. ANDREWS			0.2%
	3,312,263	5,000	
	2,979,153	225,850	7.6%

**APPENDIX "B"****QUESTIONNAIRE RESULTS****( ANSWERS IN PERCENT )****GENERAL**

1. As a strategic issue, how important is the Town's current tax rate?

Not important	_____
Somewhat important	_____
Important	57
Very important	14
Extremely Important	28

2. As a strategic Issue, how important are the Town's User Rates and Fees?

Not important	_____
Somewhat important	_____
Important	43
Very important	14
Extremely Important	43

3. As a strategic Issue, How important is the Tax Base?

Not important	_____
Somewhat important	_____
Important	28
Very important	43
Extremely Important	28

4. As a strategic issue, how important is the Level of Debt?

Not important	_____
Somewhat important	14
Important	14
Very important	43
Extremely Important	28

5. As a strategic Issue, how important is the availability of Senior-level Government Funding such as grants, incentives etc.?

Not important	_____
Somewhat important	_____
Important	_____
Very important	43
Extremely Important	57

## INFRASTRUCTURE

How do you rate the Town's infrastructure?

(a) Buildings :

Poor	14
Fair	14
Good	72
Very Good	_____
Excellent	_____

(b) Recreational Facilities :

Poor	14
Fair	43
Good	28
Very Good	14
Excellent	_____

(c) Water System ( including Treatment and distribution ) :

Poor	_____
Fair	14
Good	28
Very Good	57
Excellent	_____

(d) Sewer System ( including treatment and distribution ) :

Poor	_____
Fair	43
Good	57
Very Good	_____
Excellent	_____

(e) Provincial Highways :

Poor	_____
Fair	57
Good	28
Very Good	14
Excellent	_____

(f) Town – owned Roads and Streets :

Poor	_____
Fair	43
Good	43
Very Good	14
Excellent	_____

(g) Non-tourism-based business space availability :

Poor	57
Fair	28
Good	14
Very Good	_____
Excellent	_____

Rank (a) to (g) above in order of strategic importance with ( a ) being most important BUILDINGS #4, REC FACILITIES #3, WATER SYS #1, SEWER SYS #2, PROV HWYS #5/6 (TIE). TOWN ROADS/STREETS #5/6 (TIE), NON-TOURISM BUSINESS SPACE #7

**HUMAN RESOURCES**

**External Factors:**

1. Does local area business and Industry have access to a “work – “ready”(trained and experienced ) work force?

Yes	14
No	43
Not Sure	43

2. Is retention of skilled / qualified workers and issue for local Business?

Yes	43
No	_____
Not Sure	57

3. Are Training needs being met?

Yes	14
No	28
Not Sure	57

Rank 1 – 3 above in order of importance \_\_\_\_\_1,2,3\_\_\_\_\_

**Internal (Town Workforce )**

1. Are Municipal employees adequately trained and qualified?

Yes	57
No	28
Not Sure	14

2. Is recruitment and retention of Qualified Municipal Employees an issue?

Yes	57
No	28
Not Sure	14

3. Are training needs being met?

Yes 57  
 No 28  
 Not Sure 14

4. Does the Town have training policy?

Yes 28  
 No 43  
 Not Sure 28

5. Does the Town have an employee succession plan in place?

Yes \_\_\_\_\_  
 No 43  
 Not Sure 57

6. Does the Town provide an attractive work environment for employees at all Levels?

Yes 43  
 No 28  
 Not Sure 28

Rank 1 – 6 above in order of importance with 1 being most important

**ADAQUATELY TRAINED/QUALIFIED #1/2 (TIE), RECRUITMENT / RETENTION #1/2 (TIE), TRAINING NEEDS #3, TRAINING POLICY #4, SUCCESSION PLAN #6**

**Economic Development**

1. In your opinion, who has the “ lead Role “ in Economic Development? (Rank each on a scale of 1 to 5, with 1 being “ no role” and 5 being extremely important )

- (a) Federal Government and agencies #3
- (b) Provincial Government #5/6 (TIE)
- (c) Chamber of Commerce #4
- (d) Enterprise Charlotte #5/6 (TIE)
- (e) Town of St. Andrews #2
- (f) Private Business and Industry #1
- (g) Other (specify) \_\_\_\_\_

2. Do you feel that Economic Development activities are well-coordinated?

Yes \_\_\_\_\_  
 No 86  
 Not Sure 14

3. Does the **REGION** have adequate infrastructure to support Economic Development Initiatives? (Transportation, Industrial Parks, Wharfs etc. ?)

Yes 14  
 No 86  
 Not Sure