



# Saint Andrews Municipal Plan

## Background Report

March 26, 2019

Adopted by Saint Andrews Council May 6, 2019





## **Introduction**

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This background report has been prepared as part of the Municipal Planning process. This process is legally required by the *New Brunswick Community Planning Act*. Section 24(2) states:

“A municipal plan shall be prepared...(b) on the basis of a written report of studies of the economy, finances, resources, population, land use, transportation facilities, municipal facilities and services, and any other matter related to the present or future economic, social, or physical conditions of the municipality.”

For each section (and subsection where appropriate) there is a summary of research findings and proposed policy directions. It is important to show the link between policy recommendations and conditions on-the-ground that have led to those recommendations. The *Community Planning Act* legislates this in Section 24(4) by stating:

“In preparing a municipal plan, a planner shall...(c) have regard to (i) the results of the studies referred to in subsection (2).”

The Southwest New Brunswick Service Commission (SNBSC) has been retained by the Town of Saint Andrews to provide planning services, including the Municipal Plan process.

**One thing was made very clear during the research that led to this report: Residents love Saint Andrews, are proud to call it home, and are more than willing to roll up their sleeves and work passionately to keep Saint Andrews a place worth being loved.**

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## **Executive Summary**

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The recommendations in this report are based on extensive community consultations, staff advice, and planning best practices, including case studies from similar communities.

Research indicates that Saint Andrews should be planning for cautious growth. One almost certain reality is that a large portion of that growth will be retirees and seniors. While Saint Andrews should avoid marketing itself as a retirement community, efforts should be made to ensure that that healthcare services meet the needs of the population, the community is walkable, and there is appropriate housing for seniors.

Housing consistently came up in consultation as an area where change is needed. There are simply not enough options for seniors, early-career young professionals, seasonal workers, and less affluent families. Saint Andrews and its institutions rely on these populations. If there aren't appropriate housing options for them, they will stop settling in/continuing to live in Saint Andrews.

While infrastructure tends to be more one-size-fits-all, improvements can be made to traffic flow, limited parking, and infrastructure for active-transportation. Another infrastructural challenge is the Town's water supply. While it can currently serve the population without issue, there are concerns over the fact that the source (Chamcook Lake) is not owned by the Town and that development around the lake puts that source at risk of contamination.

Climate change is another critical area for the Town. As a coastal community Saint Andrews is especially vulnerable and past storm surges have already caused damage to property and necessitated emergency measures. Saint Andrews should focus on preventing erosion, ensuring the Town is not liable for personal

property damage, and emergency planning. Eastern Charlotte Waterways Inc., a local environmental NGO is in the process of preparing a detailed adaptation plan that will be appended to the finished Municipal Plan.

Heritage, while a hallmark of Saint Andrews, has been a vexing issue. Two heritage by-laws have failed but it is clear that community members are still passionate about protecting Saint Andrews' heritage. The lack of clear guidelines or policies leads to unhealthy contention and stalled development in certain areas. Design guidelines, focusing on good design rather than specifically heritage design, could be the solution to this lack of clarity and related issues.

Saint Andrews has a healthier and more diversified economy than some of its neighbours, however, an economy heavily reliant on tourism is vulnerable to factors outside the town's control. Entrepreneurs have been frustrated in their attempts to develop innovative businesses and there is a perception that Saint Andrews is not open for business. While it pays to be discriminating, with many long-time business owners nearing retirement, Saint Andrews is at risk of losing important services. Institutions like the Huntsman Marine Center, the Algonquin Hotel, and NBCC are some of the largest employers in Saint Andrews. It would certainly benefit Saint Andrews to support and even partner with those institutions for projects that will benefit the whole community.

Finally, Saint Andrews must practice fiscal responsibility. Infrastructure related to water and climate change adaptation will be costly and grants will not cover everything. Any capital costs implicated in the Municipal Plan must be balanced against a budget with clear funding sources.

## **1. Current (2010) Plan**

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The current plan, produced by SGE Acres (now part of Hatch LTD) came into effect in 2010. While some see this plan as being adequate enough to necessitate few changes, there are several issues that have become apparent over the years. A significant, but easily remedied issue has been the 'Community Use' designation in the Generalized Future Land Use Map (see Appendix A).

One of the most consistent criticisms is that so few of the proposals were actually carried out. In New Brunswick, council is not obligated to follow all the proposals in a municipal plan, but they cannot do anything that would contravene those proposals. Municipal plans need to be cognizant of the financial and human resources at the disposal of the municipality; a plan that cannot be followed because it asks too much is not a good plan. Municipal plans that do not address implementation, responsible parties, and timelines are much less likely to be followed. Including those benchmarks as appendices is now the standard for municipal plans.

## **2. Plan Review Process**

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The process of reviewing and updating Saint Andrews' municipal plan began in April 2018 with the creation of a steering committee. The committee is made up of the Town's Chief Administrative Officer, councilors, and representatives from Chamber of Commerce, Civic Trust, scientific, education, and healthcare professions. The project management team works directly with the steering committee and consists of professional planners from the Southwest New Brunswick Regional Service Commission (SNBSC).

April-November 2018 was spent researching and producing these Background Studies. This included online and on-the-ground research,

interviews and focus groups with key informants, and extensive community consultation (see below). These Background Studies point to new policy directions that should be included in the 2020 Municipal Plan. These new policy directions will be presented to the community for feedback before being presented to council for feedback. By June 2019, a draft of the Municipal Plan and Zoning Bylaw will be presented to council for feedback after additional consultations. Council will begin the formal adoption process in November 2019 with the process reaching completion in January 2020.

## **3. Community Consultation**

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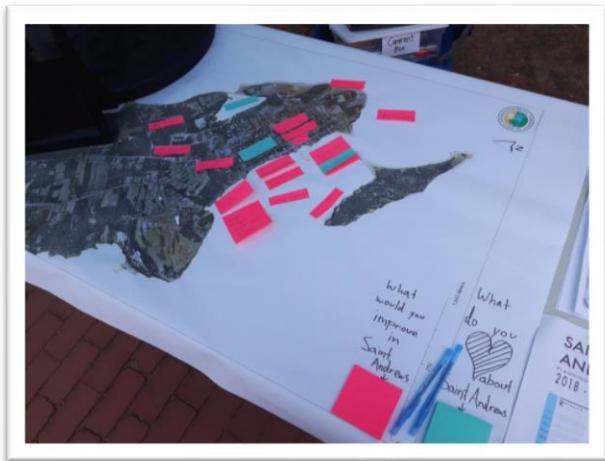


Consultation up to this point has been carried out through several different means. A survey gathering feedback on a proposed vision and other aspects of the plan was delivered to every resident of Saint Andrews on June 5<sup>th</sup>, 2018 and could be filled out as a hard copy or submitted online. The online survey was also advertised on the Town's and SNBSC's webpages. On June 7<sup>th</sup>, 2018 a community forum was held at the W.C. O'Neill Arena to gather feedback on a proposed vision and various aspects of the plan. The website saintandrews2020.com was launched on September 5, 2018 and allows visitors to locate needs and assets on an interactive map, comment on various aspects of the plan, and obtain more information. An

in-person survey of businesses was carried out through June and July 2018. A planner was at the Saint Andrews Farmers Market on September 6<sup>th</sup> and 27<sup>th</sup> with an interactive needs and asset map and also collected general feedback. A second forum on November 24<sup>th</sup>, 2018 presented policy proposals and more specific directions for feedback.

A complete catalogue of feedback can be seen in Appendix A, but key themes were:

- The need for affordable and diverse housing stock
- Issues with traffic and parking on Water St.
- Improved communication between the Town and businesses
- The need to preserve heritage while still allowing for change
- Protecting the natural environment and adapting to climate change



## 4. Vision and Mission Statements

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### Vision:

*Saint Andrews will be a dynamic community for residents of all ages and backgrounds: a centre of education and science; a leading year-round destination; and a vibrant home for arts and culture.*

### Mission:

*The vision will be achieved by protecting and promoting our natural environment, our architectural heritage, and our recreational, cultural, and economic assets.*

## 5. Town's Financial Resources and Capabilities

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While Saint Andrews is currently in a healthy financial position, there is concern over mounting future capital infrastructure costs.

Revenue generation is paramount. While the tax-base has grown, it is worth noting that Saint Andrews has a property tax assessment rate of \$1.21/\$100. This is significantly lower than the provincial average of \$1.535/\$100, and in the bottom 10 of all NB municipalities. Increasing this rate to the provincial average would yield almost an additional \$1,000,000 in revenue. Obviously, an increase of this much would be politically unpalatable, but for every cent increased, the town's revenue would increase by about \$30,000. Saint Andrews also receives a comparatively low provincial unconditional grant, an indicator that Saint Andrews is one of the more self-sufficient municipalities in the province. The Town has \$86,000,000 in capital assets, over 1/3 of that in buildings. It is projected that the next five years of capital requirements will cost \$14,800,000.

## 2017 Financial Audit Figures

To be updated when 2018 figures available.

**Total Revenues:** \$6,140,519

**Warrant:** \$1,100,126 (18%)

**Unconditional Grant:** \$54,050 (0.9%)

**Outstanding Debt:** \$3,633,740

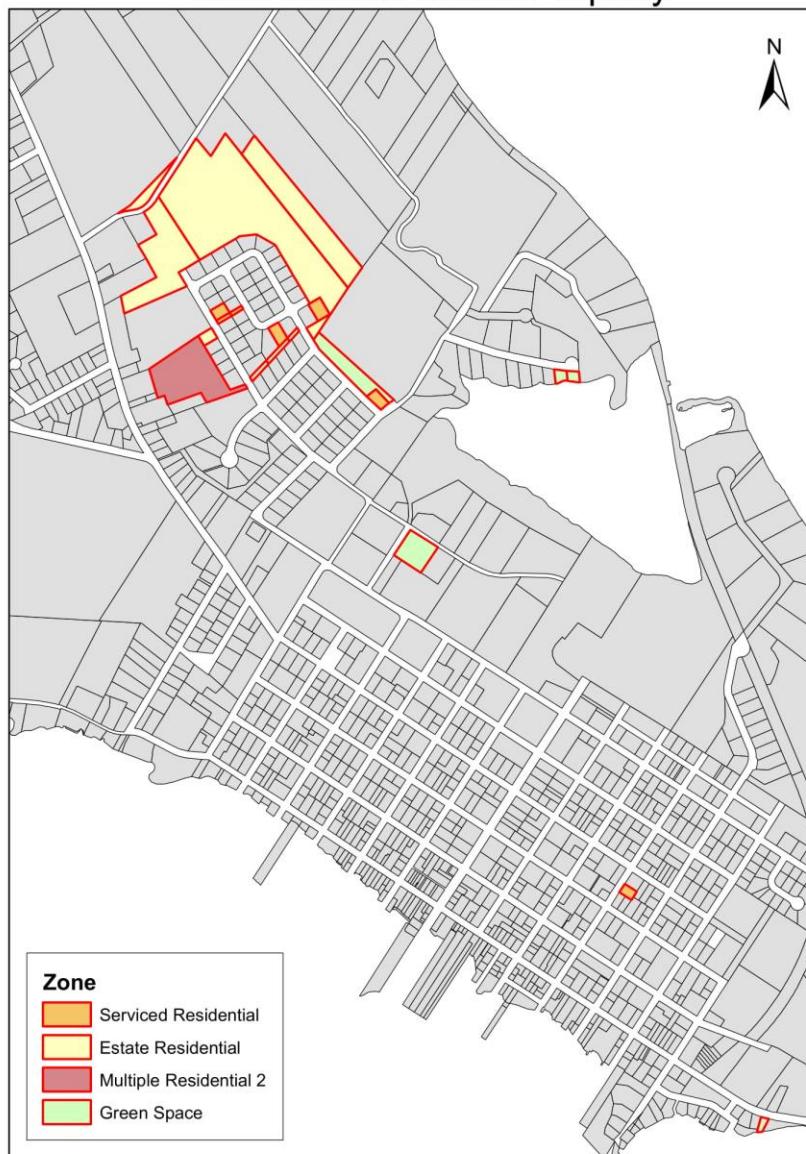
**Debt Costs:** \$152,609

**Debt Cost Ratio:** 2.5%

## *New Policy Directions*

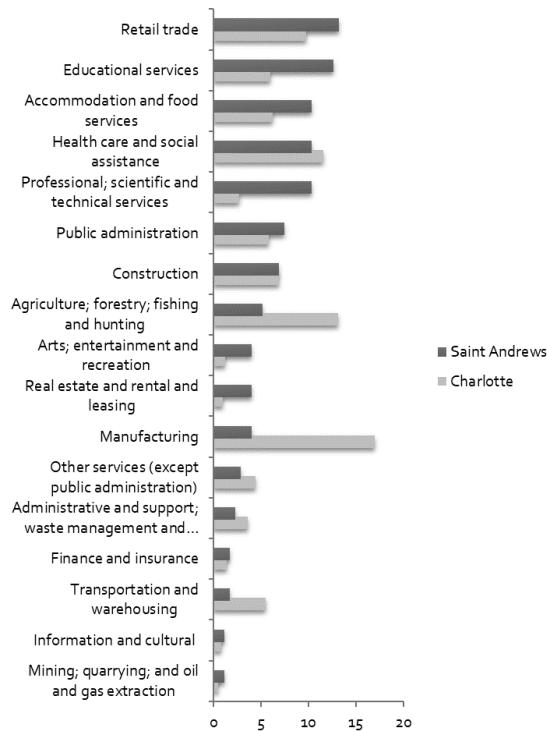
- One of the Town's most valuable resources is a portfolio of vacant land. These properties could be used to develop affordable housing, additional parkland, and/or a knowledge park (see Appendix A).

**Town Owned Vacant Property**



## 6. Economy

*% Working Population by Industry*



Saint Andrews' economy generally clusters in three areas: tourism, science/education, and health-care. Tourism includes retail (13% of employed population), accommodation/food (10%), and arts/cultural (4%) industries. The tourism sector is predominately seasonal, with many businesses only being open from May–October. Science/professional (10%) is a year-round industry that brings highly educated researchers from across the country to Saint Andrews and is focused on marine sciences. Education (13%) includes elementary, secondary, and post-secondary schools. Health care (10%) is a growing industry that is largely fueled by an aging populations and in-migration of retirees. Saint Andrews has a fairly diverse economy with many assets, but also challenges like a lack of year-round employment and an aging population.

### Tourism



Tourism has been a key aspect of the economy for many years and shows signs of more growth, at least in the summer months. World class accommodations and dining at the Algonquin Lodge and smaller inns, active and passive recreation like golf and whale-watching, and picturesque heritage homes draw increasing visitors every year. Kingsbrae Gardens, a popular tourist site, saw 32,949 visitors in 2017, an increase of 15% from 2016. Other tourism assets include a location near the US border, nearby natural splendor, and a thriving arts scene.

While tourism is a crucial economic driver, there are challenges that should be addressed. During tourist season residents face difficulties with traffic and parking, employment in Saint Andrews is highly seasonal, and an aging population will have difficulty supporting tourism in the near future. Rather than increasing tourism in the summer, the focus should be on increasing tourism in the shoulder seasons (Mar.-Apr., Oct.-Dec.) Some businesses have reported success in this area, mostly attracting more local tourists. While not restricted to tourism or even the economy, population stabilization through youth retention and immigration will be very important moving forward and should be addressed in the plan.

Tourism based economic development can also

be a victim of its own success. Few want to go to that place that is overrun by other tourists, where tour buses clog the street, and you can't find parking. These are already issues for residents and a municipal plan needs to balance the needs of all. The above are issues better addressed in the Infrastructure section, but efforts should be made to encourage to spread tourism throughout the year.

#### *Science/Education*



What sets Saint Andrews apart from many other tourist havens is a thriving scientific research and education sector. The nearby and expanding aquaculture industry feeds the need for a robust understanding of marine environments that Saint Andrews' scientific institutions provide. The Department of Fisheries and Oceans Biological Station, Huntsman Marine Center, the Atlantic Salmon Federation, and the Conservation Council of New Brunswick's Marine Conservation office use Saint Andrews as a base and the infrastructure and expertise they have developed is fertile ground for further growth. The Saint Andrews NBCC campus provides a more generalized learning environment but has specialties in aquaculture management, hospitality, and health-care. Increased linkages to employment opportunities in Saint Andrews could be an important aspect of retaining youth and immigrants.

Prince Edward Island, the fastest growing province in Atlantic Canada, has managed to develop a strong science-based economy. PEI has created a business climate conducive to scientific industry and has set up an organization (PEI BioAlliance) to attract, support, and help staff companies. This active approach to recruiting companies and people has almost certainly played a role in PEI's population growth.

#### *Knowledge/Technology/Research Park*

One opportunity to capitalize on the assets that already exist would be the creation of a knowledge park. Knowledge parks became popular in the 1950's as a way to apply research coming out of educational institutions to business and technological innovation. Now most cities and towns with universities have one. Some specialize in one cluster; others provide space for diverse scientific applications.

Proponents claim that these are a means to economic development, but there are caveats as well. Development of knowledge parks is often subsidized through municipal tax breaks and there is not always the expected return on that investment. These are certainly not if-you-build-it-they-will-come panaceas, but if there are already assets in place, knowledge parks can be a boon to communities.

Further research into this kind of development was proposed in the 2010 plan but has yet to happen. Now there are even more reasons to move forward: The Huntsman Marine Centre has expressed interest in creating just such a development on an unused portion of their land and even has interested businesses looking to set up in that environment. There will be associated challenges that come with this development: for one, population growth will put further pressure on current housing stock and will increase the need for affordable

multifamily property. While these developments should have their own master plan, the municipal plan can support this development through the zoning bylaw and through an affordable housing strategy (to be addressed in the Housing section).

#### *Healthcare/Retirement*



There is no doubt that Saint Andrews' population is aging. This is due to the internal population getting older, but also to in-migration of retirees. Many retirees are former tourists who visited, and loved the community so much that they decided to start a new phase of life here. Besides retirees moving into single-family homes, they are moving into dedicated seniors' apartments, the nursing home, and using home-care options. All of these feed into the economy, and if demographic trends continue, there will be many more opportunities.

Other areas have seen success with master-plan retirement communities. These are essentially all-inclusive and require diversified employment (PSW's, RMT's, chefs, and even musicians) compared to more traditional nursing homes – many of those jobs with direct links to NBCC programs. If a landowner decided to develop such a community (or partner with a specialized developer) the zoning bylaw could support that application. Another asset of an aging population is the experience that comes with age. Volunteer advisory boards could help younger entrepreneurs and assist with civic functions as many retirees already do individually.

The challenges with this type of economic development are similar to those with tourist-based economic development: an aging population will need a younger population to meet their needs. Links to NBCC should be leveraged and immigration will be necessary. While retirement can be part of an overall economic development strategy, Saint Andrews should work to avoid being considered a retirement community. Younger people are not likely to choose to move to branded retirement communities.

#### *New Policy Directions*

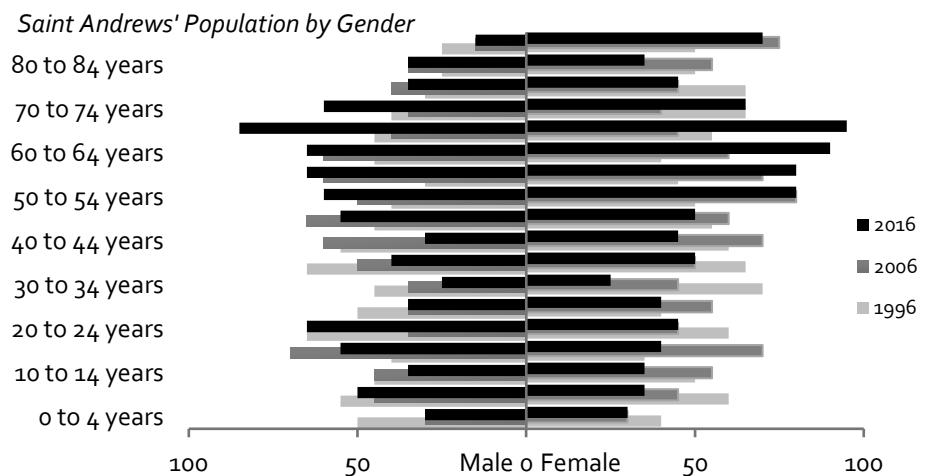
- Youth retention and immigration are crucial to economic development and the plan should at the very least support these initiatives, if not containing policy that works towards these goals.
- Seasonal jobs may bring in key groups temporarily but more year-round employment is crucial for permanent migration.
- While retirement can be part of an overall economic development strategy, Saint Andrews should work to avoid being considered a retirement community.
- Rather than increasing tourism in the summer, the focus should be on increasing tourism in the shoulder seasons (Mar.-Apr., Oct.-Dec.)
- While Saint Andrews may be known as a great place to visit and/or retire, being known as a place on the cutting edge of marine scientific research is just as important and growing this sector should be a key focus.

- A knowledge park should be supported in the plan through the zoning bylaw. With an established institution spearheading this initiative and with tenants waiting in the wings, this is an easy win for Saint Andrews.
- Young/innovative entrepreneurs should be supported and encouraged

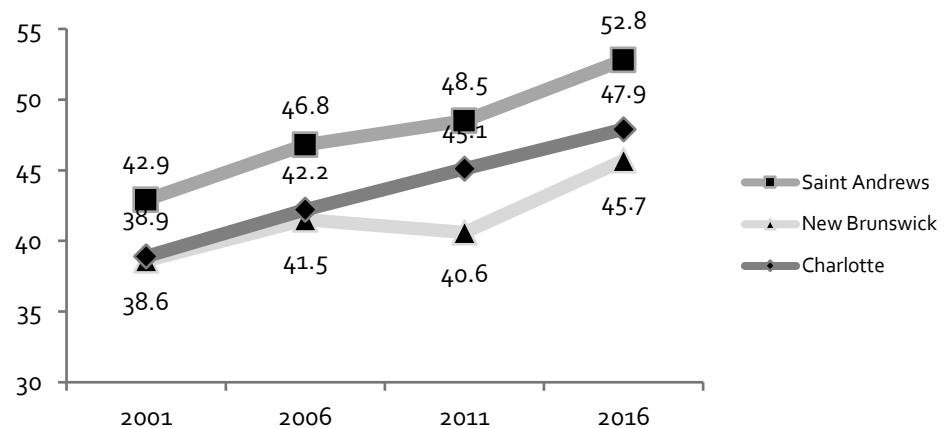
## 7. Population

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The overall population (1,786 in 2016) has seen little change over the last 15 years, although it has decreased in the last 5 years. That population is ageing: since 1996 those aged 55-74 have increased while those aged 10-49 have decreased (with the exception of 20-24 year old men). The median age in 2016 was 52.8 – higher than the overall median age of the entire county and the province.



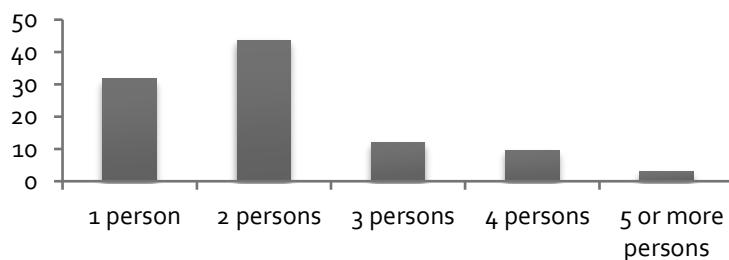
*Median Age, Saint Andrews, Charlotte, and New Brunswick*



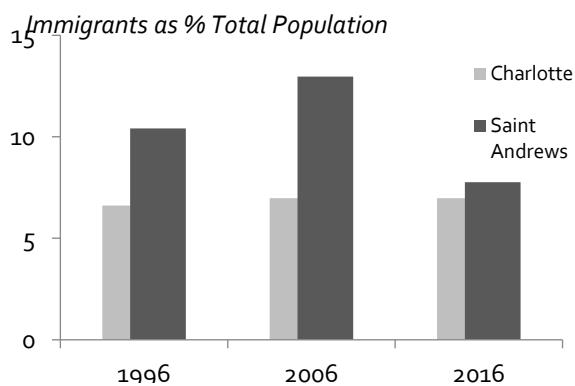
## **Family Structure**

The average household size in 2016 was 2.1 and the average family size was 2.7 showing little change since 1996. In 2016 renters made up 27.04% of the population compared to 18.41% for Charlotte County and up from 23.42% in 2006 (data not available for 1996).

*# of Persons in Private Dwelling by % of Total Occupied Private Dwelling*



## **Language, Ethnicity, and Immigration**



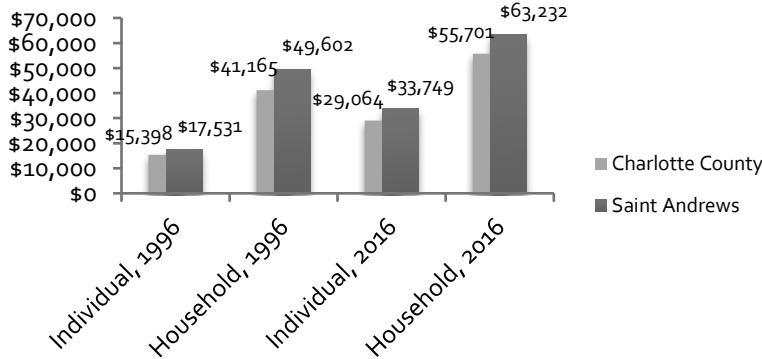
Saint Andrews is an Anglophone community with little language diversity predominately populated by people of European ethnicity. Visible minorities made up 2.4% of the population in 2016, a decrease from 5.19% in 2006. Immigrants<sup>12</sup> have also decreased as a

<sup>12</sup> Persons residing in Canada who were born outside of Canada, excluding temporary foreign workers, Canadian citizens born outside Canada, and those with student or working visas.

proportion of the population from 10.42% in 1996 to 7.76% in 2016.

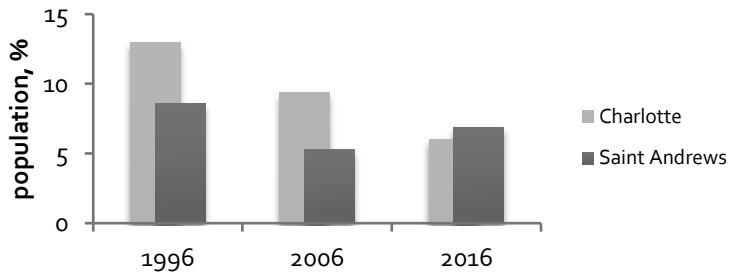
## **Income**

*Median Income, 1996 & 2016*



In 2016 Saint Andrews had median individual and household incomes of \$33,749 and \$63,232 respectively. This is a steady increase from 1996 levels and above Charlotte County's overall median income. The prevalence of low-income<sup>3</sup> in 2016 was 6.9%, up from 5.3% in 2006. Given that this rate fell between 1996 and 2006 it is concerning to see it rise again, especially while the overall rate for Charlotte county has continued to drop. This sharp rise coupled with the increase in median income points to increasing economic inequality.

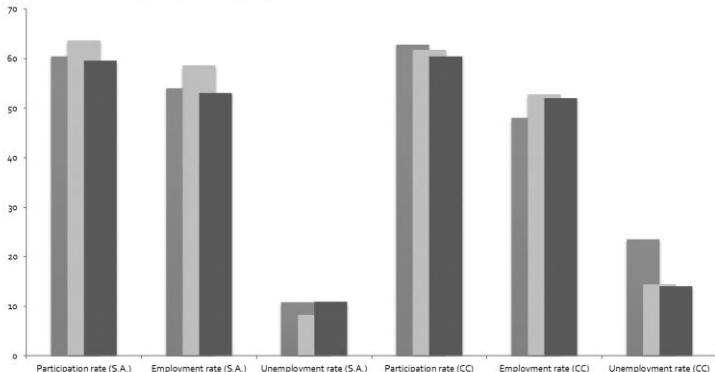
*Prevalence of low-income (LICO-AT)*



<sup>3</sup> Income levels at which families or persons not in economic families spend 20 percentage points more than average of their after-tax income on food, shelter and clothing.

## Employment

*Labour Force Status by % of Working Population, Saint Andrews & New Brunswick*



Saint Andrews' labour market has followed the trends of the county as a whole between 1996-2016. Participation<sup>4</sup> (59.6%) and employment (53.1%) have fallen while unemployment (10.9%) has risen. Fewer Saint Andrews' residents are working in Saint Andrews and more are working elsewhere in the county or province. Possibly because of this shift fewer people are commuting by carpool, bike, or foot and more are driving personal vehicles

## Education

Saint Andrews is a highly educated community. In 2016 69.62% of adults had a post-secondary degree compared to 47.4% for all of Charlotte County. Saint Andrews' numbers are roughly

the same as in 1996, but the number of degrees at bachelor level or above has increased.

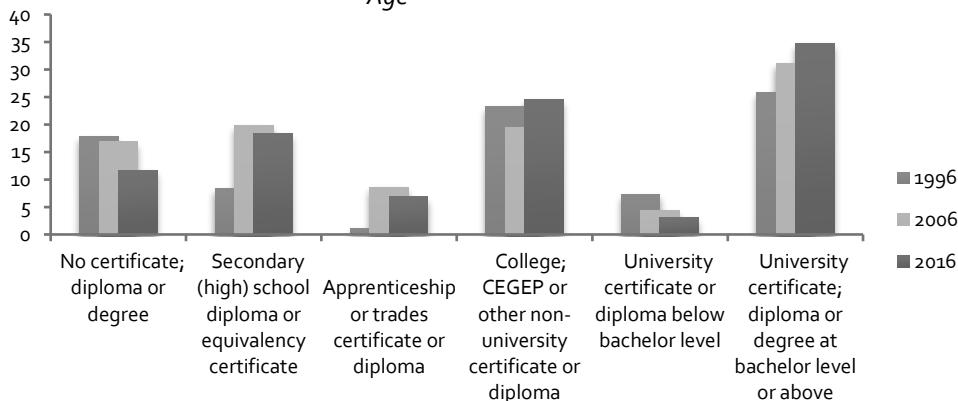
## Mobility

The number of people moving to Saint Andrews from other countries, other provinces/territories, other counties in New Brunswick, and other parts of Charlotte County has decreased. This is consistent with the numbers indicating a declining population.

## New Policy Directions

- A shrinking and aging population points to the need for attracting and/or retaining younger residents. Based on other areas, housing and lack of year-round amenities is a serious challenge for attracting those groups.
- A 'New Resident Attraction and Retention Strategy' should be developed
- Saint Andrews is currently in the process of becoming a World Health Organization designated Age-Friendly Community. The municipal plan should support this process and contain policies and proposals relevant to it.

*Highest Educational Certification by % of Population Over 15 Years of Age*



<sup>4</sup> Share of working age (15-65) population currently working or actively looking for work.

## 9. Land Use

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Saint Andrews total land area is 8.35 km<sup>2</sup> or 2063.33 acres. With the 2016 population numbers, this leads to a population density of 213.9 people/km<sup>2</sup>, an almost urban density when compared to the rest of Charlotte County at 7.4 people/km<sup>2</sup>.

	%	Acres
Residential	67.50591	1392.87
Commercial	2.688996	55.48287
Industrial	2.029641	41.8782
Institutional	11.77582	242.974
Recreational	14.05556	290.0126
Agricultural	1.944079	40.11277
Total		2063.33

It is worth noting that Indian Point has been subject to a potential land claim from the Passamaquody First Nation. The Passamaquody are not currently a Federally recognized band meaning that they cannot legally make a land claim. However, they are in the process of becoming federally recognized and assuming that is successful, the Town should be prepared to address land claim issues.

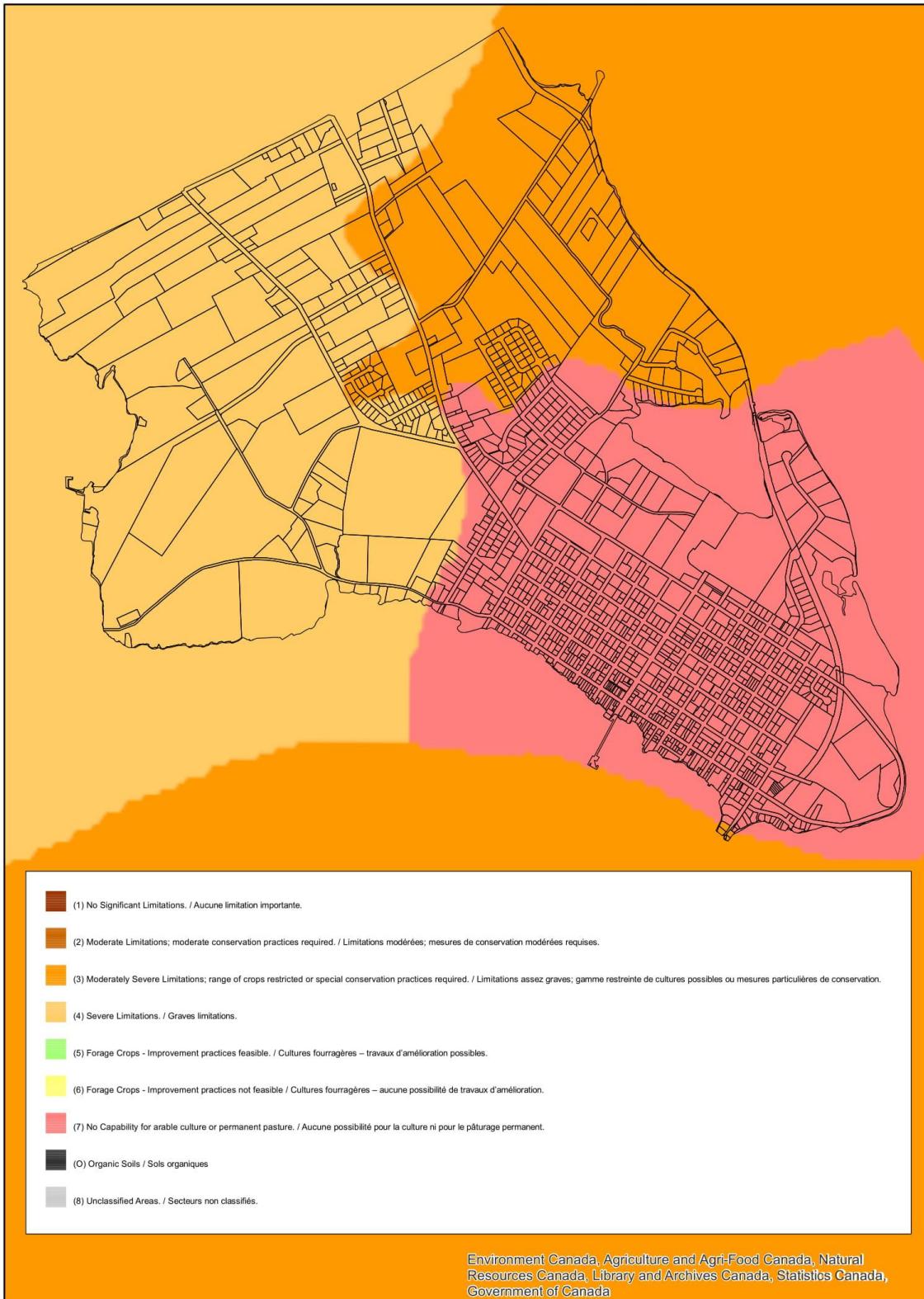
### *New Policy Directions*

- A Future Land Use Map will be created specifying preferable areas for residential, commercial, institutional, and recreational growth. This map will inform the new Zoning By-law. (see appendix A).
- One of the Town's most valuable resources is a portfolio of vacant land. These properties could be used to develop affordable housing, additional parkland (including climate change

adaptation applications), and/or a knowledge park.

- Given community concerns over the lack of publicly available green-space, the Town could consider designating Town land for a future park.
- New land use controls will be needed for climate change adaptation and mitigation (see Environment Section)

## Agricultural Capability



## 10. Infrastructure and Services

### a. Transportation



There are 39.46 km of public roads in Saint Andrews with 3.7 of those being the provincially maintained Highway 127 (Bayview Dr. and Mowat Dr.)

RuralLynx offers daily bus service east to Saint John and west to St. Stephen (and on to Bangor, Maine). Pickup/Drop-off is available at Cummings Convenience and the NBCC campus<sup>i</sup>.

Charlotte Dial-a-Ride links those without access to personal transportation to volunteer drivers. Rides must be pre-arranged, within the county, and are available Monday-Friday, 9 a.m.-5 p.m. Members pay a 60\$ fee in addition to ride fees which typically range from 8\$-20\$ round trip. Dial-a-Ride is most commonly used for drives to and from work and medical appointments<sup>ii</sup>.

Because of its coastal location Saint Andrews can be accessed by boat through its wharf. Operated by the Town Wharfinger, the wharf is used regularly during tourist season by whale-watching boats, but can still accommodate private vessels. Those docking for less than a day pay a 10\$ fee.

Cycling is a popular recreational activity as well as a reasonable share of commuting traffic. Besides the Van Horne Trail, there is no cycling infrastructure (i.e. bike lanes). Cycling advocates have a long list of infrastructure improvements that could make Saint Andrews a cycling destination:

- Signage delineating bike corridors

- Bike lanes, ideally separated from traffic
- Repair stations along the Van Horne Trail
- More places to lock ones bike including indoor storage/lockers

While these improvements may be costly, advocates argue that they and other active transportation measures (more sidewalks, walk/wheel to school/work days) are an investment in the population's health, part of climate change mitigation, and a form of economic development.

Parking on Water St. has long proved a vexing issue for Saint Andrews. As the main commercial and tourist strip, lots of people want to be here, but there aren't the parking spaces to accommodate all of those people. Almost half of the business owners in the BIA believe the lack of parking effects them negatively. Delivery trucks have nowhere out of the way to park and end up blocking an entire lane during the middle of the day. However, businesses need to be able to receive goods and given truck routing, it is not feasible to only allow deliveries before a certain hour.



### *New Policy Directions*

- A solution to parking issues is obviously needed. Potential solutions include painting parking lines on Water St. so parking is more efficient, having enforceable time limits (e.g. 2 hours), encouraging business owners/employees to park on side streets, purchasing private lots for public use, or using available land on the outskirts of town to create parking and providing shuttle service. This final option would almost certainly not generate revenue and would have to be seen as a public service.
- By implementing active transportation principles, the Town would be working towards its goals of having a healthy population, mitigating climate change, and economic development.

### **b. Water Supply and Distribution**



Saint Andrews' water is supplied from Chamcook Lake, roughly 3.5 km northwest of the municipal boundary. There is community concern over this water supply and its safety, especially given findings of blue-green algae over the last several years. Watermains serve the downtown area bordered by Chandler Ln., Charles St., Water St., and Prince of Wales St. The Algonquin Golf Course, Joe's Point Rd., and areas branching off Thomas Rd. and Bayview Dr. are also serviced by the municipal water

supply. Developments outside the serviced area may drill a well.

Because Chamcook Lake is outside Town boundaries there is little the Town can do to protect its water source. The lake is managed by the Province of New Brunswick, but there is private development along its shores and there is concern that septic tanks and motorized boats may be affecting water quality. Blue-green algae, which can produce toxic cyanobacteria, have been reported in the lake over the years. Despite this, the Town's water supply has yet to show signs of contamination. Rising water temperatures are a factor in algal blooms and so with climate change leading to rising water temperatures, future monitoring of the lake is imperative.

### *New Policy Directions*

- Water quality both at Chamcook and post-treatment should continue to be monitored.
- A new water source should be investigated
- Whatever source the town is using should be secured (controlled by the town)

### **c. Sanitary Sewer Collection**

Sanitary sewer collection serves much the same area as municipal water services, the area bounded by Chandler Ln., Charles St., Water St., and Prince of Wales St. with extensions along Mowat Dr., Indian Point Rd., and areas branching off Dianna St. and from Thomas Ave. to Brandy Cove Rd. New developments in unserviced areas can implement on-site septic systems.

There are six wastewater pumping stations that work with gravity sanitary sewers to bring raw sewage to a settling lagoon on Indian Point Rd. Primary treatment takes place here before discharge into Passamaquoddy Bay. No issues

have been identified with capacity or negative environmental effects. Extreme storm surges have been known to cause backflow of sewage and homeowners have been encouraged to install backflow valves.

#### **d. Storm Sewer System**

The storm sewer system is less developed than water or sanitary sewer pipes and exists almost entirely within the town plat. Harriet St., Queen St., King St., and portions of Ernest St., Water St., and Carleton St. as well as minor extensions from these into nearby roads make up the majority of the system. The Champlain subdivision and a small section of Mowat Ave. have storm sewers but they are not connected to the rest of the system. Other areas of town are serviced by ditches and culverts.

#### *New Policy Directions*

- Climate change is leading to increased and higher volume storm surges. The storm sewer system should continue to be updated and improved to meet increased needs. Where possible, new developments should strive to produce zero net new stormwater runoff.

#### **e. Police Services**

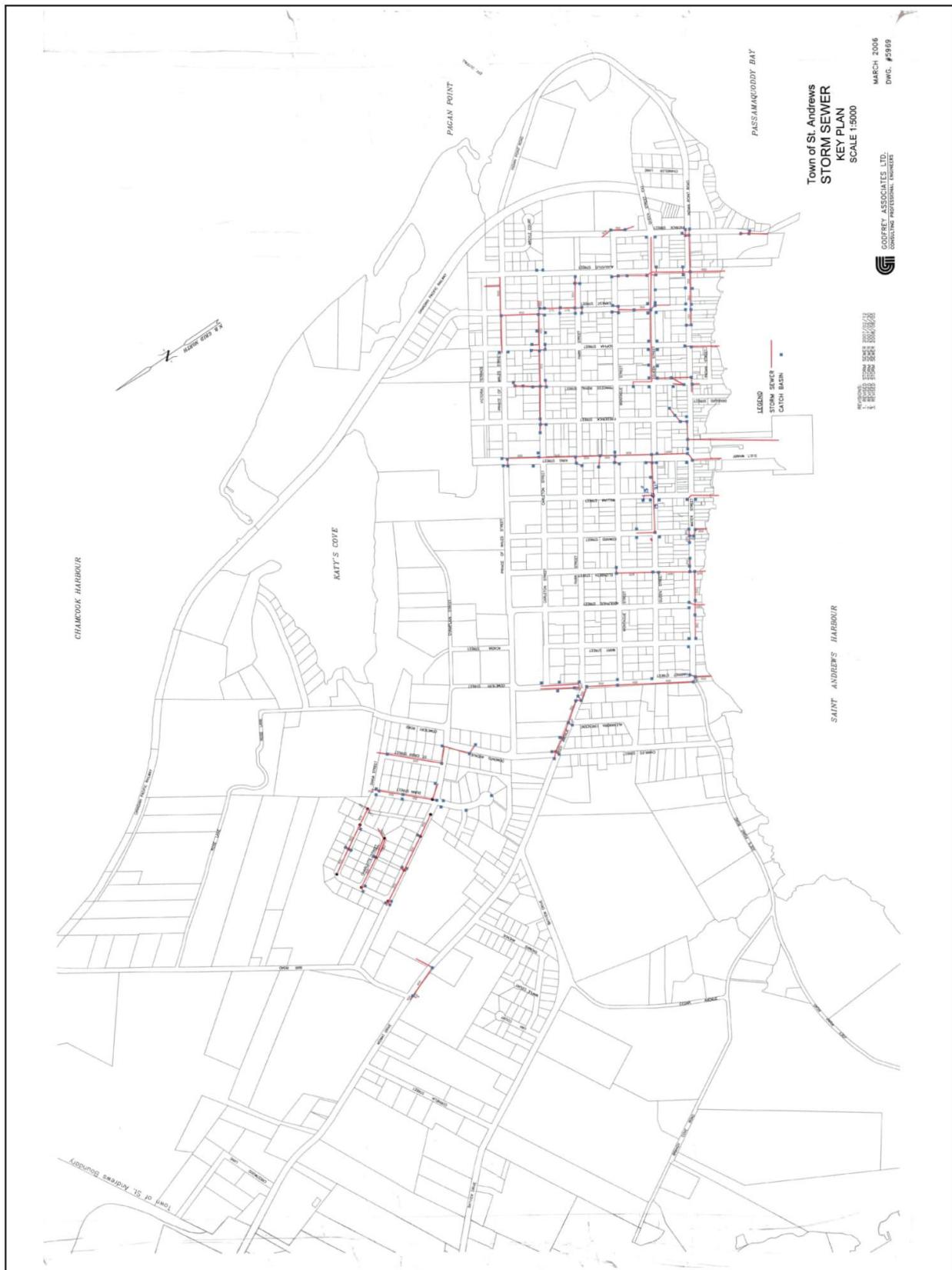


The Saint Andrews RCMP detachment consists of three full-time officers. They deal with civil, criminal, and moving traffic violations. RCMP headquarters for Charlotte County are based out of St. George. For a town the size of Saint Andrews, services are adequate although there is some concern among residents over drug use, speeding cars, and skateboarding.

Skateboarding is seen as such a pervasive issue that a recent by-law prohibited the activity from the Historic Business District.







## f. Fire Protection Services



The Saint Andrews Fire Department recently celebrated their 200<sup>th</sup> anniversary. The department has one full-time staff member and 33 paid on-call volunteers. They run out of one station, with a fleet of two pumper trucks, a pumper/tanker, mini-rescue, 4x4 utility truck, a rescue side by side four-wheeler and a 14 ft. Zodiac. In 2017 the department received approximately 130 calls – mostly standard alarm calls and motor vehicle accidents. The coverage area includes not only Saint Andrews, but also the Local Service Districts of Bayside and Chamcook, and the Parish of St. Patrick<sup>iii</sup>.

The Chief is very concerned with the vulnerability of Water St. to fire. Buildings are tightly spaced, timber framed, and mostly over 100 years old with sprinklers few and far between. If a fire was to break out and spread (which it likely would, and rapidly) the department would not be able to contain it on its own as they do not own an aerial truck. The nearest fire departments with that capacity are located in Blacks Harbour and Calais, Maine.

### New Policy Directions

- Innovative solutions and funding opportunities should be explored to protect the Historic Business District from fire.

## g. Power and Communications

Power is provided by NB Power, a provincially owned and regulated service.

Home telephone services are provided by Bell, Rogers, and City Wide Communications.

There are a variety of options for internet service in Saint Andrews at different speeds and price-points. Bell-Aliant and Rogers both offer home internet speeds of up to 1000 mbps. City Wide Communications offers speeds of up to 100 mbps. XPLORNET only has speeds of up to 25 mbps; TekSaavy and Montreal-DSL are limited to 7 mbps. Internet speeds are sufficient for any home-business or employees who work from home.

The current municipal plan contains a Renewable Energy Strategic Statement (Appendix B) that included the following goals: completion of an energy inventory, green building principles, and a comprehensive and long-term Renewable Energy Plan.

### Policy Directions

- The goals of the Renewable Energy Strategic Statement (completion of an energy inventory, green building principles, and a comprehensive and long-term Renewable Energy Plan) should carry over into the new plan.
- High-speed internet access should be available to all residents and businesses

## h. Solid Waste Collection and Disposal

Solid waste is hauled to the Hemlock Knoll Sanitary Landfill operated by the Southwest New Brunswick Regional Service Commission. Curbside waste and recycling collection are available for residents, but businesses have no access to curbside recycling and large bins previously used (although they were technically only for residences) no longer exist. The Town

is currently exploring options for business recycling.

Several residents have expressed an interest in having municipal compost services. Since this is not a service offered by the SNBSC and is almost certainly not feasible as a Town provided service, there would have to be a volunteer program linked with a local farm that could use the compost<sup>5</sup>.

### i. Municipal Parks and Recreation



The Town only manages three fairly small parks, Centennial Park, Langmaid Park, and Picnic Park.

The New Brunswick Nature Trust manages two nature preserves accessible to the public in Saint Andrews: Pagan Point and Navy Island. The Navy Island Nature Preserve, while open to the public, requires a boat to be reached.

Much of the green space in Saint Andrews is privately owned and not freely accessible to the public (e.g. the Algonquin Golf Course and Kingsbrae Gardens). During public consultations a consistent wish was to create more publicly accessible green space.

Town operated outdoor recreational facilities include the Harry Mallory Sports Fields, sports

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<sup>5</sup> Pedal to Petal in Victoria, BC operates a program that could work in Saint Andrews:  
<http://pedaltopetal.com/>

fields at Sir James Dunn School, and the Community Adventure Playground. The Saint Andrews Creative Playground is a great example of community working to create something great. In addition to a recently updated (now accessible) play structure, the Playground has a climbing wall and murals painted by local artists.

The Town owns and manages the W.C. O'neill Arena Complex which offers indoor recreational activities like curling, pickleball, ice skating, and hockey as well as event spaces and a movie theatre. This facility was built in 1963 and has been refurbished recently, but costs of maintaining and declining appeal to an aging population are of concern for the future. The nearby Community Youth Activity Centre provides recreational opportunities for youth aged 13-18. Their facilities include a computer area, kitchen, gymnasium, full basketball court, garden, and a pool table.

Adjacent to the W.C. O'neill Arena are four tennis courts available for use to the public through the Saint Andrews Community Tennis Association. The Algonquin Hotel owns but allows access to Katy's Cove Beach, which offers outdoor swimming, beach volleyball, and a playground.

The Van Horne Trail is a multi-use recreational trail and the result of a partnership between the Town, the Saint Andrews Kiwanis Club, and Sentiers NB Trails. Opened in 2014, the now 2.1 km paved trail has seen continual expansion every year. This trail has the potential to be linked with larger trail systems: the Trans Canada Trail, the Roosevelt International Trail, and the Fundy Coastal Trail (?).

Private for-fee recreation opportunities are generally seen as being for tourists but are still used by residents occasionally. These include the Algonquin Golf Course (frequently used by residents), Kingsbrae Gardens, the Fundy

Discovery Aquarium, whale-watching tours, and kayak and bicycle rentals.

Spindrifters is an example of self-organized recreational programming. Open to any community member over the age of 50, this club offers activities like cards and games, picnics, exercise classes, hikes, and regional outings<sup>iv</sup>.

During the summer Saint Andrews is the site of organized annual sporting events including the REV3TRI half triathlon and associated events (canceled for 2019) and the 5-mile Fathers-Day Road Race with associated events. These events draw participants from across eastern Canada and the USA.

SNBSC recently produced a Regional Recreation Master Plan that includes ratings (out of 5) of recreation facilities.

#### *New Policy Directions*

- Given community concerns over the lack of publicly available green-space, the Town could consider designating Town land for a future park.
- Recreation facilities and programs should be accessible to residents and visitors of all ages.
- A strategy for the W.C. O'Neill Arena (if not in existence by the time the municipal plan is completed) should be proposed. If a strategy exists, the municipal plan should conform with and support.
- SNBSC is creating a regional recreation strategy, municipal plans should align with and support that strategy.

ID	Place Name	Community	General Conditions	Product Offerings	Level of Service	Overall
4-1	Vincent Massey Elementary School	St. Andrews	3.5	3.8	4.0	3.8
4-2	Sir James Dunn Academy	St. Andrews	3.3	3.5	3.0	3.1
4-3	St. Andrews Blockhouse	St. Andrews	3.4	3.3	3.0	2.9
4-4	Greenock Church	St. Andrews	3.3		4.0	3.6
4-5	Charlotte County Court House	St. Andrews	2.7	2.0	4.0	2.9
4-7	Minister's Island	St. Andrews	3.0	3.4	4.0	3.5
4-9	Fundy Discovery Aquarium	St. Andrews	3.6	4.0	4.0	3.9
4-10	Algonquin Golf Course	St. Andrews	4.2	4.5	4.0	4.2
4-11	Centennial Park	St. Andrews	3.5	3.0		3.3
4-12	Heather Curling Club	St. Andrews	3.8	4.0	4.0	3.9
4-13	W.C. O'Neill Arena Complex and Theater	St. Andrews	3.7	3.7	4.0	3.8
4-14	St Andrews Youth Centre	St. Andrews	3.3	3.0	3.0	3.1
4-15	Public Tennis Courts	St. Andrews	4.1	4.5	4.0	3.9
4-16	Outdoor Pool	St. Andrews	3.4	3.3	3.5	3.4
4-18	Katy's Cove Saltwater Beach and Playground	St. Andrews	3.5	3.8	4.0	3.8
4-20	St Andrews Creative Playground	St. Andrews				
4-21	Park	St. Andrews	2.8	3.5	3.5	3.2
4-22	Picnic Park	St. Andrews	3.7	4.0	3.5	3.7
4-23	Pagan Point Nature Reserve	St. Andrews		4.0		4.0
4-24	Celtic Cross Picnic Area	St. Andrews	4.2	4.3	4.0	4.2
4-25	Harry Mallory Sport Field	St. Andrews	3.6	4.0		3.7



## j. Education Facilities



While provision and regulation of education is a provincial mandate, the availability and quality of education affects the Town.

Saint Andrews is part of New Brunswick Anglophone South District, serving kindergarten through grade 12 throughout Charlotte, Kings, and Saint John County's. The Town presently has two public schools: K-5 at Vincent Massey Elementary (138 students for 17-18) and 6-12 at Sir James Dunn Academy (180 students for 17-18). Enrolment at both schools has been dropping for some time. After completing grade 5 students can transfer to St. Stephen Middle School for French immersion.

The St. Andrews campus of the New Brunswick Community College (NBCC) is also located in the Town. Full-time enrolment is 275 students with an additional 100 students completing shorter trade apprenticeship programs. Programs offered exclusively at this campus include Culinary Arts, Electrical: Industrial, Hotel and Restaurant Operations, International Travel and Tourism, Marine Diesel Mechanics, and Refrigeration and Air Conditioning Technician.

### *New Policy Directions*

- NBCC is a great asset for the town and strengthens its pedigree as a center of science and knowledge. There are

many links between the programs offered and areas of employment in the Town. The Town should continue to support NBCC's strategic plans.

## k. Healthcare Facilities

Given Saint Andrews aging population, healthcare is a significant concern for the town. The current Health Centre on Sophia St. has been identified as needing significant updating and the town is now in the process of determining a location for a new Health Centre. There is one doctor at the Health Centre and while there have been second doctors, there has been difficulty in retaining them.

Residents would also like access to alternative healthcare services such as naturopathy and acupuncture, none of which are currently available. A new Health Centre will likely have space for these kinds of practitioners.

Non-surgery hospital services are accessed at the Charlotte County Hospital located 30 minutes away in St. Stephen. Patients requiring surgery must travel an hour away to the Saint John Regional Hospital.

### *New Policy Directions*

- The location of the new Health Centre should be zoned appropriately
- The town should make efforts to attract and retain healthcare professionals

## 11. Environment



Saint Andrews is part of the provincially classified Valley Lowlands Ecoregion, more specifically, the Magaguadavic Ecodistrict. This Ecodistrict is characterized by several geologies, but the Saint Andrews peninsula is predominately non-calcareous sedimentary rock including Silurian to Devonian red and grey sandstone, shale, and conglomerate, with bands of Devonian mafic volcanic rocks<sup>v</sup>.

There are several Provincially Significant Wetlands within the Town, most along the southern stretch of the eastern shore. These wetlands are predominately marsh but include some swamp. Altogether these wetlands and their buffer zones make up 26 hectares, or roughly 3% of Saint Andrews' total area. These wetlands and the entire Saint Andrews headland are a feeding and staging area for waterfowl and shorebirds including the American Black Duck, Goldeneye, Eider, Scoter, and Bufflehead.

The increasing deer population is more and more seen as an issue by the town and its residents. In April 2018 there were 107 recorded deer-13/km<sup>2</sup><sup>vi</sup>. The deer are

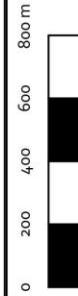
considered pests by gardeners since they will trample and eat plants. Fences can protect gardens, but effective fences take time and money to construct. There is also a public safety concern as deer cause traffic accidents and can be hosts for Lymes Disease carrying ticks. A University of New Brunswick School of Forestry and Environmental Management report advised reducing the deer population using both a hunt and a cull. Despite this report, Council requested that the New Brunswick Department of Energy and Resource Development initiate a deer relocation program – capturing the deer and moving them elsewhere in the province. This request was turned down as the DERD deemed relocation an ineffective solution<sup>vii</sup>.

Saint Andrews climate is classified as a humid continental climate, characterized by the coldest months being below 0°C, at least four months above 10°C, and no significant precipitation difference between seasons. The average temperature for the whole year is 5°C with the warmest month being July (average temperature of 16.7°C) and the coldest month being January (-6.1°C). Average precipitation is 115.3 cm, with peak precipitation in November (12.2 cm). Average snowfall is 229.6 cm, with peak snowfall in January (25.1 cm)<sup>viii</sup>. Saint Andrews does receive a significant amount of rain, snow, and cold weather, but compared to the rest of New Brunswick and the rest of Atlantic Canada, Saint Andrews' climate is considered desirable-some residents have even cited the climate as one of the reasons they choose to live here.

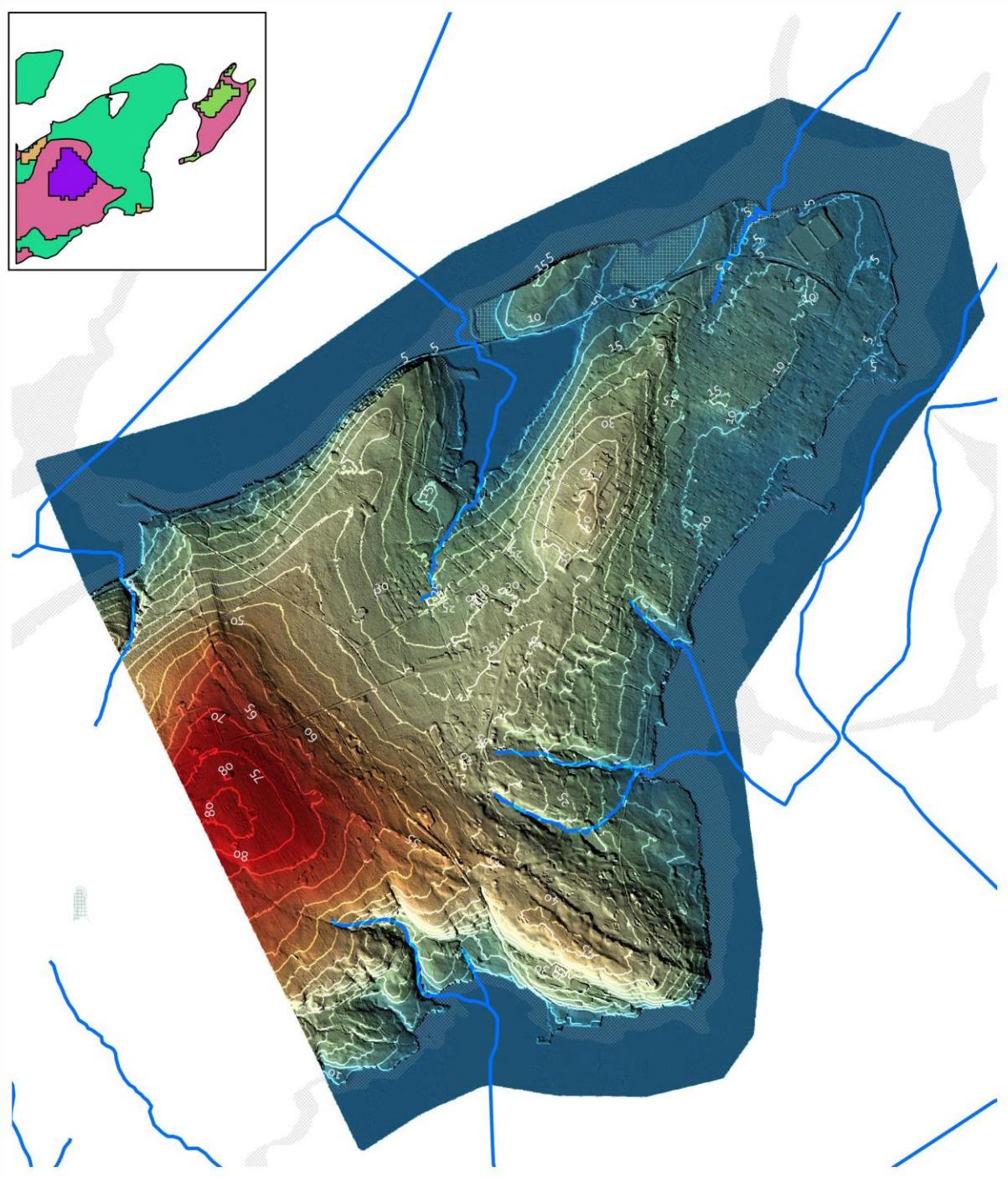
## Saint Andrews Hydrology and Topography with Elevations, Eco-site Inset

### Main Map

- Running Water
- Intertidal Zone
- Wetlands
- Eco-sites (Inset)
  - 2
  - 3b
  - 4
  - 5
  - 6



Elevation in meters;  
Eco-site legend key (pg. 242):  
<https://www2.gnb.ca/content/dam/gnb/Departments/nr-nl/pdf/en/ForestsCrownLands/ProtectedNaturalAreas/OurLandscapeHeritage/Chapter11-e.pdf>





As a low lying, coastal municipality, climate change (specifically sea-level rise) is of concern. Average temperatures have been rising steadily, somewhere in the range of 0.2-1.0°C since 1970. By 2100 average temperatures are expected to rise another 3-3.5°C. Rising temperatures are of less immediate concern than the global effect those rising temperatures have on sea-level and extreme weather events. Sea level in Charlotte County is expected to rise 13 cm by 2025; a whole meter by 2100. In the last 10 years, several storm surges have led to flooding in the Saint Andrews town plat. According to models produced by the Huntsman Marine Science Center, by 2025 every major storm will flood the town wharf. It is predicted that flooding at this scale will lead to costly damage to property, decrease coastal property values, and make Saint Andrews a less desirable destination for tourists<sup>ix</sup>.

#### *New Policy Directions*

- Development is restricted and highly regulated in or within a 30 metre perimeter of Provincially Significant Wetlands. Any proposed development in these areas must rehabilitate, restore, or enhance the wetland. Activities seen as necessary to public function are subject to an Environmental Impact Assessment. While administration and regulation are

enforced by the New Brunswick Department of Environment and Local Government, these areas should be made clear on zoning and land-use maps. Planning staff should have appropriate contact information for the Department in cases of building/development permits in or near wetlands.

- The Charlotte County Climate Change Adaptation Plan (Eastern Charlotte Waterways) advocates for several planning considerations regarding climate change adaptation:
  1. Undergo a comprehensive review of planning documents to identify regulations that can be amended, or developed by integrating anticipated changes in climate
  2. Require a signed acknowledgement form, and educational information as part of a building permit application for development or lease agreements for commercial and residential properties located in known flood prone areas
  3. Adopt zero-net stormwater policies and regulations in order to reduce the quantity of stormwater run-off
  4. Adopt new minimum floor elevation requirements for habitable space and structured parking associated with new buildings to ensure that all electrical, mechanical and key building systems are above the base flood elevation

5. Adopt additional landscaping provisions in the zoning by-law which will assist in containing storm-water run-off (e.g. parking lot design, street trees)
6. Adopt an increased development setback (horizontal, vertical or both) from watercourses based on 1:100-year sea-level flooding scenario and wet areas map (WAM) to discourage new public projects in hazard-prone areas such as floodplains, or the coastal high hazard areas
7. Update design criteria and specifications for new infrastructure design or replacement of existing infrastructure (i.e., culverts) to reflect data based on updated IDF curves, 1:100-year sea-level flooding scenario, and wet areas map (WAM)

## 12. Heritage



Heritage is a keystone of Saint Andrews. It is one of the main attractions for visitors and residents-to-be. Designated a National Historic Site, the layout and several buildings in the town plat date back to 1783. The Charlotte County Courthouse, another National Historic Site, was the longest running operational courthouse, functioning from 1840-2016. Just outside the plat sits the Saint Andrews Blockhouse built in 1812 to defend against a potential American invasion. 117 buildings in Saint Andrews are listed on the New Brunswick Registry of Historic Places. It is worth noting that there is no dominant or 'typical' architectural style — those 117 properties represent 26 different architectural styles.

Sheriff Andrews House, the Ross Memorial Museum, and the Oppenheimer-Prager Museum at Dayspring are Historic House Museums offering glimpses of 18<sup>th</sup> and 19<sup>th</sup> century life in Saint Andrews.

The St. Andrews Civic Trust was founded in 1973 to advocate for and support the preservation of heritage buildings. In addition to this advocacy, they use membership fees and donated funds to restore historic properties and offer plaques to designate historic properties – over 250 properties sport these plaques. They also produce the 'Saint

Andrews Heritage Handbook on Building Conservation<sup>x</sup>, a form of design guidelines referenced (but unenforceable) in the 2010 Zoning By-law regarding historic building materials.

It is surprising that the significance of heritage architecture and its perceived importance by residents has not led to any bylaws protecting that heritage. The 2010 Plan proposed the preparation of a Heritage Protection By-law and a significant amount of work went into its preparation. The draft by-law was fairly permissive and would only affect street-facing facades and total demolitions. In 2017 Council considered the Heritage Preservation By-law, but due to opposition concerning the infringement of property rights, the motion was defeated at third-reading by a vote of 4-2<sup>xi</sup>.

It should be noted that Heritage in Saint Andrews seems to begin in 1783 with the arrival of loyalists from the United States. The Passamaquoddy First Nation was using the Saint Andrews peninsula previously, but there is no mention of them anywhere in Saint Andrews. Yes, the name Passamaquoddy, is a namesake for bays, lodges, and sub-divisions, but that name has been separated from the people who lived off this land and have their own historical and cultural heritage. This is a thorny issue given a potential land claim (see Section 9 – Land Use) but given that there is so much recognition of post-colonial heritage, the lack of recognition of pre-colonial heritage is conspicuous.

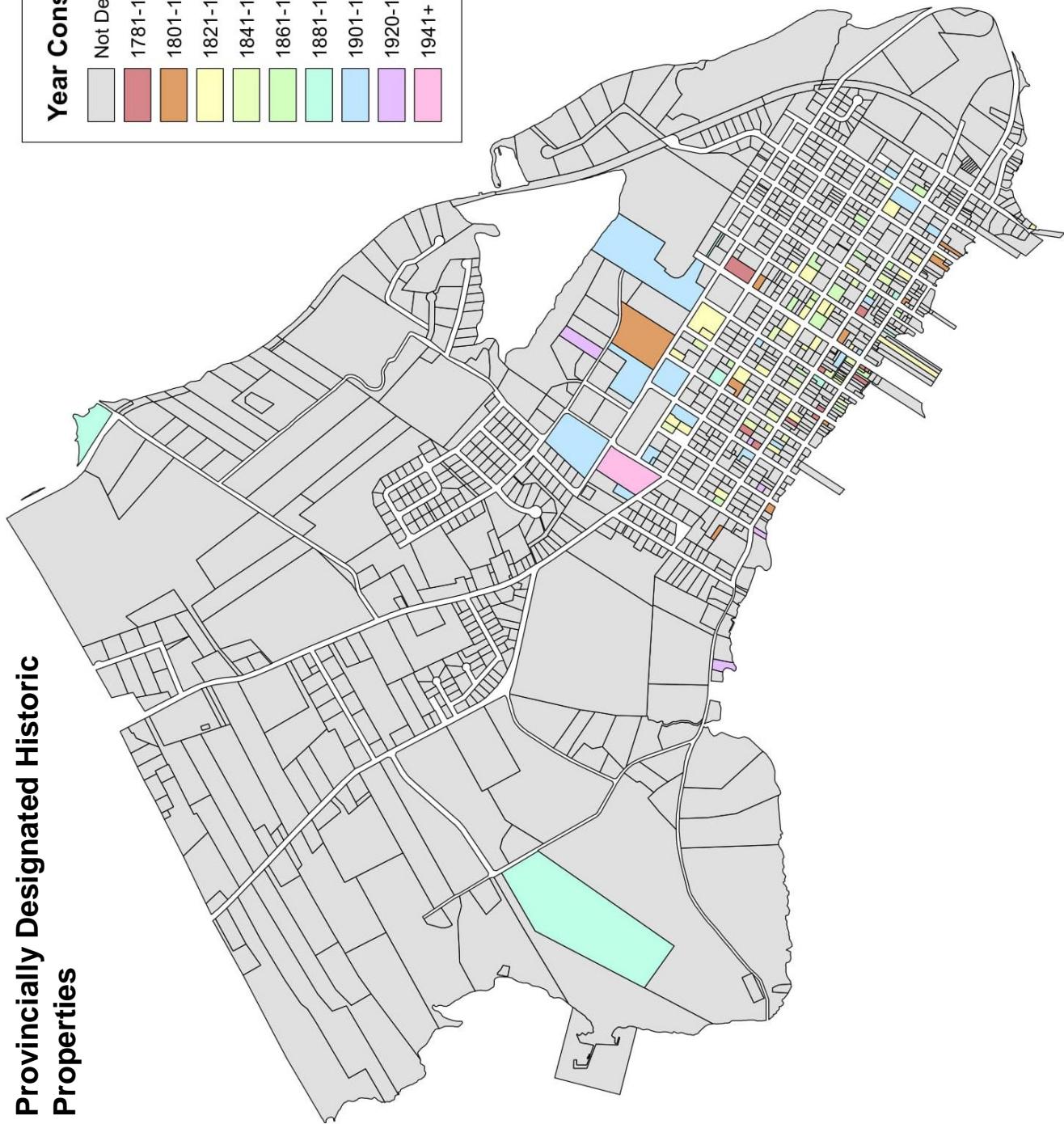
### *Policy Directions*

- Design guidelines are a tool that can reinforce the character-defining elements of a place while being more palatable than a heritage bylaw. Communication and consultation are crucial to ensuring the community supports such a tool.

## Provincially Designated Historic Properties

### Year Construction Completed

- Not Designated
- 1781-1800
- 1801-1820
- 1821-1840
- 1841-1860
- 1861-1880
- 1881-1900
- 1901-1920
- 1920-1940
- 1941+





Saint Andrews has a thriving arts community anchored by several long-running institutions including Sunbury Shores Art and Nature Centre, established in 1964. In addition to the many artists who have chosen to make Saint Andrews their home, residency programs (offered by Sunbury Shores and the more recently established Kingsbrae International Residence for the Arts) bring additional artists into the community. Local arts and crafts can be seen and purchased at several shops in town and murals painted by local artists are displayed in areas of prominence.

The Saint Andrews Council for the Arts offers education in the performing arts including theatre, opera, and dance. Various performances take place throughout the year. The KIRA Amphitheatre, completed in 2018, hosts visiting performers and has quickly shown itself to be a regional showcase.

While the Arts community is largely self-sufficient, there are fractures within that community that make coordination and promotion a challenge. In addition, communication breakdowns have led to lost opportunities to obtain and display public art in downtown locations.

Saint Andrews hosts several cultural events throughout the year. Paddlefest, an annual four-day music festival in May, features artists from across Canada and is unique among music festivals in offering activities like hiking,

kayaking, and talks on art and conservation. Artrageous, in June, celebrates local art, seafood, and community organizations. The Canada Day parade, fireworks, and associated events draw 10,000 visitors to Saint Andrews every year. Indulge, a fall food and wine festival, showcases the talents of Saint Andrews' renowned chefs as well as those from across the province. Christmas-by-the-Sea is another cultural high-point in Saint Andrews.

Saint Andrews has an excellent farmers market in operation since 1972. Farm fresh produce, prepared food, local crafts and musicians can be found in Market Square every Thursday from May-October.

#### *New Policy Directions*

- A public art policy for downtown. This wouldn't necessarily mean seeking public art to put downtown (although the Town could certainly do that), it would mean that if someone wanted to donate art to the Town, there would be a clear process for the Town to follow.
- Create a part-time cultural officer position to coordinate all arts activities within Town. This could potentially be a full-time arts/recreation officer.

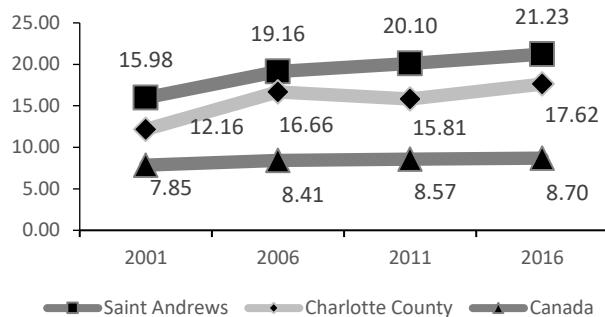
## 14. Housing

In recent years the housing stock has diversified significantly. While the majority of homes are single-detached dwellings, there are also converted apartment units, purpose-built apartment units, and purpose-built seniors' apartments. Despite this increase in diversity and availability, housing, especially affordable housing, is of major concern to the community. Employers see housing as a barrier to staffing, many older residents are concerned that as they continue to age they will no longer be able to care for their homes, and younger residents would like to see ownership options besides single-detached homes.

The need for 'affordable' housing is palpable, but what exactly does 'affordable' mean. A common benchmark is less than 30% of a household's income. For homeowners, who have average housing costs of \$950/month, only 12.9% spend more than 30% of their income on housing. However renters, who

residence. These homes may be available to rent for NBCC students, but take homes off the market for year-round residence.

*Unoccupied Dwellings by % of Total Dwellings*



### Policy Directions

- Current zoning standards are an impediment to increasing and diversifying housing stock. Land in less developed areas is zoned such that suburban style housing is all but inevitable. Planning staff has seen an increase in zoning bylaw amendments to accommodate denser forms of housing.
- Given that affordability is a greater issue for renters than for homeowners, if the Town chooses to develop land for housing (as it did with the subdivision), it should prioritize rental units and multi-family housing.
- Zoning standards need to be more flexible to allow for the creation of housing appropriate to the needs of Saint Andrews current and future residents.
- Regulate short-term rentals?

Residential Land Use	%	Acres
Vacant	47.06166	655.5078
Single Residential	50.2476	699.8838
Condominium	0.814586	11.34612
Residential w/ non-residential	1.035099	14.41758
Clergy	0.035759	0.49808
Apartment 4+	0.802048	11.17148
Other	0.003243	0.045165
Total		1392.87

have average housing costs of 692\$/month, almost 35% are over the 'affordable' threshold.

Short-term rentals through websites like AirBnB and VRBO have risen in recent years and while they may be an income support for some, they also take long-term rental units off the market. Saint Andrews has a high rate of secondary home ownership or seasonal

## Picture Credits

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1. Xander Gopen
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3. Xander Gopen
4. Xander Gopen
5. Passamaquoddy Lodge, <https://passamaquoddylodge.ca/>
6. Charlotte Dial-a-Ride, <http://charlottedial-a-ride.com/>
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## **Appendix A.**

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Generalized Future Land Use Map – Potential Changes

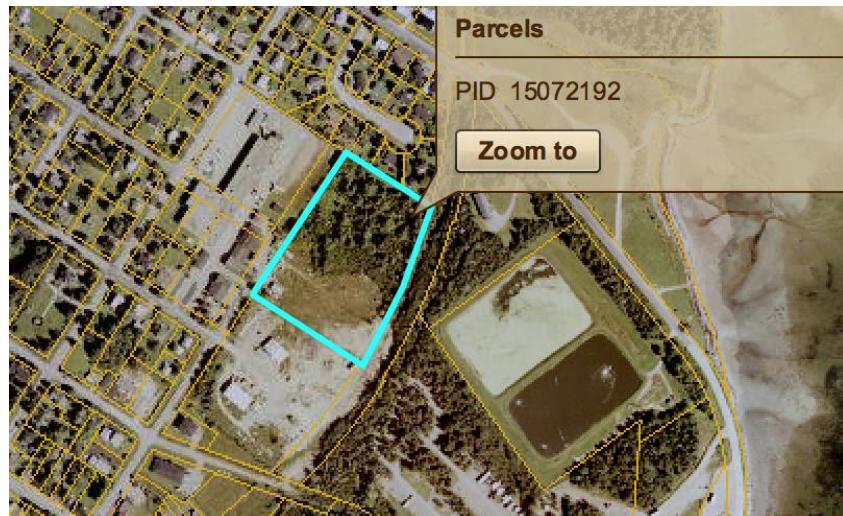
## Generalized Future Land Use Map – Potential Changes

### **Multi-family Development** (see Background Studies – 14. Housing)

Housing, especially smaller, more affordable, and rentable is a clear need of Saint Andrews. Luckily, there are several town owned properties that could be developed into housing either through a partnership with a developer, like Anchors Landing, or, like the Champlain subdivision, with the town as developer. The following table lays out these options and the potential number of units based on current MR or MR2 zone standards.

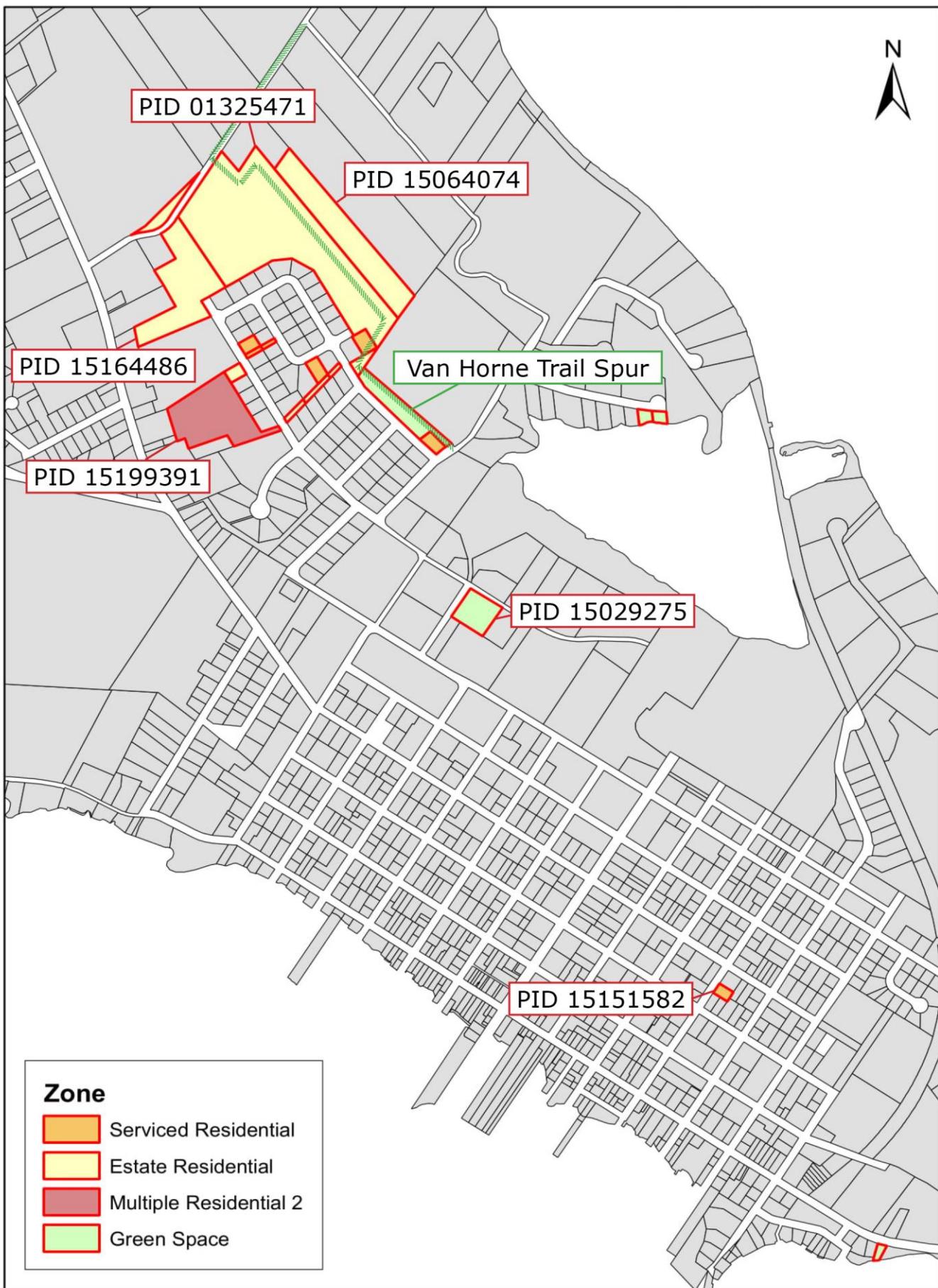
PID/ Location	Area/ Frontage (m <sup>2</sup> /m)	Yield (dwelling units)	Services	Cost of servicing (if needed)	Pros	Cons	Zone
15029275 Acadian Rd.	6,475/80	Up to 30	water		<ul style="list-style-type: none"><li>•Partially serviced</li><li>•fairly central/walkable</li></ul>		GS-> MR2
15151582 115 Sophia	935/25	Up to 4	Water, sewer, storm sewer	80,000	<ul style="list-style-type: none"><li>•very central</li></ul>	- small	SR -> MR
15199391 Champlain	22,240/12	Up to 60 w/ frontage variance, 4 w/o	Water, sewer	275,000	<ul style="list-style-type: none"><li>• already MR2</li><li>• close to other apartment development</li></ul>	<ul style="list-style-type: none"><li>• frontage issue</li><li>• dev. agreement</li></ul>	MR2

NBCC is also considering developing housing for their students that could be used for other purposes in the summer. This would likely occur on PID 15072192, behind the existing NBCC buildings. If developed in the MR2 zone this could yield up to 70 dwelling units.



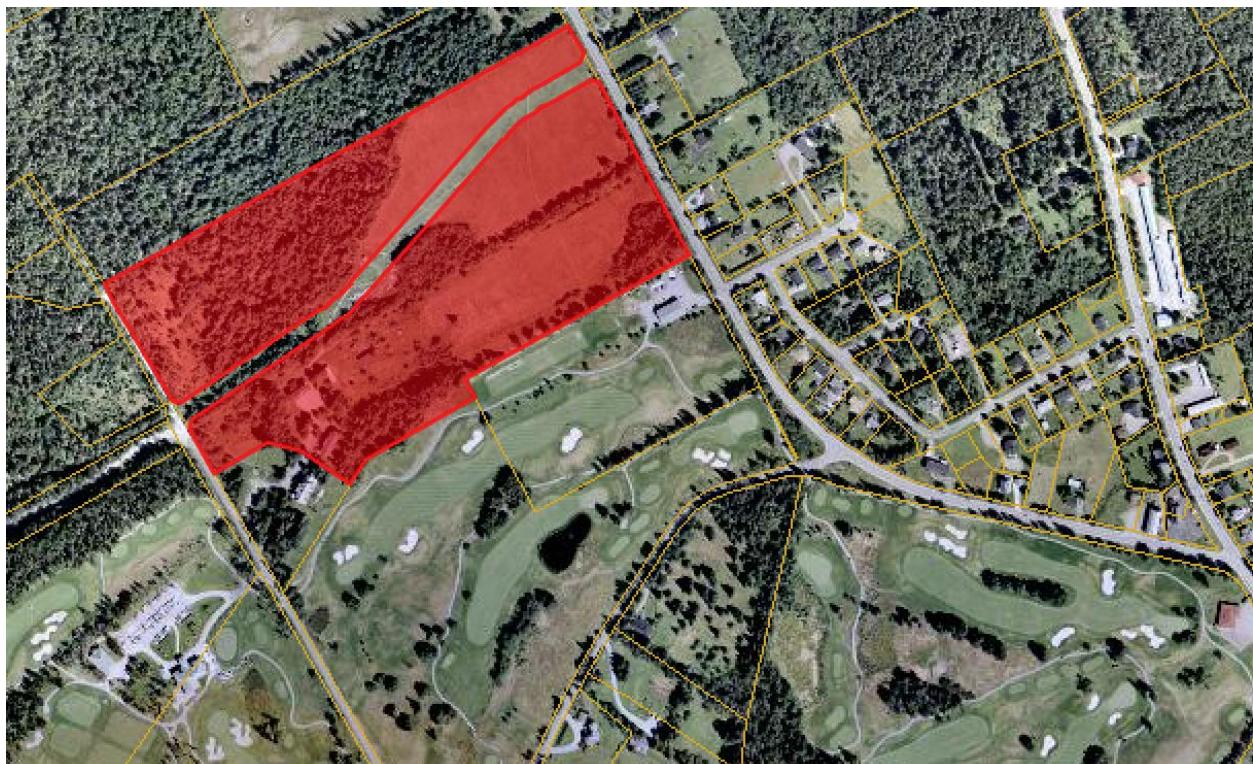
Another interesting option is combining or using parts of town owned PID's 15164486, 01325741, and/or 15064074 located on Bar Rd. Combined, these properties could yield up to 100 3-bedroom dwelling units. There is no need for that large of a number or that density, but this could become a very interesting master planned community with a small apartment building, row/townhouses for sale and rent, tiny homes (e.g. <https://www.spurfreedom.org/meet-our-tiny-house-team/>), live/work spaces, artist studios, etc... While this area of town isn't serviced (costs would be roughly \$1.5 mil) and is not centrally located, the Van Horne Trail could easily spur across town-owned green space to connect this area to the rest of town. This connectivity and the size of parcels also means a potential space for a knowledge park (see next section).

## Town Owned Vacant Property Development Options



### ***Knowledge Park (see Background Studies – 6. Economy)***

This project has been talked about for years and there are proposals related to it in the current municipal plan. It is likely this would be a development partnership between the Huntsman Marine Center and the town. The obvious location would be PID 15070675, which straddles Marine Science Dr and is already owned by HMC. There is also the potential to use town owned PID's 15164486, 01325741, and/or 15064074 located on Bar Rd (see above map). In either case, a secondary plan or development scheme should precede the development. HMC has no immediate plans to develop a knowledge park on this parcel, it may be used for small-scale uses like a community garden, or trailhead infrastructure for cyclists. The Municipal Plan and Zoning By-law should ensure that this parcel can be developed in a way that supports HMC plans as they contribute to the overall growth of the Town.



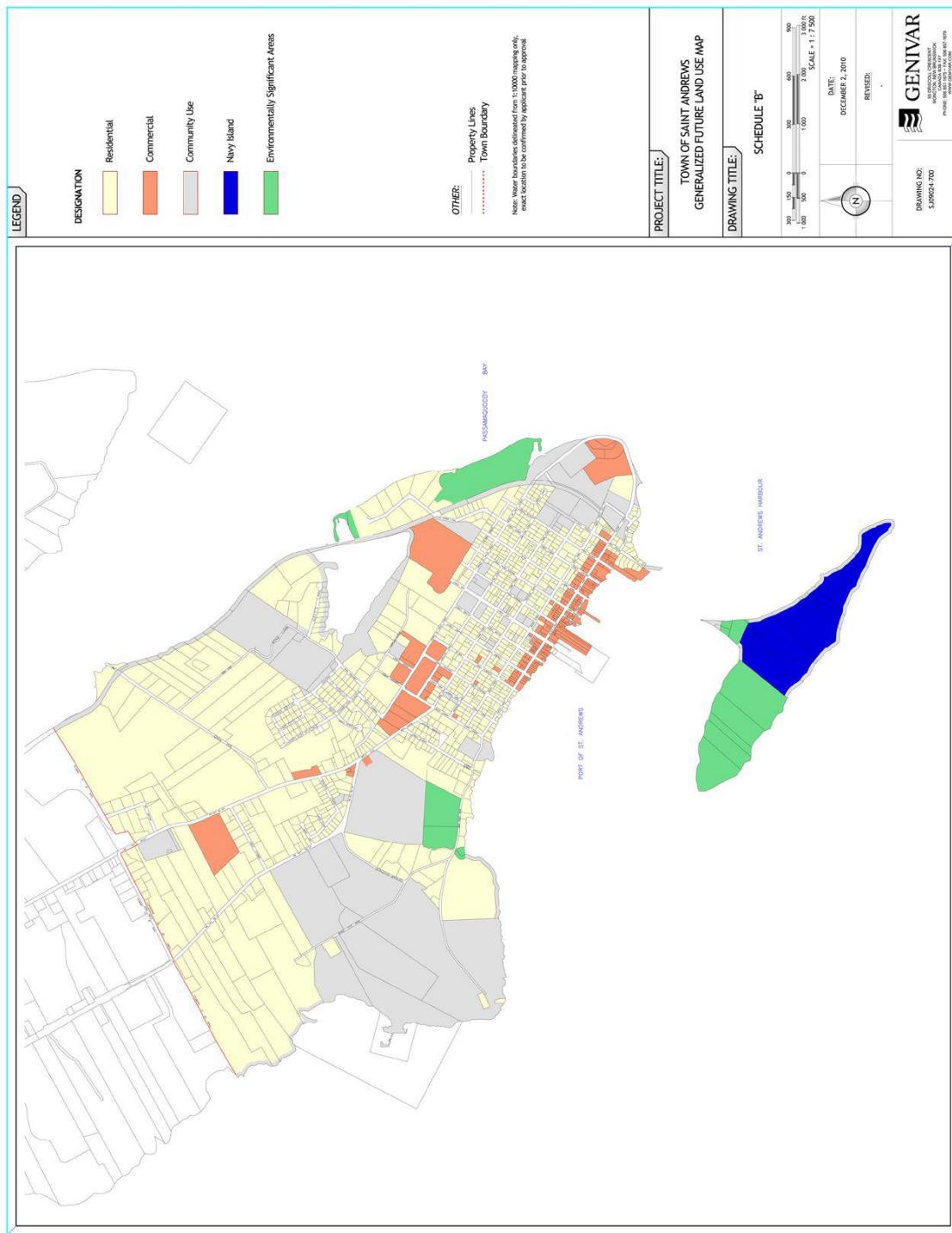
### ***Community Use-Recreation and Parkland; Institutional; Mixed Use***

One of the issues with the 2010 GFLUM (see map below) was the term 'Community Use'. This use was too broad and contained recreational areas, institutional areas, parks, and environmentally significant areas – the last being especially problematic as it encroaches into private residential properties. In addition, property lines appear to contain these areas. Property owners were understandably confused, and this confusion has led to significant misunderstandings. There are also properties under this designation that have the potential to become residential or have residential uses. These properties should be designated as Mixed-Use.

The new GFLUM will not use the Community Use designation and will instead use the following designations to replace community use:

- Recreation and Parkland;
- Institutional;

- Environmentally Significant Areas/Restricted (development may be restricted, but in the cases of private residential properties, ownership belongs unambiguously to the property owners); and
- Mixed Use.



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## **Appendix B.**

### Potential Futures

# Potential Futures

Southwest New Brunswick Service Commission

## Introduction

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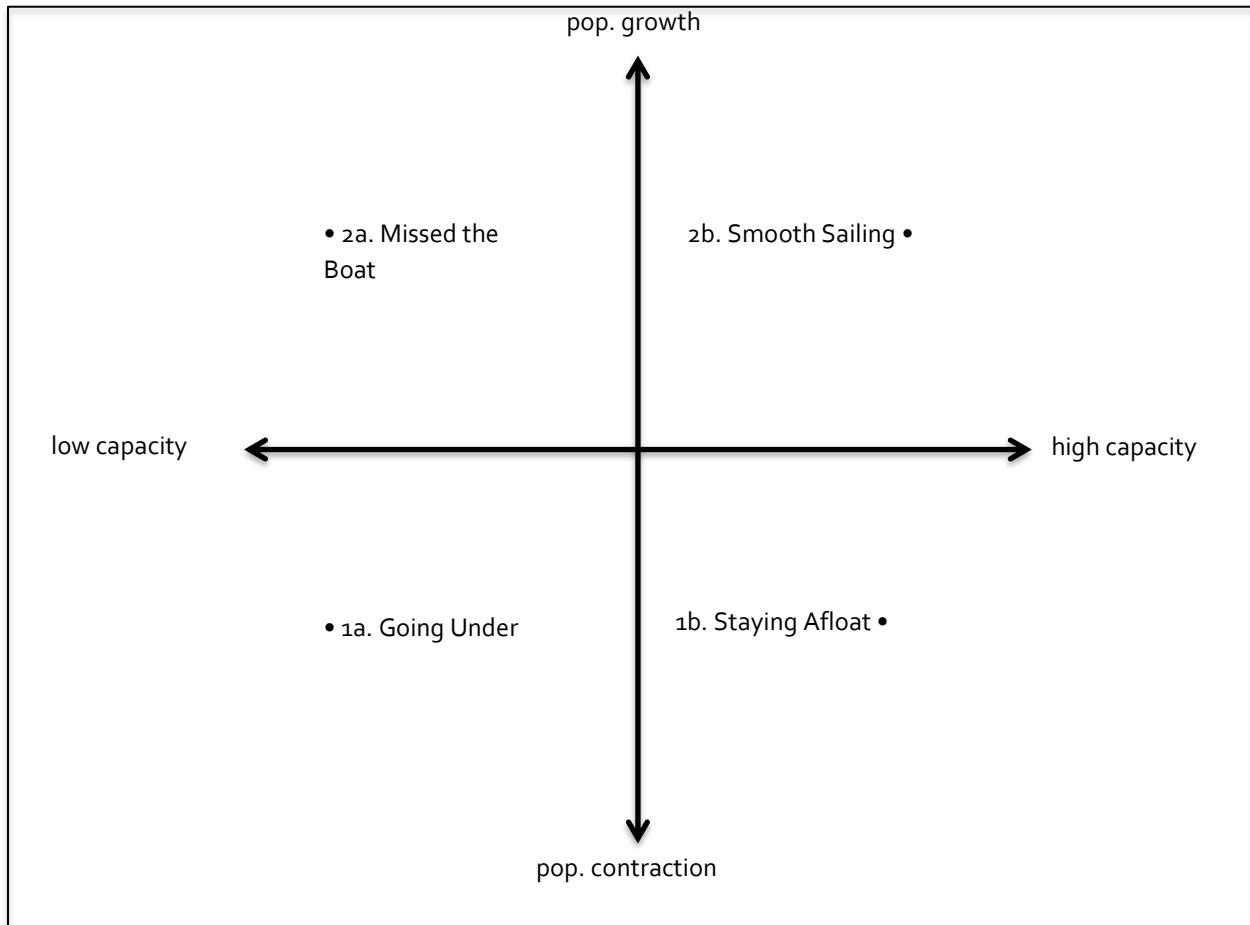
In thinking about its future Saint Andrews needs to be both reactive and proactive.

Saint Andrews must be reactive because many of the forces that will impact the community are not controllable by the community: national and even global economic changes will lead to changing opportunities and shifting migration patterns and climate change on a planetary scale will certainly impact coastal communities.

Saint Andrews must be proactive because there are interventions that can allow the community to leverage external forces for community benefit. Saint Andrews must be proactive in understanding how these external forces are affecting the community to know what interventions are appropriate. While policy implications and strategies change depending on those larger forces, what is critical is that Saint Andrews understands what is happening in as close to real time as possible. Waiting until the 2021 census (data not available until 2022) is not sufficient for short-term and long-term planning.

These population projections and scenarios have been designed to consider a range of realistic possibilities based on current local, provincial, and national trends. Going further, they include potential interventions based on past interventions, case studies, and best practices. Most importantly they include *indicators* that aspects of these scenarios are starting to play out, and in the conclusion, *policy directions* for how to steer towards desired outcomes.

There are four scenarios: a set of two different responses based on a context of either population contraction or population growth. These scenarios are not mutually exclusive and may play out in different timescales. It can be helpful to imagine two axes, the horizontal being the population and the vertical being the capacity of Saint Andrews to proactively react, with the different scenarios falling into different quadrants.



## ***Data and Sources***

Population projections are sourced from *Small Area Population Forecasts for New Brunswick* and *Southwest New Brunswick Recreation Master Plan* (please contact SNBSC for a copy). It should be noted that projections are based on Charlotte County or the St Stephen Health Community Zone with the current proportion of the Saint Andrews population used to determine Saint Andrews' future population.

Peters, Paul A. (2017). Small Area Population Forecasts for New Brunswick (Report No. 2017-02). Fredericton, NB: New Brunswick Institute for Research, Data and Training (NB-IRDT). [http://www.unb.ca/fredericton/arts/nbirdt/\\_resources/pdfs/report-small-area-population-forecasts.pdf](http://www.unb.ca/fredericton/arts/nbirdt/_resources/pdfs/report-small-area-population-forecasts.pdf)

Stantec Consulting, LTD & Trace Planning and Design. (2018). Southwest New Brunswick Recreation Master Plan Final Report. Lawrence Station, NB: Southwest New Brunswick Regional Service Commission.

# Scenarios

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## 1. Contraction

Canadian demographic trends have remained constant. Those from less populated areas are moving to more populated areas: rural to urban and East to West. The only areas growing in Atlantic Canada are urban centres: Halifax, Moncton, and Fredericton. There is regional growth around these centres, but it does not extend to Charlotte County. By 2036 Saint Andrews' population has declined by 6% to 1,716. The population has aged to the point where the majority of residents are now over fifty years old.

### *Indicators*

#### Global

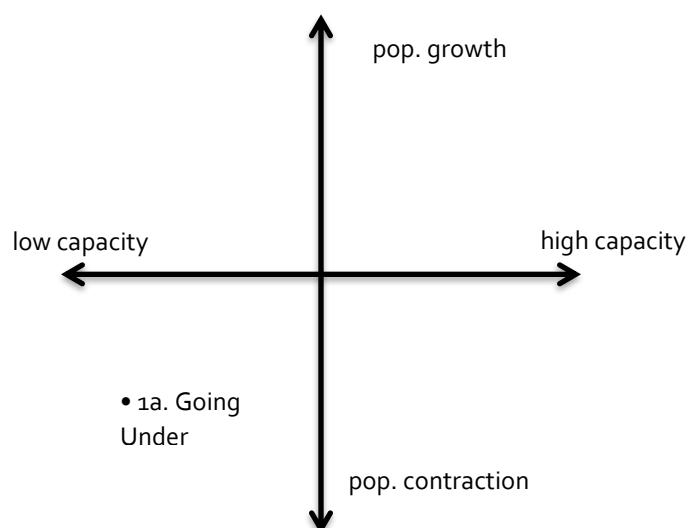
- Decreasing rate of Canadian economic growth (GDP)

#### Local

- decreasing rate of in-migration/out-migration to NB
- Population decrease
- Immigrants not being retained (2-3 year attrition typical)
- Median age of community rising, growing number of 65+

### 1a. Going Under

In order to grow the economy and increase population, Saint Andrews has focused economic development on its primary industry, tourism. While more and more tourists are coming, this puts additional strain on municipal infrastructure: roads are clogged with traffic, natural amenities like trails and parks are overrun, and rental and housing prices have soared due to the



AirBnB effect. The ecological and cultural heritage that draws many to Saint Andrews is being literally eroded by increased foot traffic, and tranquil maritime views are now dotted with cruise ships. Although there is an initial boost to the economy, employment is increasingly

seasonal and with no signs of economic diversification, it is increasingly difficult to attract new, year-round residents.

In the long term, the tourism economy cannot sustain itself. The lack of year-round opportunity means youth leave

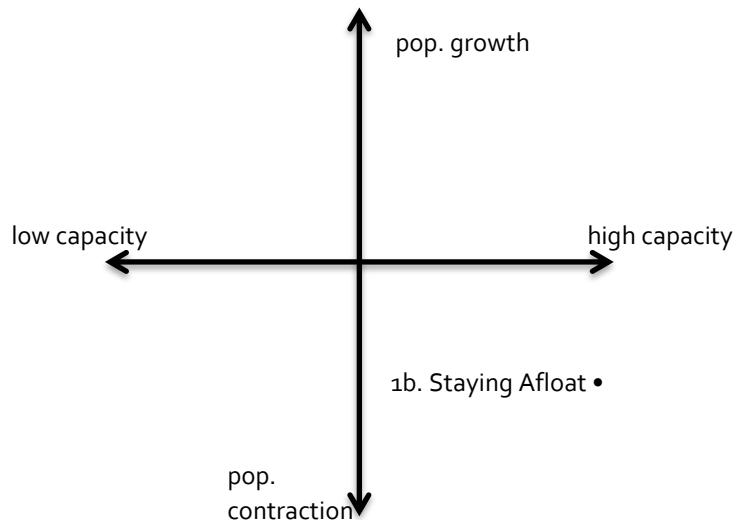
and do not return and immigrants do not choose to settle down. When business owners retire, they do so without secession plans. Due to decreasing services and amenities, tourists increasingly seek other markets. A shrinking tax-base, growing disparity between rich and poor, and decreasing opportunities for youth continue to exacerbate community development issues.



### 1b. Staying Afloat

Saint Andrews has leaned into its aging population. The same things that make Saint Andrews attractive for tourists make Saint Andrews attractive for retirees. In fact, it is likely that many migrant retirees were once tourists. 'Urban' retirement communities are being planned in the main plat so that residents are walking distance to amenities.

Saint Andrews may still struggle to attract younger residents, but the economic development associated with new retirement communities – construction projects, nursing and personal support worker jobs, and the financial, social, and intellectual capital of new retiree residents – is of great benefit to the community. International students are



supported in applications to NBCC's Personal Support Work, Human Services, and Practical Nursing streams, with job placements leading to employment. Retirement related careers offer full-time employment providing economic security — increasing the likelihood of settlement. The tourism economy is still active and growing, but a diversified economy makes this growth sustainable.

## 2. Growth

Fed up with the increasing unaffordability and un-livability of major Canadian cities, Canadian migration trends show signs of reversing and less urban areas begin to repopulate. Smaller urban centers still see growth, which pushes regional growth. More and more jobs are done at a distance and so values besides proximity to work take increasing priority in where people choose to settle. The growth in population and employment opportunities in Moncton and Fredericton (and possibly Saint John) leads to regional growth – growth that now occurs at higher rates due to the increasing prevalence of telecommuting. By 2036 the population of Saint Andrews has increased by 6%, around 100 people, to 1,936.

### *Indicators*

#### *Global*

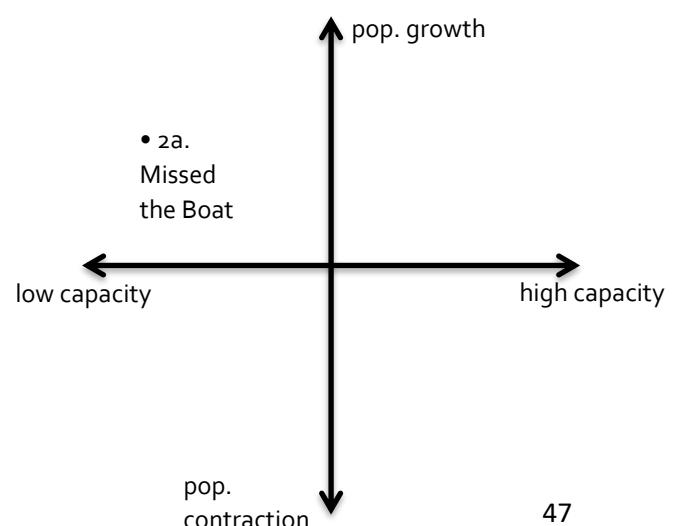
- Increasing rate of Canadian economic growth (GDP)
- Changing workforce demographics (increase in telecommuting)

#### *Local*

- Increasing rate of in-migration/out-migration to NB
- Population increase
- Immigrant retention (5+ years)
- Median age of community lowering, growing number of families with children
- More people choosing active transportation methods

### 2a. Missed the Boat

People are attracted to Saint Andrews beauty and relaxed pace of life, but a lack of housing options and development focused on the periphery means that the younger telecommuters who are seeking an urban lifestyle in a more rural setting might come, but they don't stay long. The only population



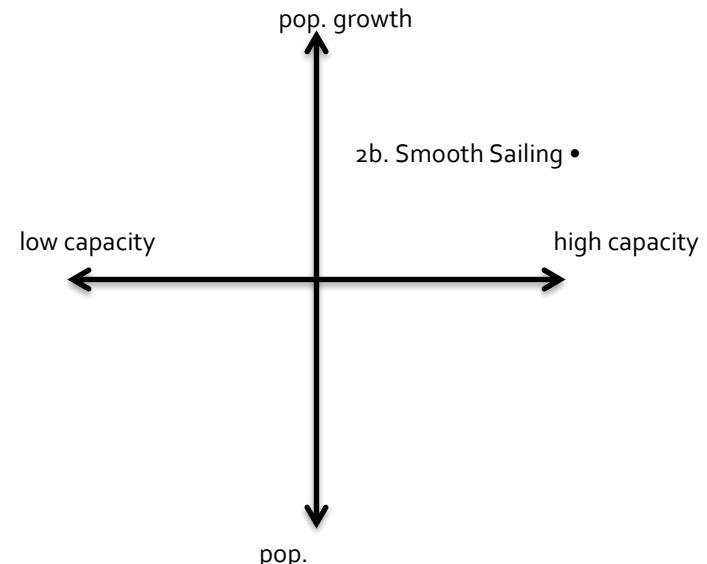
increasing is retirees but since most new housing are single-detached homes on the periphery, seniors' needs are not met and long-term growth is uncertain. Tourism remains the focus of the economy.

Political disagreements bog down otherwise straightforward processes and developers once interested in Saint Andrews look for other opportunities. Short term cost saving is prioritized over long-term investment and so infrastructure improvements that would attract new residents like bike lanes, community gardens, and daycare centers are passed over. Unfortunately, this means that potential younger residents pass through Saint Andrews and after a short period of growth, the population begins to decline and age once again.



## 2b. Smooth Sailing

Saint Andrews has leveraged its marine-scientific assets into a diversified economy. New private aquaculture companies have been attracted to a thriving scientific community that includes NBCC, the Huntsman Marine Sciences Centre, the Wild Salmon Interpretive Centre, and other private industry. The development of a new scientific research park means that Saint Andrews is fast being seen as *the* knowledge hub for Atlantic marine research and bio-science. Retirees are flocking to Saint Andrews spurring additional economic and community development and the tourism industry is growing sustainably.



Housing has been built to meet the needs of this growing population – there are diverse options that meet the needs of every age group and family structure. Because of smart-growth planning practices, the footprint of the town remains the same while density increases. Due to the increase of telecommuting, residents are less reliant on their cars for daily commuting. Retail services have increased to meet the needs of a growing population and active transportation methods now meet the daily needs of most residents — infrastructure

that supports those methods will need to be increased and maintained. While Saint Andrews does not require internal public transit at this time, it is important that it is part of a regional transportation network that meets the needs of residents.



## Conclusion

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Based on the above scenarios SNBSC recommends the following broad policy directions:

- An aging population requires urban design that focuses on accessibility and active transportation
- Development should be consolidated so that no new servicing is needed, e.g. creative re-use of heritage buildings that are no longer holding business or residents
- A diverse economy is far more likely to be resilient to global changes than a single focus (i.e. tourism) economy
- Long term investment should be prioritized over short term cost saving

Population growth, especially in a small community, takes time. In 20 years it is unlikely that the population will fluctuate by more than a hundred people in either direction. Of course, that is a large proportion of the current population and either way will impact the community. However, good planning is good planning. To grow Saint Andrews' capacity to leverage changes into benefit should be the ultimate goal of any plan and one of the upsides of slow growth is that it can be properly planned for. While Saint Andrews should certainly enact growth policies, many of the factors that lead to population growth are outside the control of the community. What is in control of the community is how it responds to those changes. Understanding demographic shifts as they are happening through careful monitoring, responding to community needs through active engagement (like the Age-Friendly Community Survey), and using best-practices to ensure those needs are met will ensure Saint Andrews resilience in the face of uncertainty.

## **Appendix C.**

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Public Feedback from Surveys (Distributed May 31, 2018) and Community Forums (June 7 and November 24, 2018)

## **Feedback from Surveys (Distributed May 31, 2018) and Community Forums (June 7 and November 24, 2018)**

### **Vision (77% agree)**

- Good vision, much better than 2010
- What is the year-round "winter" interest to draw tourists
- Centre of education, yes. Tourism: how? We do not have the infrastructure. This looks like nice wish.
- Change "vibrant" to "dynamic" x2
- Cultural assets includes Passamaquoddy indigenous heritage. This should be explicit in vision.
- Take out the word "tourist" destination. Makes better sense that way.
- "year-round" is unrealistic x2
- More reference to the arts
- Add arts and culture.
- Looks good (mom and apple pie!)
- Cultural center – not just academic education, not wholistic enough
  - Shouldn't be first
  - marine is a growth area
  - dynamism – new industries
  - order
  - "dynamic" instead of "vibrant"
  - Dynamism from IT
  - Remote workers, upwardly mobile
  - Quality of life
- Tourist + destination
- Year-round tourism doesn't mean same tourism extended through the year
- Vision needs to include Passamaquoddy
- "be a centre of education and marine science" is stuck in here to try and reinforce something that has not yet shown great promise - science groups building on huntsman marine drive.
- Saint Andrews will offer (WHO) residents of all ages, as well as local, national and international tourists (WHAT) an accessible and vibrant community and a leading year-round tourist destination (HOW) by protecting, promoting and supporting its natural environment, expertise in marine science, architectural heritage, and its educational, recreational and cultural assets.
- Vision statements are just that... an ideal representation of the future. Vision statements will have no basis in reality unless there are clear proposals and policies within the new Municipal Plan that articulate "how" the Town will "implement" these aspirational goals!
- I like the vision expressed above but feel it should be extended as follows: Town Governance will actively advocate in favour of economic development and will create an attractive business and development climate through its policies and by-laws
- Saint Andrews will be a vibrant community for residents of all ages, protecting and promoting its natural environment, architectural heritage, and its recreational and cultural assets, including provision of support for all year-round tourism activities and for investment in coastal science research and education.

- Saint Andrews will be a centre of education and marine science, a top summer tourist destination with some year-round tourism, and a vibrant community for residents of all ages by protecting and promoting its natural environment, architectural heritage, and its recreational and cultural assets. I think that the costs of building infrastructure required to be a "top" year round tourist destination would be so great that the top summer tourist designation could not be reached or maintained and the quality of life in the town would suffer.

### **Environment (12 votes for priority)**

- Need to include climate change (sea level rise)
- Trees on private/public land needs to be protected on shoreline for erosion
- Include allowance for a trail on Bar Road
- All warm blooded animals need to be controlled (ticks)
- If we need other/outdoor recreation we could start with areas where families could be in nature walking/cycling more than 1 km at the time
- Should recognize east coast link trail
- Planning should accommodate extremes of weather that comes with climate change
- Recognize trails and recreation facilities are used by people of all abilities and ages – benches, washrooms, etc.
- Integrate ministers island trails with saint Andrews trails
- Agree in general
- Chlorine flushes into Katys Cove, needs to be looked at.
- Oriental sweetwater weed and Japanese knotweed (invasives)
- Sewer point thousands of dead baby crabs
  - Town needs to be more proactive around the environment
- Significant erosion on point
- It is a must that Saint Andrews is connected to trails and safe cycling infrastructure so that visitors and residents can explore beyond the Town's borders without being in a car. Adventure tourism is one of St. Andrews greatest potential assets
- We submit the Town Municipal Planning Committee to move in the very near future to requisition funds to engage an engineering firm to survey and submit plans for a Granite Rock Breakwater from Navy Island Bar eastward. Further we believe the same survey include a similar breakwater be built from Joe's Point southward to Niger Reef. This project will be very costly. However, we believe the St. Andrews waterfront will continue to erode unless some major undertaking is seriously considered within this decade.
- There are a myriad of environmental problems in this town. There was no swimming when I moved here but now it is very common on the beach at the point as the water warms. I worry about sewage runoff coming out of the pipe in the middle of that beach, as well as the ungodly runoff from the "marsh" adjoining the beach. There is no shoreline protection from the Celtic Cross to Katy's Cove, and all but 1 family living in the exclusive O'Neill Farm have clearcut all shrubs and trees from the edge of properties to improve the view. That shoreline has eroded about 15 feet since I moved here 20 years ago, and with the steepness of the bluffs, it's going fast. You have a resident who has clear cut all stabilizing brush from the salt marsh side of the

walking trail from the Mallory property line to the far side of the marsh, again for the view. Also, a local realtor and landscaper have clearcut about an acre of Nature Trust land, entering and illegally cutting with heavy equipment. They were told to stop on the first day, but returned on day 2 and continued until we had it stopped again. There were no consequences for the habitat destruction or entering the town walkway with excavators and a pickup truck. I have photos of both. How unusual that the lot overlooking this area, which had never sold, went within a couple of months of the cutting. Amazing how illegal clearcuts can sell property in this town. There is Japanese Knotweed growing throughout the town, especially on the Ernest Street extension. It is one of the worst invasive plant species in North America and the only attempt to control it is one patch across from Karl Deerings house. I have discovered a LOT of oriental bittersweet in the same part of town, another very invasive species. I told the girl at ECW but I don't think anything is being done about it. The list goes on. I guess my pet peeve is the deer/lyme disease, partly as a result of having spent 43 years of my life as a wildlife biologist.. All warm blooded animals can carry the tick involved, and migratory birds have hastened their movement north as they will attach to birds. I was on antibiotics this winter for a tick. However, if it's one thing St Andrews has, that I have never seen the equal of, living across this country from BC to here, is the cat population, both pets and feral cats. I think you have a bigger tick problem here than with the deer. You have an incredible number of loose animals roaming the town and then going into their owners houses, onto their beds, onto their couches and so on. Maybe it's time you put a leash law and control program on cats. I'll stop here.

- It is a must that Saint Andrews is connected to trails and safe cycling infrastructure so that visitors and residents can explore beyond the Town's borders without being in a car. Adventure tourism is one of St. Andrews greatest potential assets.
  - St Andrews is currently only accessible by car (or boat). There is no safe cycling infrastructure or trails that connect the town to neighbouring communities and beyond. This type of infrastructure will attract visitors and residents alike and create a world-class adventure tourism destination. This is needed for year-round tourism.
  - St Andrews needs to take full advantage of its natural assets, make them accessible, and promote them.
- People come to St. Andrews (either to visit or live) for many reasons but often it is due to the beauty of the environment, the many activities available for outdoor recreation as well as the less hurried atmosphere of a small town which has many cultural events and places to walk to on rainy days. We need to protect our environment while making it assessible to tourists and residents. The environment is directly related to our wellness. Being able to walk/cycle to most activites, to teach our children how to enjoy and protect our oceans and beaches as they use them, and to have available outdoor sport venues such as the playground, tennis courts, rink, Katy's cove, ball fields for familys to get exercise all contribute to our physical wellness. The ability to see and smell the ocean and watch its tides contribute to our mental wellness. Our environment in St. Andrews makes this a different place than anywhere else in the world.
- Many residents and visitors come to St. Andrews in the summer for the golf and other outdoor activites. The Algonquin Hotel has control over two pieces of property that draw many visitors - the golf course and Katy's Cove. The town should maintain good relations with the hotel to ensure that these locations are kept available for both residents and visitors. Many seniors would not retire here without golf. Katy's Cove offers the warmest salt water swimming on this

coast and visitors love the ability to let their children run around on the breach and swim where they can watch them. In years past local children learned to swim here. Seniors swim here to maintain thier fitness and wellness. It is a unique jewel that has been a major tourist draw in the past and it needs to be maintained to be part of our tourism draw for families in the future.

- The current vision is more appropriate to a municipal plan. It would have been good for people to view it as an option. The proposed vision appears to put certain economic development as its primary focus. The plan's function, under law, is to direct good municipal government that supports a range of longterm objectives and should convey this in its mission. As now stated, education sector development (first on the list) appears to be the town's top priority. I don't think this is true.
- Katy's Cove provides warm salt water swimming which is where families can spend time in the summer. It is a tourist draw and provides healthy exercize and entertainment for old and young.
- Significant opportunity exists to promote and develop infrastructure to support cycling and outdoor recreation (eg hiking)

## Heritage (13)

- Push for heritage recognition of ministers island
- We need to prioritize seeing our heritage properties as assets to our community and come up with creative ideas to make that work to our benefit. Once historic fabric is lost we can't get it back...
- More trees on king street
- NO suburbia please. Maintain character of the town. Maintain green space.
- What are the plans for the current historic health centre – a vacant building?? I hope not
- In general the owners (including the Town) have been and are respectful to the maintenance of our built heritage
- To what use is this building (courthouse) going forward?
- Decide and plan use of buildings prior to purchase
- Need to maintain historic characterization of St. Andrews
- Heritage preservation area on/an old heritage business district
- Nothing on education of heritage values. Focused design guidelines that are visual and flexible in nature.
- "respect the look" doesn't have to be a 300 year old house
- I am concerned about protection of architectural heritage. Does that mean another draconian by-law proposal? I would like to know so that I can begin to oppose it now.
- It defines the character of the town and its appeal to both residents and tourists. It makes us special if not unique.
- If you want to protect architectural heritage please consult with those of us who have heritage homes and allow us to have a say in the matter. Do not allow self-selected people to ? a by-law that reflects the concerns of a few - like the business community.
- The historic buildings and their upkeep delighted visitors to st andrews early on, and still create an atmosphere not found elsewhere, which combined with the sea setting will continue to draw tourism provided all other developments are sympathetic and in keeping

- tourism in this town is dependent upon the overall "loyalist" look.
- The culture of St. Andrews is centered around its historic fabric. I would like to see this developed further as a true asset to our community and a larger part of our identity.
- I select Heritage and General Land Use/Development because these two are under significant irreversible threat in the near future: decisions made in the next few years cannot be undone later, as the resources and land use options will be gone. This is not the case for most of the other issues. Also, much of Navy Island is now protected by means other than the municipal plan.

### **Arts and culture (8)**

- Develop plans to increase usage of present facilities
- Better (any!!) communication from council
- Recreation coordinator
- Arts and culture reflect communities and very important for expression
- Need to ensure cultural activities and events are well advertised and coordinated
- Current building stock owned by the town should have a long-term strategy for maximizing their use
- Must support museums with important historical and cultural collections. Economic spinoff as it brings in visitors
- Ensure the arena is supported and maintained
- We do a great job here...but it would be lovely to have more cultural activities outside the summer months
- To enrich lives of residents and provide an added experience for visitors.

### **Land use and development (9)**

- Communal space like that in front of courthouse and centennial park and Indian point park, old baseball field, ???maid Park, Mallory field should be celebrated and kept for EVERYONE
- Would like to see more Water street merchants given painting incentive to keep their store fronts looking "fresh" yearly, respecting heritage traditions
- We need to be careful not to exclude new development because it "looks" different!
- Land use rule should forbid construction near water and flood areas
- Keep downtown and peninsula area intact i.e. no vacant lots or buildings
- Have proper zoning so businesses are not placed with residences
- Ensure commercial buildings in town centre conform to a set of historical guidelines to match architecture
- Where has all the green space gone?
- No buildings on flood plains
- Ensure buildings are accessible to all
- Town is living on old memories of gracious properties. Very few now exist. In 1950's the "existing" built form, green spaces, larger lots were maintained. Minimum lot sizes should be established and original character maintained.

- Designate the point sacred property on the Akagi and campground property
  - Official request from Wabanaki nation – two witnesses
- Term “community use” needs removal
- Previous town plan only amended for land use
- Lots of lots have rights to low ?
- Vision in design guidelines
- Density needs to be balanced in the social fabric
- Development in plat needs to be smaller
- Disher can do beautiful
- Confusion over what community use means
- Lots are being held at Bayside industrial park, can't be purchased
- Planning bylaws must be enforceable, and the "will" to enforce must be evident. We currently have unsightly premises bylaws that are completely ignored from an enforcement aspect. We have bylaw re. garbage bins location that are ignored as new ones appear and no enforcement is evident re. there locations.
- The town should consider encouraging all new homes/buildings built on (or near) the coast to be built at higher elevations to mitigate against possible future rising oceans and tides.
- Aging infrastructure requires attention along with shortages of residential and commercial properties for addressing needs for growing the residential and business populations. Increased "capacity" may go a long way to promoting growth.
- The current Plan is very outdated and flawed. It provides no real guidance for how the elected leaders and administration need to "plan" for growth and development going forward. In particular, there are critical issues in front of the Town that need to be addressed in the new Plan including: the effects of climate change, traffic and parking in the downtown core area, housing needs, development within the Town Plat, recreational needs for all (but especially for seniors), and how the impacts of tourism affect the quality of life for residents of Saint Andrews.
- We need to control how our town develops to maintain its unique historical character and "quaintness" as well as ensuring enough green space remains to enjoy.
- Do not develop to modern like everywhere else along the coast. Develop heritage styles that fit in.
- Keep the ambience of the old – do not use present plan for town squares, it is ugly! Keep trees! (referring to Fredericton?)
- I hope the Zoning bylaw will be significantly revised, the sign section put in a separate bylaw and a heritage bylaw implemented, as was supported by most town residents. Maps in all documents should be revised to accurately show the National Historic District and the Town boundaries.

## Economy (12)

- Maintain a healthy econ dev line item in all budgets, appoint a councilor responsible for econ dev
- Vacant buildings on the main street are an indication of a community in decline
- Need for full accessibility for businesses
- Railings on stairs of store steps – some have, some don't
- No malls, no chains
- Algonquin does winter weekend. Thursday-Friday
- Increasing shoulder season
- Curling tournament proved that year-round is realistic – April 9-14<sup>th</sup> + 3 mil, partnered with hotel, 160 volunteers
- Bird migration area is a huge growth area for birders
- Hotel open all winter – hotel and unstoppable
- 175 people through huntsman and ministers island
- Economy is the key element to our beautiful town thriving and continuing to be the most awesome place in NB.
- Bay is warmest end of October. Why no tour operations in winter. Bay keeps town warm in winter.
- Cycling event in April to November. Fall is wonderful.
- Snow shoeing
- St Andrews needs INTERESTING BOATS tied up at the wharf - boats that can be visited and toured throughout the tourist season. This would increase our town's appeal to visitors enormously. I realize that making this happen would involve a lot of steps, modifications, permits, etc. But these barriers can all be overcome. What's needed is the vision, confidence and determination to do it. We are not taking full advantage of our beautiful coastal "by the sea" location and picturesque harbour. We should.
- Maple camp for shoulder season
- What is the rise in low income
- Incubator space at NBCC
  - OASIS (? Jeff can explain further), entrepreneur mentorship
  - Degree in business admin
- Without a robust economy it will be difficult to keep our drug store, grocery store, hardware store as viable business all year long! You must grow your business community.
- The two items noted (economy, land use) are, in my opinion the most important listed in that they tend to generate revenue, rather than absorb it. Going forward, I feel the town is unlikely to obtain much funding from either of the senior governments. Revenue will have to be raised at the local level, and not just by jacking up the assessment rate! St Andrews must evolve into something different from what it currently is, if it is to remain viable in the coming years. The tax base must grow and development is the way forward, to my mind. It has been done responsibly in other communities and it can be done here as well.
- All areas mentioned are important. Economic Development is needed to build a sustainable community in the headwind that will be experienced due to the confluence of the Province's bad economic position, the likely imposition of additional carbon taxes by the Federal

Government, the service demands by the growth of numbers of older citizens, and a trade war with the US (I recall that exports to the US are the largest contributor to the NB economy outside Federal transfer payments)

### Institutional (5)

- Keep activities IN town eg. Health centre, do not sprawl and lose charm x2
- Schools need to be more multi-purpose and accessible to the larger community
- A new medical clinic should be as centrally located as possible – should include a nurse-practitioner
- Need older people care workers in town to look after older residents. Train “home care workers” for jobs for aging population (year round work)
- Need French immersion in schools, bussing to St Stephen is not an acceptable solution x3
- Work with NBCC to establish a residence
- Especially our nursing home???
- Ensure wellness centre is approved
- Health-care a priority. I know someone who just spent 9 hrs in ER in St. Stephen for a 5 minute consult and prescription
- Need a wellness centre that incorporates alternative forms of medicine as well as complementary ones
- Better enhanced health service at existing site. USE WHAT WE HAVE.
- Need local doctors accepting new patients
- Need. To pursue relocation of “medical centre” e.g. Barr Road or Marine Science Drive.
- Schools/research institutions are the primary drivers of our local economy. Help them succeed, and the other issues/topics will follow.
- how to attract new medical staff (and employ their partners)
- We need a proper medical centre with doctors who accept new patients OR allow walk-ins
- 

### Infrastructure and services (9)

- Need internal charlotte county affordable transportation
- water and sewer services are expensive. Before expanding, maintain current infrastructure. New is not free (buildings should be better maintained)
- Have to have better traffic control measures on Water Street
- Ensure the planning process addresses parking and washroom for the public
- Tour operators could park at arena perhaps and shuttle passengers to wharf etc leaving downtown free for others
- Should owners and staff park on queen or parr to allow others to park on Front (water?) Street – especially in “tourist season”?
- More public washrooms would be nice, along with more parking
- improve water quality to eliminate blue effect on appliances x2
- address the needs of market wharf and the harbor re growth in visitors coming by boat.

Appropriate to break water for protection.

- It would be great to have a police force that does traffic enforcement
- There is absolutely nothing related to the town water supply and emergency contingency plans
- All infrastructure projects must include age friendly community objectives utilizing age friendly guidelines
- Look at "well" standard
- Town water supply needs to be higher priority. Blue green algae.
- An alternative source of water needs to be found
- Aquifer in oak bay huge problem
- 375 gallons/minute
- What is the point of all the rest if you don't have this.
- Also, an awful lot of people are fed up with the speeding situation around Augustus, Montague and Parr Streets, both the incredibly reckless college students, and the high speed snowplow drivers in the big trucks. Not to mention the people rolling through the intersection of Montague and Augustus in the morning while talking on their cell phones as they take their kids to the daycare! It would be nice to have a police force that does more than the odd traffic stop for seat belts and liquor, and races to town for the parades. Where are they Wednesday and Thursday night when the students pile out of the bars? They're sure not around this end of town.

## Housing (13)

- Affordable housing options needed for those over 50 and before the lodge (nursing home) or gravesite. Extramural privatization is way too expensive.
- Will there be realistic seniors housing? Anchors landing is geared towards active 50 year olds x2.
- Need intergenerational housing x2
- Inspected student housing so safety inspections can verify a safe living experience
- Housing needs to include options that are affordable and meet the needs of different generations
- Control slums too, there is a lot of bad rentals around here and no inspection
- Affordable housing is needed to ensure economic growth in town
- If we are encouraging new economic growth we need places for the minimum wage workers to live comfortably!
- We also need student housing and affordable housing for summer employees
- Utilize W.C. O'Neill facilities for summer service workers who need accommodations
- Secondary suite, lots of houses have garages
- Looking for apartments is so discouraging
- How to do renovations without the income
- Should Airbnb be regulated? Creates challenges for affordable housing
- Not many places for seniors to live and those that do exist are not cheap
- St. Andrews needs affordable housing (rental units) there are people that can find work in town but cannot find housing.

- we do need more housing that is affordable to middle class folks.
- Need. Housing very important for seniors. condos for purchase and garden homes at affordable price!!
- For college student coming in the fall and staff for summer employment needs safe, clean, and affordable housing.
- NBCC residence could be accommodation for summer staff for downtown stores – OR tourism accommodation
- Ensure accommodation is available for students, summer staff, new families

#### **Navy Island (4)**

- Agreed x 2
- No development
- Objective has been achieved by the existing zoning bylaw. No further action needed.
- Should be kept as green space. We have little left on the mainland.

#### **MISCL**

- Winter weaving course in Blacks Harbour in St. A
- Pressure treated water dock going into ?
- Accessibility needs to be in the plan or considered
- Beautification
  - We feel that beautification is very important for our town. Making visual improvements to individual properties, removing clutter, garbage and old vehicles from properties and also keeping properties mowed more than once a month. The town or the people of the town need to be more aware and help clean the garbage from the side of the roads, ditches and tree areas throughout this beautiful town.
- Immigration needs its own
- Lakes are warm
- We need "heads-up" leadership in our town - people who truly respect our past but have a strong vision to move ahead - to make us even better - without destroying the quaintness for which we are known -
- Simple changes can improve everything
- 60-70% of residents don't like tourism (totally anecdotal)
- Communication between town and residents could be improved
- Please work to preserve our history, to expand our seasons to include more activities in Fall and Winter and bring more activities for a variety of ages.
- Plans have little value unless there is an implementation regime that identifies how the vision statement, goals and objectives, and proposals and policies are going to be rolled out over the life of the Plan. Without a defined implementation program, the revised Plan will be of little value to the community it is supposed to be designed to serve!
- Please think about your middle and low income families as much as you do about the business owners and wealthy.

- I think that St Andrews has a good chance of being a "sustainable" community, but it will take hard work and attracting major investments. In my opinion the sad truth is that there will be many towns and villages which will not be sustainable due to the Provincial challenges of ever increasing needs and reduced fiscal capacity. Provincial policies such as the imposition of double taxation on non residents, second home owners, and landlords disproportionately affect growth in Holiday and Tourism Towns like ours which in turn dilutes the benefit of this policy to the people of NB. Efforts to expand the tax base should be a priority. An opportunity exists to increase density in the town by encouraging smaller residences on an infill basis. This is working in major cities and would work here. Moving the work centre outside town limits and repurposing the land for town houses, condos, etc would payoff. Might consider a residence for NBCC as a way to reduce some of the Thursday night activities!
- More focus on families. St. Andrews is not just a community for seniors.
  - While a beautiful community, St. Andrews needs to be more welcoming of change and not focused on what was in the past. If it wants to continue to attract young families, decisions need to be made that will make them want to come and stay. Food choices, family friendly events, microbreweries, work out facilities are all needed in the community and will contribute massively to an influx of a younger population.
- Although I don't believe we can be all things to all people, I think we need to build on our strengths - our coastal waters, fishing/aquaculture industries, conservation areas, hospitality services, arts and culture, and science. The Town needs to focus on what needs to be done to promote all year round residents; i.e., all year round jobs or jobs that cover all/most seasons, educational support for kids of all ages that stands them in good stead for jobs (near or far), and affordable housing for all levels of income. With that, tourism/hospitality/cultural events will thrive and investment in research/science will be enabled by a stable/resident work-force / pool of expertise.
- I think the current municipal plan needs only minor updating to continue to be effective – the same view supported in the recent Vision 2020 consultation - and hope that this exercise will not turn into a complete re-write.
- Citizens need to be involved in planning and supporting bylaws.

## **Nov. 24 Feedback**

### **Land Use and Development**

- Zoning restrictions on mini-homes and trailers good, maybe considerations for business
- Municipal finances need to be considered in future development
- Consider how banks interpret zoning
- NBCC has land for knowledge park
- Pedestrian access (sidewalks?) to all areas of new development
- Backyard urban agriculture
- Agricultural land can be lost forever
- New development has consideration for vegetation (tree sponsoring)
- Public access to shore
- Well-designed multi-family housing
- Knowledge park needs a policy unto itself
- Tiny houses (small house village) should be allowed where they can be compatible

- Could prohibition on mini homes be lifted for newer development areas?
- Huge opportunity for business development based on sciences
- Row housing and apartments are needed
- Incentivize multi-family
- Look at unused federal land for affordable housing
- Need assisted living apartments
- Amalgamation between SA and Chamcook would create room for industry

### **Arts, Culture, Recreation**

- Separate arts/culture and recreation
- Need designated staff
- Is there a rec. facilities inventory
- Dog park, fitness park
- Educational trails
- Presentation in events needs to live up to responsibility of top destination, make sure events accessible for residents
- Courthouse should not be 'handcuffed' as just a cultural asset
- Develop comprehensive arts/culture policy
- Don't distinguish courthouse, just 'town assets'

### **Heritage**

- Current policy ok but doesn't go far enough
- Adding guidelines good idea, should be worked into bylaws
- Linked to economy
- Move heritage up in the awareness of the town, developers, and public
- Increase attention to viewscapes
- Specific properties initiatives
- Spoken acknowledgement of heritage at council meetings etc...
- Help owners access grants
- Develop demolition bylaw
  - Tied to fees, tax breaks, time in goal 😊
- Upgrade competency of heritage hosts
  - Training, rewards
- Link guidelines to changing times
  - Sea level, greenhouses gases
- 'enforce' via incentives
  - Tax breaks, fee tied to demolition
- Civic trust not powerful
- Heritage must be higher profile for town
- Branding
- Heritage is organic
  - Reflects the times and social norms
- Expensive to upkeep heritage properties
  - Find grants
  - Heritage designation helps

- Designated heritage areas can have their own guidelines
- Build guidelines into property tax assessment
  - Provincial authority

### **Economy**

- Grow beyond tourism, build on strengths
- Take risks
- More scientists, more research
- Link assets, more partnerships
- Gap analysis should be done
- Regional approach, competition between municipalities bad
- Encourage transfer of skills/knowledge
- Agriculture/agro-tourism
- Shop local
- Need ways to fund infrastructure
- Make development easier
  - New ideas, new people
- Services have to be adequate for growth
- Align with other municipalities for advocacy (property tax system reform)
- Amalgamation and cost-sharing worth exploring
- Healthcare businesses needed
- Attract seniors
- Clear statement that economic development #1 priority of the town
  - Clear strategy, targets, and actions
- Business expansion to meet needs
- Economic development agency/concierge (a la Moncton)
  - Future Saint Andrews
- Healthy economy is diverse, abundant, and large
- Don't wait until 2020 to start!
- Better definition of heavy and light industry
- Re: attraction and retention strategy, focus on retention
  - Transportation a factor
  - Understand why people leave
- Diversify culture

### **Environment**

- Reduce impacts of wave erosion
  - Artificial reefs
- Communication requirements/strategy (effective presentation)
- Re-use retention ponds as water source?
- Holding tanks and rain barrels; residential solutions
- Green roofs
- Renewable energy sources: more information on sourcing (bylaws, simple delivery of messaging)
  - Entice small business

- Waste management
  - Restaurant disposal of organics
  - Composting organic waste
  - Old electronics
- Bee hives and bat populations increase native plants
- Moratorium on building in floodzones
- Wildlife friendly gardens
- Coastal erosion and shoreline protection
- Deer population lyme disease
- Light pollution
- Invasive species-chamcook lake
- Wharf
- Soil quality, zoning based on soil quality and purposes (quality 1-2 ag use, 3-4 urban dev.)
- Develop network of recreational corridors to allow movement of wildlife and people
- Fire hydrants to prevent spread of possible forest fires
- Air quality – sulfur dioxide
  - Firewood smoke (health concerns)
- Green infrastructure
  - Trees
    - Mitigate impacts
    - Elm trees historical, replant
    - Property ownership as it relates to stewardship of trees (who is responsible), cost
    - Inventory of trees, tree committee
    - Planting flowering trees, bees
    - Control/selective species
- Explore advantages of green infrastructure

### **Infrastructure and Services**

- Ensure provincial oversight of Chamcook
- Composting would reduce garbage
- Safer walking lanes, sidewalks/lines to/from schools
- Parking on one side of Parr and Queen during tourist season
- Water St. one way, Queen one way other way
- Switch off streets for winter parking
- Town apply for grants for fire protection
- Need more control over police resources
- Risk based asset management, how do we pay for it?
- Wharf, protect what we have before expanding
- Cruise ships, marine impact
- Parking outside the Plat with shuttles (water tower?)
- Not everyone wants 1-way water st, pedestrian only wharf
- No paid parking
- Rented parking for residents/staff

- No large cruise ships
- High speed internet for business district
- Need parking if wharf/square to be pedestrian only
- De-salination of water, other treatment options?
- Better control of sanitary for developments outside of plan
- Capture and re-use stormwater
- Better street lighting (reed ave.)
- Widen wharf-kiosks for vendors
- Extend market to the wharf
- Amalgamation could allow for community-based policing
- Power outages, pruning policy
- Roundabouts at major intersections (harriett/reed)
- Better traffic enforcement
- Businesses rent parking spot for cafes/kiosks, etc.
- Streets may be too narrow for bike lanes
- No idling
- Arrangement with Chamcook to protect the lake
- More storm water collection and treatment
- De-salination, wells, where possible
- Regional composting
- Speed control on queen
- Policing fine
- Sprinklers on water st., should be legislated?
- Make more use of sentinel system, more announcements
- Town-side free wifi
- Wharf operators should pay more
- Multi-use wharf good

## Housing

- Definitely need re-zoning eg. Townhouses for new families
- Low income housing
- More Airbnb for tourists
- Intergenerational accommodation
- Affordable housing – seasonal employees
- Need to implement municipal plan
- NBCC apartment complex used by entire community throughout the year
- Can we interfere with private homeowners re Airbnb?
- Affordable housing closer to core (walkable)
- Multi-unit intergenerational units w/in town
- Tiny house community, review zoning
- Second subdivision
- Affordable temporary (1 wk – 4 mths) housing
- Difficult to regulate Airbnb
- Airbnbs not paying taxes relevant to hospitality units

- Zoning for granny flats, pocket neighbourhood
- Building density considerations
- Divide larger homes into apartments
- Affordable smaller housing options eg apartments
- Quality of Airbnb
  - Is it self-regulated
  - Takes year-round accommodation off the market
  - Diversify economy from tourism so young come here to live
- Student housing
- Housing for summer staff
- Land availability
- User-friendly zoning
- Unused federal land?
- Need definition of affordable, not more than 30% gross income
- Lack of smaller houses
- Does current zoning allow for multiple small homes on current lot sizes
- Smaller lot sizes
- Work with all levels of gov to provide affordable housing

## **Institutions**

First of all, people did not want anything deleted or added to the list provided and felt all points provided were relevant to the Municipal Plan 2020

- Health Care Facilities – There is a great need for a comprehensive Wellness centre – one with a “Swing Office” the cost of which and the use of, could be shared by a number of health care professionals including (but not limited to) massage therapist, foot care specialists, etc. This space(s) would be managed by the Town or the Wellness Centre – not the individual health care specialists.
- The point was made that such a wellness centre would not only be of service to the existing Saint Andrews population, but would also be a draw for people thinking about settling in this town. A new centre would also help attract a much needed second doctor, dentist and other health care professional using the centre on a part-time basis.
- It was noted that the people of Saint Andrews may be more “cosmopolitan” than other small towns in our area and as such the current and future residents “want something a little more – a state of the art wellness centre with all the services.”
- Education and Research Facilities – It was noted that the education and research industries within Saint Andrews are the largest employers and the jobs within these sectors are typically full-time, long-term with above average (for the community) salaries. Therefore, they are critical to the town’s economic well-being and should be supported by the Town.

- The educational and scientific “built” institutions need to be up-graded and some need to be expanded and still others need replacement. The Municipal Plan “needs to set up the conditions for this to happen.” While our cheat sheet (on the wall) stated that the Town support NBCC’s strategic Plan, it was felt that the Town should actively support the strategic plans of both the Biological Station and the Huntsman as well.
- People felt the Town needs to support the idea of a Knowledge Park with special emphasis on Research and Higher Education, “the more we can attract researchers – the better.”
- Public education at the primary and high schools levels was also a concern. It was felt that the “Town develop a process/plan to ensure that our schools remain within the community and continue to educate at a superior level. People want the Town to work more closely with the schools – become partners with the schools.
- Related Discussions – People want the security of having “assisted living” accommodations (whether it is a series of townhouses or apartments) as part of our health care and housing strategy. This type of accommodation would allow people independence while ensuring appropriate daily care.
- We need to attract a bigger population to Saint Andrews – all of the above would encourage this. “We need to keep the community vibrant. Heritage is lovely, but it won’t pay the bills and it won’t attract new residents”

## **Appendix D.**

Saint Andrews Business Survey Results

## Saint Andrews Business Survey Results

June-July 2018

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- 30 businesses (43%) surveyed in person
- 2-30 minutes/survey
- Spoke with owner or manager
- Sample is representative of different types of businesses and different geographical locations of businesses
- Policy directions:
  - increase housing supply for current and future employees;
  - improve communication and information sharing;
  - traffic/parking/corridor improvement needed

1. How many years have you been in business?

- Newest: 1 month
- Oldest: 136 years (Kennedy Inn)
- Average: 24
- 69% at least 10 years

2. Please check the months of the year that you are open.

- Year-round: 52%
- 8-10 months: 15%
- 5-6 months: 26%
- 3-4: 4%

3. How many people are employed at this business?

- Largest: Alonquin-223 full time in summer, 68 off season
- Average (excluding Algonquin): 6.61

4. How many are full time/part time?

- Full-time: 82%; 60% excluding Algonquin
- Part-time: 18%; 40% excluding Algonquin

5. If you are open year-round, how many employees are seasonal

- 47%; 18% excluding Algonquin

6. How many employees live in Saint Andrews?

- 47%; 69% excluding Algonquin
7. Would you be willing to hire a senior as part of the Tourism Employment Fund for Seniors pilot program? (wage supplements of 50 per cent of the minimum wage for placements.)
- Most eligible businesses interested, several unaware program exists
8. Would you be willing to participate in a co-op program with the high school or NBCC?
- Many already do
9. Is your business accessible? (ramped entrance, doors/aisles wide enough for mobility devices, etc.)
- 55% accessible
  - Those that aren't make efforts to support disabled customers (bringing products outside for customers to inspect, physically assisting customers up steps)
  - Barriers: not owning building, "never had any issues/no one else is doing it", age of building, cost
10. Do you have any plans for expansion?
- 10% recently expanded
  - 4% have plans (adding services, developing online store, purchasing adjacent property)
11. Do you feel like there is adequate communication between the town and your business (Are you updated about events, road closures, tour bus schedules, etc.)?
- 45% feel like there isn't adequate communication, more likely to respond positively if in CoC but some feel cost of membership prohibitive
  - Info is hard to find, don't find out about things until they are happening, monthly update email would help
12. What challenges do you face as a business owner in Saint Andrews?
1. Parking/Deliveries (esp. Water St/CC zone)
  2. Staffing (esp. Accommodations, relates to housing)
  3. Seasonality
  4. Lack of Economic Development
  5. Communication
    - staffing, cooperation b/t businesses, too much focus on retirement, housing

- traffic, deer, staffing -> housing, economic development, water
- parking
- not much focus on econ dev, need more services (bank, etc), unsightly property, lack of housing for seasonal staff
- seasonality
- seasonal
- other businesses open hours
- more public washrooms, parking, too many studies-not enough action, housing
- seasonality
- parking
- staffing, location (east of wharf), too many restaurants
- parking (only one side of queen, shuttle for employees)
- parking
- weather, US\$
- agreement with council
- residents lack of interest in seasonal businesses
- parking
- reputation as developer unfriendly, lack of information, inconsistent enforcement, double taxation, exceptional special treatment, building too close to the water, unsightly (grants for beautification)
- deliveries not given enough time --> pallets left outside
- staffing, seasonality, weather dependent
- high property taxes, recycling, affordable housing for employees
- communication, deliveries
- old ways of thinking, never felt welcomed
- deliveries
- locals would rather drive further and spend less money vs. supporting local
- draconian health + safety standards (e.g. can't use ladder to paint upper storeys)

13. What do you like about doing business in Saint Andrews?

1. Community
  2. Customer base
  3. Physical assets (environment, architecture, weather, etc...)
- community
  - approachable people, Angela
  - tourism, sure to be busy in the summer
  - sense of community, marketing of saint andrews
  - beautiful, nice atmosphere, good community
  - business community
  - customers
  - people, visitors, hospitality, everybody out to help, community, weather

- community
- busy, meet a lot of people, location, friendly people, snow cleared
- quiet
- community
- community
- unique, quaint, not overrun by commercial business
- love town, lots of local support, sharing experience
- customers
- small town, hospitality, atmosphere
- easy to sell
- 3 months nonstop business, access to new people
- the people, beautiful, climate, clean streets
- business community
- small, walkable, easy to get around
- lots of customers, nice town
- hometown
- getting to know the locals