

EASTERN CHARLOTTE COMMUNITY DEVELOPMENT PLAN

Phase 3: Mobilize and Facilitate Report

*Realizing, embracing and celebrating diversity
and the potential it offers for prosperity.*



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Section 1: Introduction

The Board of Community Development of Eastern Charlotte (CDEC) embarked on the Eastern Charlotte Community Development Project in 2019 with the goal of helping the region reach its economic potential. Eastern Charlotte's demographics reflect most of rural Canada. A declining population made up of older, long-time residents who are near retirement while many of the younger people have moved to urban centres for a number of reasons. This has created workforce pressure on local businesses whose operations are expanding. The Board recognized that Eastern Charlotte, in order to continue its important economic role within the province, would need to attract and retain more young families and workers. The Board further realized that the anticipated influx of new residents to fill existing employment opportunities in processing, administration and management within industry would create additional employment opportunities in government services, along with increased demand for housing of all types and investment levels (seniors' developments, apartments, single family homes, temporary housing and more). CDEC determined its efforts would need to be focused on the full spectrum of community development.

Section 2. Background

In September 2019 the Department of Post-Secondary Education, Training and Labour approved a four-phase approach, stating: "Due to demographic shifts in Eastern Charlotte County, resulting in a shortage of workers in various industries, we agree there is a need to establish a community-wide approach to improve the future of the region for current and future residents through economic growth". Phases 1 and 2 have been completed.

Phase 1 assessed community support for the project by identifying local community leaders and businesses. Phase 2 identified four main areas that are creating barriers to sustainable economic growth: Inclusion, Housing, Transportation, Employment & Entrepreneurial Growth. Phase 2 also included recommendations for establishing Working Groups for each of these areas, along with the following deliverables for each Group:

- An Action Strategy with an Implementation Plan
- Roles and responsibilities for each of the action items
- A detailed timeline for each action item
- A list of potential partners who want to contribute funding or in-kind resources

Community feedback on the Working Group Action Strategy and Implementation Plan.

Phase 3 of the Project has now been completed with positive results, which are outlined in this report.

Section 3. Phase 3 Process

The Board of CDEC followed the recommendations from the Phase 2 report and established four Working Groups to address the main areas that are creating barriers to sustainable economic growth: Housing, Transportation, Employment & Entrepreneurial Growth, and Inclusion. Each Working Group was comprised of community members involved in the respective areas, as well as representatives from local companies.

The Working Groups met numerous times in order to understand the depth of the local challenge, to review best practices in other areas of the province and country, and to make recommendations on how to best deal with Eastern Charlotte's challenges. The meetings resulted in the development of Actions Plans for each Working Group, outlining what the members considered the best approach.

This report contains the final reports from each Working Group and a list of Working Group members. Following are the key recommendations from each Working Group.

3.1 Working Groups Recommendations

Each Working Group provided a number of recommendations for their area of focus. The key action items for each are provided below, with the full reports attached in the Appendix.

Housing Working Group

Recommended Approach: Establish an Eastern Charlotte Housing Development Working Group to provide guidance, coordination and leadership on developing a broad-based approach to housing alternatives for Eastern Charlotte.

High-Level Action Plan

- Ask Community Development of Eastern Charlotte (CDEC) to create a Housing Development Working Group for Eastern Charlotte.
- CDEC would survey local organizations to determine their level of interest in joining in a region wide effort to develop housing options.
- CDEC to recruit the initial Working Group members, ensuring representation from the business community, newcomers, and other experts as deemed necessary.
- CDEC to request and manage start-up funding for the new Working Group to cover first years of operations until a sustainability plan is realized (maximum 3 years) with a salaried contractual arrangement of an individual(s) to achieve scope and mandate noted above.

Transportation Working Group

Recommended Approach: Create an Eastern Charlotte Transportation Working Group dedicated to facilitating the development of a transportation service to support the attraction and retention of a workforce to meet local business needs.

High-Level Action Plan

- Ask Community Development of Eastern Charlotte (CDEC) Transportation Working Group to coordinate an approach to the RSC, to see if the RSC is willing to explore options for the capital costs and maintenance support, while a partner would look after operation of the service.
- CDEC to work with existing transportation non-profits in the area involved (or becoming involved) in transportation issues (e.g., Eastern Charlotte Waterways), to identify an approach to offer subsidized transportation services.
- CDEC to ensure there is leadership in place on the Transportation Working Group with representation from the business community, newcomers, and other experts as deemed necessary.
- CDEC to request and manage start-up funding for the transportation service to cover first years of operations till breakeven is reached, or for up to 36 months of operations.

Employment and Entrepreneurial Growth Working Group

Recommended Approach: Create an Eastern Charlotte Recruitment and Business Advisory Committee dedicated to facilitating the development of jobs and businesses in the area, to support the attraction and retention of a workforce to serve the local region and to promote the opportunities available in the area.

High-Level Action Plan

- Create a “community profile” providing background on life in Eastern Charlotte.
- Create a community awareness program promoting the “beauty and benefits” for visitors and to create pride of place. This will encourage local residents to act as recruiting agents for Eastern Charlotte.
- CDEC to work with existing business-focused non-profits in the area (e.g., Chamber of Commerce of Eastern Charlotte County), to identify collective action on the recruitment of new workers.
- Develop training programs for local works to improve their skills.
- Develop a strategy to assist current small business owners with succession planning and leverage local experts in delivering support and training sessions. As an example, business brokers could be invited to be guest speakers.
- Target small business succession opportunities for spouses of newcomers to Eastern Charlotte which has been identified as a need.
- Develop an entrepreneurial skills training program.
- Develop a dual action “Buy Local” program with the business community.
- The revitalization of ‘main street’ in our towns must be a focus – highlighting existing local shops and entrepreneurs. Also highlighting the gaps or opportunities that communities need (i.e.: gourmet coffee shop in St. George) as this can potentially attract entrepreneurs.
- Work with providers and government to enhance the quality of internet access in the region. Leverage public commitments and strategies while working with local providers who have already shown an interest in serving Eastern Charlotte.
- Create a ‘land’ strategy. Some communities have given free land to people/families looking to move to the area. Communities could have a list of identified land opportunities – if anything is held municipally or provincially it may be a piece to further attract people to the area.

- CDEC to request and manage start-up funding for the Recruitment and Business Advisory Committee to cover first few years of operations until breakeven is reached, or for up to 36 months of operations.

Inclusion Working Group

Recommended Approach: Establish an Eastern Charlotte Hub facility as a not-for-profit organization to provide year-round multigenerational recreational activities and programs, inclusion support services, and social and cultural events in one central location.

The priority of this facility is to make it easy for newcomers and residents to connect and develop a sense of belonging; and to contribute to their physical, mental, social, and financial well-being. This can best be achieved in a facility that is open long hours, multi-purpose in design, with components that respond to and are accessible to diverse need, interests, and levels of skill and ability.

High-Level Action Plan

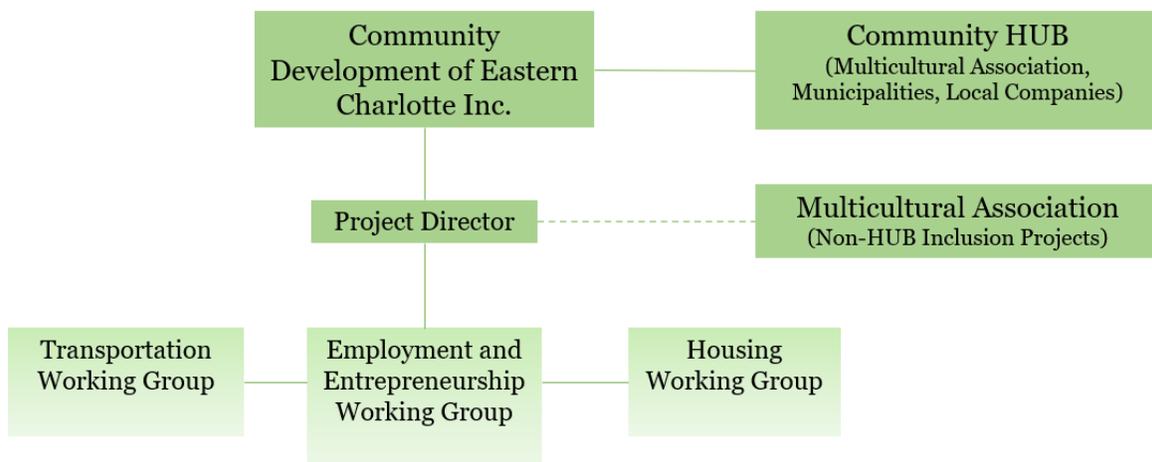
- Explore the possibility of partnering with Black’s Harbour Village Council to include the operation of the Patrick Connors Recreational Complex as part of the Community Hub offering of services.
- In partnership with community groups, schools, businesses and residents, offer the following inclusion activities at locations throughout Eastern Charlotte.
 - Develop multilingual welcome and direction signage.
 - Encourage the development of cross-cultural programs in community schools.
 - Encourage more families to host international students at the middle school and high school level.
 - Find funding for community groups to host events/activities open for all residents to attend to and meet other residents as well participate in community life. Examples are BBQ’s, cooking classes, festivals focused on diverse cultures , sporting events, snowmobiling and so much more. Key focus is providing low-cost child-based programs and activities to allow families to engage with each other and connect with other families.
 - Provide support the Multicultural Association of Charlotte County and help find external funding to allow them to provide community activities and events.
 - Offer education and training opportunities to allow new residents and their partners the chance to improve their skills, including entrepreneurial training to provide the knowledge of how to start a business.

Section 4: Implementation Plan

The recommendations provided by the Working Groups have given the Board of Community Development of Eastern Charlotte (CDEC) a solid understanding of the challenges and needs facing Eastern Charlotte in recruiting residents to the area while retaining the current residents, especially younger citizens.

Recommended Approach: The CDEC Board provide the direction and oversight of a 2-stream approach to implementation. The 2-stream approach is based on separating the development of the Community Hub facility from the day-to-day implementation of the other recommendations. There will be overlap between the streams in the implementation phase, but each will have different areas of focus that will be laid out further in this section. Below is a graphic depiction of the proposed areas of focus and reporting.

CDEC Organization Chart



Stream 1

Engage a Project Director to implement the recommendations from the Working Groups on Housing, Transportation, Employment and Entrepreneurial Growth and any Inclusion recommendations that are not related to the development of the Community Hub. Many of the recommendations from these Working Groups are time sensitive, especially with respect to recruiting a sufficient workforce to satisfy the growing demand for workers in production and administration. The need for trained and skilled workers is growing as technological advances drive the sectors, and the international reach of many businesses operating in the area.

The Project Director would report to the Board of CDEC and would be responsible for managing Stream 1 projects, with emphasis on working with:

- local employers to assist in delivering training, education and support in preparing the existing workforce to adapt to changing technology and new employment opportunities.
- local employers, municipalities, Regional Service Commission and other stakeholders to address the recommendations around Housing and Transportation to determine how to provide these vital services for the recruitment and retention of residents to the area. The recruitment of workers from outside Eastern Charlotte is underway, but there are challenges in these areas that need to be addressed as soon as possible.
- the Charlotte County Multicultural Association office in St George to support their efforts to make Eastern Charlotte a welcoming and inclusive community for newcomers and current residents.
- the Eastern Charlotte Chamber of Commerce to develop and/or deliver courses on how to support local purchasing, succession planning, new entrepreneur training, and the development of shared resources for recruiting new residents and workers to the area.
- local stakeholders to implement as many recommendations as possible and identify additional areas of support for increasing the livability of Eastern Charlotte.

The Project Director's contract should be a three-year term, with the possibility of an extension, in order to properly address the Working Group recommendations. This time frame will also allow the greater community to determine if the service warrants their financial support to continue.

Stream 2

Determine the sustainability of the Inclusion Working Group recommendation for the development of a Community Hub. The CDEC Board will manage Stream 2, the development of the Community Hub. It is proposed to undertake a step-by-step process using the services of consultants, selected for their areas of expertise, who will report to the Board of CDEC. The areas that will need to be addressed feature:

- Development of conceptual drawing and Class D cost estimates to allow the Board to understand the capital required to build a facility that addresses the needs of Eastern Charlotte. These estimates should also include projected annual operating costs and cost-saving measures.
- Determination of sources of capital and operating funds for the Community Hub. Potential sources would include government programs, foundations, local employers, municipalities and other stakeholders while also looking at community-driven revenues through memberships, rentals, etc.
- Development of site selection criteria, identifying the options available, recommending a site.
- Development of programming for the Community Hub, including the Patrick Connors Recreational Complex, to ensure these facilities are fully utilized and local needs are met Also require an approximate cost of providing the potential options in the Program.
- Development of a Business Plan to attract the necessary support to move forward to construction if the initial data analysis shows the project is sustainable.

It is expected these areas would be developed in greater detail by the Board of CDEC and undertaken within a 12-month time frame. This will allow the greater community to determine if they are prepared to support a Community Hub by attending and with their financial support.

Before undertaking these two streams it is recommended that the Board of CDEC undertake a governance review of their organization to ensure they have a skill-based board that has the time and commitment to provide the necessary direction and oversight of the implementation. This recommendation is intended to provide an opportunity for the Board to confirm its composition and commitment to address the entire area of Eastern Charlotte.

Section 5: Proposed Budget

The following budget estimates are put forward to allow the Board of CDEC to implement the hard work undertaken by a diverse and committed group of volunteers of Eastern Charlotte. The budget has been developed following the 2-Stream approach outlined above.

A number of local businesses, organizations and local municipality have promised a contribution to Phase 4 if sufficient funds can be obtained to move forward.

Stream 1

It is proposed that the CDEC Board consider a 3-year window to implement the recommendations as some aspects will be ongoing while others will have completion dates when other community organizations take up a challenge.

Activity	Year 1	Year 2	Year 3
Project Director with overheads	\$90,000	\$92,000	\$95,000
Travel	\$9,600 (\$800 per month)	\$9,600 (\$800 per month)	\$9,600 (\$800 per month)
Office, communications, computer, etc.	\$15,000 (\$5,000 in start up cost for phone and other equipment)	\$10,000	\$10,000
Website focused on supporting recruitment	\$40,000	\$5,000 (maintenance, hosting and translation)	\$5,000 (maintenance, hosting and translation)
Community events with Multicultural Association	\$15,000	\$15,000	\$15,000
Research on Housing and Transportation options	\$12,000	\$4,000	\$4,000
Education and Training analysis	\$10,000	\$5,000	\$5,000
Entrepreneurial, succession and other seminars	\$10,000	\$10,000	\$10,000
High School employment awareness campaign	\$4,000	\$4,000	\$4,000
CDEC Board overhead (for Stream 1 and 2 including audits, legal, insurance etc.	\$10,000	\$10,000	\$10,000
Annual Cost	\$215,000	\$164,600	\$167,600

Stream 2

It is proposed that the CDEC Board consider a 12-month implementation period for exploring the sustainability of the Community Hub. The following are estimates for the various identified aspects of the examination.

Activity	Budget Estimate	Comments
Conceptual design and cost estimates including operating	\$50,000	Needed to analyse community needs with cost and sustainability
Program development and costing	\$20,000	Needed to determine cost of offering programming that meets the community need and affordability
Site selection criteria and determination	\$5,000	Needed to allow a proper site selection to reduce construction costs and provide greatest access
Development of business case with sources of funds	\$40,000	Needed to pull all the pieces together to allow a proper application, communications and allocation of costs

Section 6: Conclusion

The Working Groups have provided road maps for the CDEC to follow in tackling the major challenges facing the area to retain their current residents and recruit new residents to fuel the growing local economy. The Working Group recommendations are intended not only to attract new workers for local business, but also attract residents who can work from anywhere (digital nomads) and fill the jobs that are currently being filled by non-residents.

The Board of the CDEC is now ready to move on to the planned Phase 4 “Implement and Monitor”, which is necessary to assist local businesses with their recruitment and retention efforts, and to prepare the communities for the influx of new residents. Time is of the essence as new residents require certain key services that are lacking in order for them to thrive and help bring prosperity, diversity and an enhanced quality of life to Eastern Charlotte.

Section 7: Appendices

Appendix A: Working Groups Membership

TRANSPORTATION & HOUSING WORKING GROUP

- Chairs: Bill Campbell (Transportation) and Al Craig (Housing)
- Members: Don Killorn, Andrew Lively, Briana Cowie, Joan Majchrowski, Alex Henderson, Xander Gopen, Bob Sleva, Melissa Brown

EMPLOYMENT AND ENTREPRENEURIAL GROWTH WORKING GROUP

- Chair: Laurie Neathway
- Members: Shane Borthwick, Susan Hill, Bob Sleva, Betty Nickerson, Melissa Brown

INCLUSION WORKING GROUP

- Chair: Scott Boyd
- Members: Glenn Hawkins, Tracy Craig, Elizabeth Eldridge, Shilo Boucher, Ray Acebedo, Lana Palaguta, Robin Thurlow, Joan Majchrowski, Hal Mersereau, Caleb Twinamatsiko, Matthew Kernighan, Randy Hanley

Appendix B: Housing Working Group Report

ACTION PLAN

Charlotte County Housing Working Group

BACKGROUND

Housing is needed in Eastern Charlotte County for incoming workers and other members of the existing population. Community Development of Eastern Charlotte Inc. (CDEC) has engaged local residents and organizations to create a plan to work with private and non-profit developers, municipalities, and businesses. A Housing Working Group will be formed, reporting to the Board of the CDEC, to help facilitate and support the development of more housing options.

The Working Group will:

- facilitate projects with developers to secure investment in new or existing housing units;
- maintain up to date information on funding programs across the affordable and market housing spectrum;
- maintain information on potential assistance from municipal governments;
- collect relevant local housing data; and
- provide a point of contact for local companies interested in building accommodations for workers in the County.

The Eastern Charlotte County Housing Working Group will be established under the overall direction of Community Development of Eastern Charlotte Inc.

SCOPE

The Housing Working Group will:

- Facilitate the development of new and renovated housing stock and accommodations.
- Research and analyze capital and operating funding programs offered by levels of government.
- Seek out housing and rent supports that could be offered by local businesses.
- Create a list of available land and support services.
- Support government plans to develop more housing assets.
- Market Charlotte County as a place to invest.

In scope are the following types of housing:

- Accommodations for temporary workers (foreign and domestic).
- Accommodations for newcomers and their families.
- Seniors' housing.
- Family and community social housing.
- Family and community long-term supportive housing.
- Private market housing and apartments.

Emergency shelters and transitional accommodation are outside the scope.

PURPOSE: MANDATE AND ROLE

The mandate of the Housing Working Group is to provide a focal point for housing development activities in Eastern Charlotte County, which includes St. George, Black's Harbour, and the LSD's of Pennfield, St. Patrick, Fundy Bay (Deer Island), St. George (Parish), Lepreau and Beaver Harbour.

Roles to be filled by the Housing Working Group will include:

- To provide a forum for monitoring, advocacy and information exchange regarding housing needs (affordable and market housing) in the region.
- To identify the mix of housing stock available in Charlotte County and where there may be deficiencies.
- To facilitate partnerships for developments through research, outreach and education on opportunities for attainable housing.
- Make recommendations to the Board of CDEC Inc. on housing matters.
- Advise local governments on housing development project opportunities.
- Facilitate collaboration between local governments, non-profit sector and for-profit sector in pursuing funding for housing development.

ENGAGING WITH TARGET GROUPS

The Housing Working Group will work with the following organizations and groups to understand their specific needs and the current programs:

- Municipal, provincial, and federal governments
- Local employers and workers
- Housing developers
- Newcomers and current residents
- Seniors
- Existing and new organizations focused on developing housing in Charlotte County such as Eastern Charlotte Waterways

The Housing Working Group may identify and engage with additional groups as the members deem relevant to their mandate. An engagement plan will be created to establish how to gather these perspectives.

MEMBERSHIP

The Housing Working Group will be created by the CDEC Inc. Board and consist of up to seven members representing a variety of perspectives: local employers and workers, non-profits, government representatives, real estate developers, and people with other relevant expertise (accounting, construction, real estate, legal, diversity).

The Working Group will require a coordinator (full or part time) to take on the activity and tasks of the organization and support communications among the partners.

Housing Options

The Housing Working Group has met a number of times to review existing research, listen to experts on housing issues, and discuss an action plan to be implemented during Phase 4 of this project. The following represent the findings of the group and the recommended plan to be followed during the implementation phase.

Confirmed Information

- There is a deficit of housing options in Eastern Charlotte County.
- The Southwest New Brunswick 2020 Municipal Housing Study shows the need for over 500 new accommodation spaces in the next five years just to house workers moving into the region.
- The housing deficit is affecting all types of groups who need accommodations. (seniors, low income, disabled, new work force entrants, new Canadians and others).
- The most pressing need is for affordable housing options that will help us to attract and keep new residents to the County.
- By working on the housing needs for new employees and newcomers to Eastern Charlotte, it will also assist existing residents with their housing expectations.
- Risk associated with building in rural New Brunswick with lower rental rates and threats to occupancy due to lower population levels makes attracting developers more difficult.
- Rental rates in rural New Brunswick are lower than in urban areas of the province.

Coordination Required

- To grow the housing stock in this region will take a partnership approach.
- Coordination will be required between all levels of government, local businesses and residents.
- A coordination body (Eastern Charlotte Housing Development Working Group) will allow a single point of action to assist in moving toward the desired results of more housing options and attracting developers both local and from outside the region.
- One way to coordinate the growth in available accommodations will be to establish an Eastern Charlotte Housing Development Working Group.
- The focus of the Working Group will be to work with developers, municipalities, individuals, local businesses, and other levels of government to research housing needs, identify available lands, facilitate access to funding programs and take other actions necessary to increase the housing stock.
- There are willing partners in the area who would support a Working Group and participate in its creation and operations.

Recommended Approach: Establish an Eastern Charlotte Housing Development Working Group to provide guidance, coordination and leadership on developing a broad-based approach to housing alternatives for Eastern Charlotte.

Capacity and Funding

- Expertise and knowledge already exist within the area to make a Housing Development Working Group successful and professional in its approach.

- Government programs are available to fund planning and building of more housing units.
- The local municipalities are on board with providing their support to growth in housing options.
- Local companies see a need and are willing to participate in increasing the number and variety of housing options.
- The Housing Development Working Group could have access to information about vacant land, serviced development lots, planning rules, and other necessary data.

Principles

- The Housing Development Working Group has to become self-sustaining over time.
- The Working Group would be a point of contact for developers looking to construct or rehabilitate affordable housing units with a thorough knowledge of rental demand, government support programs and community interests.
- The Working Group would be both inclusive of all types of community members and also include enough expertise to ensure sound decision-making.
- The Housing Development Working Group would communicate regularly with government partners at all levels and make efforts to include them in the process of creating more housing in Eastern Charlotte.

High-Level Plan

- Ask Community Development of Eastern Charlotte (CDEC) to create a Housing Development Working Group for Eastern Charlotte.
- CDEC would survey local organizations to determine their level of interest in joining in a region wide effort to develop housing options.
- CDEC to recruit the initial Working Group members, ensuring representation from the business community, newcomers, and other experts as deemed necessary.
- CDEC to request and manage start-up funding for the new Working Group to cover first years of operations until a sustainability plan is realized (maximum 3 years) with a salaried contractual arrangement of an individual(s) to achieve scope and mandate noted above.

Next Steps

The Housing Working Group will need to finalize and approve the Implementation Plan. The Community Development of Eastern Charlotte team will be responsible for identifying potential sources of funds available to support implementation, including the creation of a representative Housing Development Working Group.

This will become Phase 4 of the Eastern Charlotte Community Development project that has been underway since late 2019. This project has been supported by the local MLA, Andrea Anderson-Mason, along with funding from the Department of Post-Secondary Education Training and Labour.

Key Document

- Southwest New Brunswick 2020 Municipal Housing Study
<http://swnb-housing.ca/wp-content/uploads/2020/09/housingreport-compressed.pdf>

Other Organizations becoming involved in housing in Eastern Charlotte County:

- Eastern Charlotte Waterways – Don Killorn

Canada Mortgage and Housing Corporation (CMHC) Affordable Housing Definition

When the housing sector is efficient and well-functioning, the marketplace should be able to meet most people’s housing needs. Fortunately, Canada has one of the best housing systems in the world. As a result, almost 80% of Canadian households have their housing needs met through the marketplace, supported by our housing finance activities. Our mortgage loan insurance, for example, helps borrowers get financing at competitive rates.

But not everyone has the financial means to access or compete in the housing market. The marketplace, too, is not always able to meet the unique housing needs of certain groups, such as people with disabilities. In these cases, governments, community organizations, non-profits and the private sector work together to provide affordable housing.

What is affordable housing?

In Canada, housing is considered “affordable” if it costs less than 30% of a household’s before-tax income. Many people think the term “affordable housing” refers only to rental housing that is subsidized by the government. In reality, it’s a very broad term that can include housing provided by the private, public and non-profit sectors. It also includes all forms of housing tenure: rental, ownership and co-operative ownership, as well as temporary and permanent housing.

THE HOUSING CONTINUUM



Source: <https://www.cmhc-schl.gc.ca/en/developing-and-renovating/develop-new-affordable-housing/programs-and-information/about-affordable-housing-in-canada>

Appendix C: Transportation Working Group Report

ACTION PLAN

Charlotte County Transportation Working Group

BACKGROUND

Transportation is needed in Eastern Charlotte County for incoming workers and other members of the existing population. Community Development of Eastern Charlotte Inc. (CDEC) has engaged local residents and organizations to create a plan to work with private and non-profit organizations, municipalities and the Regional Services Commission, and local businesses. A Transportation Working Group, reporting to the Board of the CDEC, will be formed to help facilitate and support the creation of a transportation service in the region.

The Working Group will:

- facilitate the efforts of partners to secure investment in vehicles, operating and maintenance support, and overall management of the service,
- maintain up-to-date information on funding programs,
- help municipal and regional governments determine what they can offer, and
- provide a point of contact for local companies interested in supporting transportation options for workers in the County.

The Eastern Charlotte County Transportation Working Group will be established under the overall direction of Community Development of Eastern Charlotte Inc.

SCOPE

The Transportation Working Group will:

- Research existing transportation services, including volunteer and company-subsidized options.
- Research and analyze capital and operating funding programs offered by all levels of government.
- Seek out transportation supports that could be offered by local businesses.
- Identify technology to enable ridesharing and vehicle maintenance providers.
- Work to establish a sustainable transportation system to address the identified needs of local residents through partnerships with like-minded organizations.

In scope are the following types of transportation:

- Transportation for temporary workers (foreign and domestic).
- Transportation options for newcomers and current residents and their families.
- Seniors' transportation.
- Private and volunteer taxi services.

Fixed route bussing services are beyond the scope.

PURPOSE: MANDATE AND ROLE

The mandate of the Transportation Working Group is to provide a focal point for creating a transportation service in Eastern Charlotte County which includes St. George, Black's Harbour, and the LSD's of Pennfield, St. Patrick, Fundy Bay (Deer Island), St. George (Parish), Lepreau and Beaver Harbour. Services may eventually expand into other neighbouring areas.

Roles to be filled by the Working Group will include:

- Provide a forum for monitoring, advocacy and information exchange regarding transportation needs in the region.
- Identify the modes and points of access for transportation possible with the aim of supporting all Eastern Charlotte County communities.
- Facilitate partnerships and marketing regarding transportation services.
- Educate and inform communities and organizations on transportation services in Charlotte County.
- Make recommendations to the board of CDEC Inc. on transportation matters.
- Advise local and regional government entities regarding decisions to be made on transportation service delivery.
- Facilitate collaboration between local and regional governments, non-profit sector and for-profit sector in pursuing funding for transportation services.

ENGAGING WITH TARGET GROUPS

The Transportation Working Group will work with the following organizations and groups to understand their specific needs and the current programs:

- Municipal, regional, provincial, and federal governments
- Local employers and workers
- Transportation service providers
- Newcomers and current residents
- Seniors
- Existing and new organizations focused on transportation services in Charlotte County.
- The Transportation Working Group may identify and engage with additional groups as deemed relevant to the mandate. An engagement plan will be created to establish how to gather different perspectives.

MEMBERSHIP

The Transportation Working Group will be created by the CDEC Inc. Board and consist of up to seven members representing diverse perspectives: local employers and workers, non-profits, government representatives, and people with relevant expertise (accounting, legal, diversity).

The Transportation Working Group will require a salaried contractual arrangement of a dedicated individual(s) to get the process started to achieve the scope and mandate noted above, to take on the activity and tasks and support greater communications among the partners and members.

Transportation Options

The Transportation Working Group has met a number of times to review existing research, listen to experts in transportation issues, and discuss an action plan to be implemented during Phase 4 of this

project. The following options represent the findings of the group and the recommended plan to be followed during the implementation phase.

Confirmed Information

- Local businesses are already providing transportation options for their workers and hear from them regularly that more assistance is needed, especially during the ongoing pandemic.
- There has been a lot of discussion and experimentation in greater Charlotte County on options to meet transportation needs.
- The extent of the need for local transportation options has been tested and seems to justify additional programs or services being implemented.
- The most pressing need is for transportation options that will help us to attract and keep new residents/workers to the County to fill existing job openings.
- By working on the transportation needs for new employees and newcomers to Eastern Charlotte, it will also assist existing residents with their transportation expectations.

Coordination Required

- To create more transportation options in this region will take a partnership approach.
- Coordination will be required between all levels of government, local businesses and residents.
- The best way to coordinate the growth in available transportation options will be to identify a coordinating body that could be already existing or a new partnership.
- Movement around Eastern Charlotte requires long travel distances between points that result in time and costs that are not affordable under current transportation systems like scheduled transit, on-call cabs or ride sharing solutions like Uber.
- There are willing partners in the area, who would support whatever form the transportation system takes, and participate in its creation and operations.
- Without a coordinated approach to transportation in the region, the potential growth in population and employment will be restricted.

Recommended Approach: Create an Eastern Charlotte Transportation Working Group dedicated to facilitating the development of a transportation service to support the attraction and retention of a workforce to meet local business needs.

Capacity and Funding

- Expertise and knowledge already exist within the area to help get a transportation operation off the ground.
- It is necessary to research and leverage new technology such as ride-sharing apps to serve as the backbone for dispatch, quality review, and payment functions.
- Government funding programs are limited, especially operational, so a focus needs to be on identifying private sector and municipal (including the RSC) support for different levels of service.
- Considering the use of electric or natural gas-powered vehicles should reduce operating expenses and also open up qualification for “green” funding programs.
- Government funding should be available for capital expenses such as buying vehicles if the need arises to provide capital assets up front to initiate the service level identified.

- Some funding options to explore include Gas Tax Funds on behalf of the LSD's, along with the municipalities dedicating a portion of their Gas Tax Fund allocations. The Federation of Canadian Municipalities also has funding for "green vehicles".
- The Transportation Working Group will be able to build on existing experience and the data collected from recent pilot projects like the Rural Lynx bus service and the support of the Regional Services Commission.
- A hybrid model could be created as a "social enterprise" where capital costs are subsidized, and instead of hiring employees, contractors bid to use the vehicles and earn the right to keep all fares collected.
- Using a social enterprise model could become an option for providing work opportunities for spouses of newcomers to Eastern Charlotte, which has been identified as a need.

Principles

- The Transportation Working Group has to be self-sustaining over time.
- The Transportation Working Group needs to coordinate the efforts of local companies, organization, municipalities, the RSC, and individuals in developing a variety of transportation options to meet clearly identified needs.
- The Working Group should be both inclusive of all types of community members and also include enough expertise to ensure sound decision-making.
- The Transportation Working Group should communicate regularly with government at all levels and make efforts to include them in the process of creating better transportation services in Eastern Charlotte.

High-Level Plan

- Ask Community Development of Eastern Charlotte (CDEC) Transportation Working Group to coordinate an approach to the RSC, to see if the RSC is willing to explore options for the capital costs and maintenance support, while a partner would look after operation of the service.
- CDEC to work with existing transportation non-profits in the area involved (or becoming involved) in transportation issues (e.g., Eastern Charlotte Waterways), to identify an approach to offer subsidized transportation services.
- CDEC to ensure there is leadership in place on the Transportation Working Group with representation from the business community, newcomers, and other experts as deemed necessary.
- CDEC to request and manage start-up funding for the transportation service to cover first years of operations till breakeven is reached, or for up to 36 months of operations.

Next Steps

The Transportation Working Group will need to finalize and approve the Implementation Plan. The Community Development of Eastern Charlotte team will be responsible for identifying potential sources of funds available to support implementation, including the creation of a representative Transportation Working Group.

This will become Phase 4 of the Eastern Charlotte Community Development project that has been underway since late 2019. This project has been supported by the local MLA, Andrea Anderson-Mason, along with funding from the Department of Post-Secondary Education Training and Labour.

Key Document

- Integrated Public Transportation Plan DRAFT March 2020 (Dillon)
(Circulated to Working Group Members)

Appendix D: Employment and Entrepreneurial Growth Report

ACTION PLAN

Employment and Entrepreneurial Growth Working Group

BACKGROUND

Demographics and employment profiles show the strong need to aid in recruiting individuals to Eastern Charlotte. It is expected that existing companies in Eastern Charlotte will need more than 400 additional workers over the next 5 years, based on pre Covid-19 discussions. In addition, 48 percent of people self-employed in Eastern Charlotte County are over the age of 55. This means within a few years over 600 entrepreneurs are likely to be retiring.

Community Development of Eastern Charlotte Inc. (CDEC) has engaged local residents and organizations to create a plan to address these challenges by working with private and non-profit organizations, municipalities and the Regional Services Commission, and local businesses. An Employment and Entrepreneurial Growth Working Group, was formed in early 2021 to help facilitate and support the creation of a work plan on employment and entrepreneurial growth in the region by filing a report to the Board of the CDEC.

The Working Group looked at and reported on efforts to:

- facilitate partnerships to secure investment in Eastern Charlotte County,
- maintain up-to-date information on business related funding programs,
- help municipal and regional governments determine how they can be part of the solution, and
- provide a point of contact for entrepreneurs interested in starting up a business or buying an existing business in Eastern Charlotte.

The Charlotte County Employment and Entrepreneurial Growth Working Group was established under the overall direction of Community Development of Eastern Charlotte Inc.

SCOPE

The Employment and Entrepreneurial Growth Working Group provided advice to:

- Supplement existing economic development services.
- Coordinate efforts among major employers and small businesses in the region.
- Seek out economic development and entrepreneur supports that could be offered to local businesses.

In scope were the following types of activities:

- Collaboration on recruiting new workers to Eastern Charlotte.
- New entrepreneur training.
- Succession planning for existing businesses.
- Recruitment of essential local services.
- Enhanced training opportunities for existing workers.

PURPOSE: MANDATE AND ROLE

The mandate of the Employment and Entrepreneurial Growth Working Group was to provide a focal point for encouraging and planning economic development in Eastern Charlotte County which includes St. George, Black's Harbour, and the LSD's of Pennfield, St. Patrick, Fundy Bay (Deer Island), St. George (Parish), Lepreau and Beaver Harbour. Services may eventually expand into other neighbouring areas.

Roles filled by the Working Group included providing advice on:

- Monitoring, advocacy and information exchange regarding employment and entrepreneurial needs in the region.
- Identifying economic development services with the aim of supporting all Eastern Charlotte County communities.
- Facilitating partnerships and marketing efforts regarding finding employment or owning a business in the region.
- Educating and informing communities and organizations about opportunities in Charlotte County.
- Making recommendations to the board of CDEC Inc. on economic development matters.
- Facilitating collaboration between local and regional governments, non-profit sector and for-profit sector in pursuing funding for services.

ENGAGING WITH TARGET GROUPS

The Employment and Entrepreneurial Growth Working Group looked at how to work with the following organizations and groups to understand their specific needs and the current programs:

- Municipal, regional, provincial, and federal governments
- Local employers and workers
- Newcomers and current residents
- Existing and new organizations focused on economic development and business growth in Eastern Charlotte County.

Working Group Findings

The Employment and Entrepreneurial Growth Working Group met to review the existing research and discussed the following action plan to be implemented during Phase 4 of the Eastern Charlotte community development project.

Confirmed Information

- Local businesses are already taking on recruitment missions around the world to look for workers and we hear from them regularly that more assistance is needed.
- There is a lack of training centres in the region to help current employees up their skills so they can advance their careers or qualify for local jobs.
- Today's economy requires reliable access to high-speed internet. The coverage in Eastern Charlotte needs to be improved to make the region competitive to attract professionals and newcomers (ex: digital nomads) and access training opportunities.
- The natural beauty, low cost of living, infrastructure, and community opportunities are significant selling points to attract people to the area.

- The region is already losing tradespeople and service providers to Saint John. Need to make Eastern Charlotte attractive enough to ensure that basic services can be met within the County itself.

Coordination Required

- It will take a partnership approach to create more employment options and ensure a smooth transition of existing business owners in this region.
- Coordination will be required between all levels of government, local businesses and residents.
- The best way to coordinate economic growth options will be to identify a coordinating body that could be already existing or a new partnership.
- There are willing partners in the area (e.g., Chamber of Commerce), who would support coordinated recruiting missions and marketing, and participate in its creation and operations.
- Without a coordinated approach in the region, the potential growth in population, new businesses, and employment will be restricted.
- The Employment and Entrepreneurial Growth Working Group will require a contractual arrangement with a dedicated individual(s) to get the process started to achieve the scope and mandate noted above, to take on the activity and tasks and support greater communications among the partners and members.

Recommended Approach: CDEC to create an Eastern Charlotte Recruitment and Business Advisory Committee dedicated to facilitating the development of jobs and businesses in the area, to support the attraction and retention of a workforce to serve the local region and to promote the opportunities available in the area.

Advisory Committee Model

Principles

- The Recruitment and Business Advisory Committee has to be self-sustaining over time.
- The Recruitment and Business Advisory Committee needs to coordinate the efforts of local companies, organization, municipalities, the RSC, and individuals to meet clearly identified needs.
- The Advisory Committee should be both inclusive of all types of community members with this focus and also include enough expertise to ensure sound decision-making. These could include experienced public sector, non-profit, multi-cultural, business owners (small, medium, and large), and digital nomads. Diversity is seen as being a key element.
- Collaboration with the local high schools should be enhanced as they are our future. The students should be educated on the jobs available in the area and consulted to determine what would attract them to return home following post-secondary education. Not just employment but all the necessary elements: self-employment opportunities, high-speed infrastructure, community centre/recreation opportunities, affordable housing, etc.
- The Recruitment and Business Advisory Committee should communicate regularly with government at all levels and make efforts to include them in the process of creating more jobs and local businesses in Eastern Charlotte.
- The Advisory Committee should create a vision board that would ‘start with the end in mind’ with a ten-year plan. Then break down the details of top initiatives to work on with specific

human and dollar resources required, as well as identifying who best to champion these initiatives.

Capacity and Funding

- Expertise and knowledge already exist within the area to help attract employees and entrepreneurs.
- It may be possible to leverage existing promotional assets (e.g., videos from the Charlotte Coastal Tourism Association) to create materials to attract workers and entrepreneurs to the region.
- Government programs are limited so a focus needs to be on identifying private sector and municipal (including the RSC) support for different levels of service.
- The Recruitment and Business Advisory Committee will be able to build on existing experience and the data collected from recent research projects like the New Conversations Reports from the NB Multicultural Council.
- Important to have government and private sector support.

High-Level Action Plan

- Create a “community profile” providing background on life in Eastern Charlotte.
- Create a community awareness program promoting the “beauty and benefits” for visitors and to create pride of place. This will encourage local residents to act as recruiting agents for Eastern Charlotte.
- CDEC to work with existing business-focused non-profits in the area (e.g., Chamber of Commerce of Eastern Charlotte County), to identify collective action on the recruitment of new workers.
- Develop training programs for local works to improve their skills.
- Work with the local high school to educate the students on the employment opportunities available and the training/education needed to fill the positions
- Develop a strategy to assist current small business owners with succession planning and leverage local experts in delivering support and training sessions. As an example, business brokers could be invited to be guest speakers.
- Target small business succession opportunities for spouses of newcomers to Eastern Charlotte which has been identified as a need.
- Develop an entrepreneurial skills training program.
- Develop a dual action “Buy Local” program with the business community.
- The revitalization of ‘main street’ in our town/village must be a focus – highlighting existing local shops and entrepreneurs. Also highlighting the gaps or opportunities that communities need (i.e.: gourmet coffee shop in St. George) as this can potentially attract entrepreneurs.
- Work with providers and government to enhance the quality of internet access in the region. Leverage public commitments and strategies while working with local providers who have already shown an interest in serving Eastern Charlotte.
- Create a ‘land’ strategy. Some communities have given free land to people/families looking to move to the area. Communities could have a list of identified land opportunities – if anything is held municipally or provincially it may be a piece to further attract people to the area.

- CDEC to request and manage start-up funding for the Recruitment and Business Advisory Committee to cover first few years of operations until breakeven is reached, or for up to 36 months of operations.

Next Steps

The Employment and Entrepreneurial Growth Working Group is submitting this action plan for consideration. The Community Development of Eastern Charlotte team will be responsible for identifying potential sources of funds available to support implementation, including the creation of a representative Recruitment and Business Advisory Committee. The Advisory Committee will report to the CDEC Inc. Board and consist of up to seven members representing diverse perspectives as noted in the Principles section of this report.

This will become Phase 4 of the Eastern Charlotte Community Development project that has been underway since late 2019. This project has been supported by the local MLA, Andrea Anderson-Mason, along with funding from the Department of Post-Secondary Education Training and Labour.

Key Documents

- 2018 New Conversations 1.0 - “St. George, Grand Manan, Blacks Harbour & Charlotte County in 2030: The role of immigration to support a sustainable regional economy” (Report) <https://static1.squarespace.com/static/5ab3fd4ce7494049d076b073/t/5b3ba61270a6ad9f89f27601/1530635797920/St.+George%2C+Grand+Manan%2C+Blacks+Harbour+in+2030.pdf>
- 2021 New Conversations 2.0 - “Charlotte County – Economy, Immigration, Communities” (PowerPoint) https://www.newconversationsnb.com/s/New-Conversations_Charlotte-County.pptx
- March 11, 2021 – New Conversations 2.0 Charlotte County (Webinar presentation and Panel Discussion) <https://youtu.be/T2ool9JcE6U>



Appendix E: Inclusion Working Group Report

ACTION PLAN

Eastern Charlotte Inclusion Working Group

INTRODUCTION

Like most rural communities in Canada, Eastern Charlotte's population is declining. Unlike many areas, Eastern Charlotte's economy is strong. Local companies have succeeded in attracting workers through immigration programs, recruiting across Canada, and attracting former residents back to the area. In the November 17, 2020 Speech from the Throne, the Lieutenant-Governor cited Eastern Charlotte as a great example of "communities that are taking charge of their destiny with tailor-made growth plans. They are attracting people and enticing them to stay."

Interviews with residents (new and established) published in the Phase 2 Report "Attracting & Retaining Current and New Residents to Eastern Charlotte County" indicated that the people of Eastern Charlotte are very friendly to new residents they meet on the street or through work. However, the research also showed that there is recognition that more work is needed to include the new residents into the everyday life of the community in order to make Eastern Charlotte a true inclusion leader.

The reality is, it's about more than numbers.

Integrating new residents into the social and recreational life of the community requires an ongoing commitment to compassion. It takes years to create an environment where residents feel safe and comfortable enough to reach out to one another and make meaningful connections. And if this pandemic has taught us anything, it's the necessity of connection. Over the past year, we've learned what it's like to be cut off from the people we love and the activities we enjoy. We've come to know in a very real way that connection is essential – not only to our well-being but to our very survival.

This experience has helped us empathize with newcomers – whether they're from other countries or other parts of the province. Every day they face the challenges of making new connections and the longing to belong. We are also more sensitive to the needs of more established members of our communities who are prevented from participating fully, for a variety of reasons.

We now understand that inclusion means more than retention. It means we must include all residents in our plans to move communities forward. If Eastern Charlotte is to reach its potential, the individuals within those communities must be able to access everything they need to be productive, healthy, and connected. Ensuring that all residents are in a position to participate fully contributes to the optimum functioning of the community, economically and socially. This is what it means to be an inclusion leader.

With this view of inclusion, the Working Group has prepared this Action Plan based on the recommendations in the Phase 2 Report "Attracting & Retaining Current and New Residents to Eastern Charlotte County", for creating an inclusive, connected, diverse and thriving community.

SITUATION ANALYSIS

The Phase 2 Report identified barriers to attracting and retaining residents to Eastern Charlotte and the need for an Inclusion Working Group, citing:

- The most difficult of all the livability issues in Eastern Charlotte is making the community inclusive.
- Developing an inclusive, engaging social community is essential as Eastern Charlotte has to compete with areas offering higher wages, greater services and larger expat communities for international workers.
- An inclusive community will also be appealing to individuals who currently commute to the area for work, and to those looking for a home from which to commute for work in the city or elsewhere.

The Inclusion Working Group (consisting of newcomers, the Executive Director and members of the Multicultural Association of Eastern Charlotte, representative from the Regional YMCA, teachers, local business people and citizens) met six times between December 2020 and March 2021, to study the recommendations from the Phase 2 Report and conduct an in-depth analysis of the barriers to inclusion.

The Working Group identified the following areas of concern that need to be addressed to make Eastern Charlotte a more inclusive community:

- **Central location for connection, recreation, and inclusion support:** Eastern Charlotte lacks a facility that is open year-round and regular hours and is large and well-equipped enough to offer recreational activities, programs, and events that bring new and current residents together in meaningful ways; allow parents and children to meet other families; encourage parents to get involved in their children's activities; encourage multigenerational programming and activities; and help create ongoing relationships. There is no community centre large enough to host social gatherings for more than 100 people at a time.
- **Multicultural Association of Charlotte County** welcomes support in their work providing settlement services and language training to new residents to help them transition to life in a new country. The Association needs a more efficient, integrated, and easily accessible space where new residents can access services and have opportunities to meet people and participate in activities.
- **Day Care and After School Care:** Currently, the Town of St. George has no licensed daycare centres. The Y runs an afterschool program at the Magaguadavic Centre, but nothing during the daytime. Not having licensed childcare available is a deterrent to new families moving to the area. Families must find in-home daycare services or find childcare in other areas. Securing childcare outside of the catchment area for St. George Elementary creates further issues for families, as the district will not provide transportation to or from childcare outside of the catchment areas. Offering Daycare and After School Care programs for the children of new and current residents would give the parents opportunities to work, socialize, and participate fully in the community. Access to licensed childcare within the area would also allow for grade 12 students at FMHS to complete the new "Introduction to Early Childhood 120" program. This new program allows for students to complete a co-op placement in a licensed childcare facility and take the early childhood course online. Students will earn the Early Childhood Certificate, allowing for future employment.

- **Library/IT Centre:** There is a gap in the community for newcomers, seniors and anyone who doesn't have access to printers and WIFI, and who needs assistance with technology. The only option in the community is the Town of St. George municipal building, which has limited access and provides only limited library services. These services are essential for the community, especially newcomers. The Town of St. George would consider relocating the municipal library to a Community Hub. The community could apply to the province for provincial library status, which would ensure staffing and collections development. The space and equipment could also be used by residents working towards a GED or digital literacy skills in the evening and by Community Living (adults with disabilities) during the day. Having an IT centre also provides an opportunity for intergenerational learning, with high school students tutoring seniors.
- **Court Sports:** While local schools offer some athletic programs, court sports struggle to operate in Eastern Charlotte due to a lack of facilities outside the school system and the restrictions applied in the usage of school facilities.
- **Kitchen:** The community lacks facilities to host events with food service for more than 100 people, which restricts the ability to bring the community together and limits fundraising events. The Multicultural Association sees cooking classes as a key activity to introduce new residents to local foods and methods of preparation. International dinners are important for newcomers, are well-attended, and are key to creating an inclusive community. The kitchen would provide an opportunity for community members to work together preparing and serving food while sharing cultures and ideas. Residents could benefit from nutritional education, and a teaching kitchen could be a key contributor to community well-being. None of the kitchens in the area can provide these kinds of experiences.
- **Emergency Shelters:** The St. George area has been designated as an Emergency Operations Centre, which requires the capability to house and feed large numbers of people in difficult circumstances. This role could be fulfilled in a Community Hub.
- **Fitness Centre:** The Town St. George has a fitness centre which offers a variety of fitness classes, but there is no option for residents who want to work-out independently. There is no fitness centre that includes weight training and cardio machines.
- **Walking Track:** With an aging population, the ability to walk indoors, especially during the winter months, is a priority. St. George and area has beautiful walking trails but they are not safe or accessible during the winter months. Physiotherapists in the area report seeing deconditioning during the winter months and indicate that clients would benefit from a walking program, should a facility exist to offer that option. An indoor walking track would also support the cardiac maintenance program offered through the YMCA by Horizon Health.
- **Possible closure of the Patrick Connors Recreation Complex:** This facility is key to retaining residents, to encouraging participation and inclusion of all residents, as well as contributing to the physical and mental health of Eastern Charlotte youth.
- **Food Bank and Emergency/Transitional Housing:** The Inclusion Working Group recognizes these needs as crucial to inclusion and to the economic development of Eastern Charlotte. While these issues are beyond the scope of this Working Group, partnering with social, health, and economic development agencies should be part of the overall community development approach.

RECOMMENDATIONS

The following recommendations constitute the Inclusion Action Plan to be implemented during Phase 4 of the Project.

Recommendation 1:

Establish an Eastern Charlotte Hub facility as a not-for-profit organization to provide year-round multigenerational recreational activities and programs, inclusion support services, and social and cultural events in one central location. The priority of this facility is to make it easy for newcomers and residents to connect and develop a sense of belonging; and to contribute their physical, mental, social and financial well-being. This can best be achieved in a facility that is open long hours, multi-purpose in design, with components that respond to and are accessible to diverse needs, interests, and levels of ability and skill.

Physical Structure: The Group recommends construction of a field house with 3 divided court areas, a climbing wall, a multipurpose floor, and an elevated walking trail with storage underneath for bleachers.

Components:

- Lobby with a history wall, introduction to the communities of Eastern Charlotte, and tourism information for the area
- Social enterprise Café
- Common service core with locker rooms and janitor's space
- Teaching Kitchen with workstations that convert to food prep area
- Day Care and After School Centre with offices, junior washrooms, kitchen access, separate entrance, pick-up/drop-off area and access to outdoor playground
- Fitness Centre with weights and cardio machines
- Multicultural Association of Charlotte County office space with computer workstations for six people and private areas for confidential consultations
- Library/IT Centre with computer workstations and circulation desk
- Multipurpose Room for arts, culture, social, and educational programming. Can also be used as a board room and overflow room for training, fitness or yoga classes.

Programming

- Program development will be subcontracted to a third party with extensive community inclusion programming experience. The Working Group recommends hiring the Regional YMCA to operate these programs.

Partnerships

- Develop partnerships with the Regional YMCA, Eastern Charlotte County LSD's and Municipal Council Representatives and local schools for the development and ongoing operation of the Hub.
- Develop partnerships with provincial and federal government departments to support the capital cost of the facility.
- Coordinate with the Multicultural Association of Charlotte County and other volunteer groups in Eastern Charlotte on inclusion programming and events.

- Work with employers/industry for ongoing support for ongoing operational costs.

Design & Development Principles

- Facility should be designed to respond to the geographic area of Eastern Charlotte County to create an inclusive, active, and vibrant community.
- Recreation services will be grouped together to support economies of scale and expanded user opportunities.
- Facility will be developed to provide a range of opportunities and designed to create synergies in skill and interest development.
- Development will ensure that the facility is flexible in design, with opportunities to accommodate as wide a range of uses as possible, and to be converted to other uses in the future, such as adjustable barriers, walls, bleachers, and other amenities.
- Integration of indoor/outdoor environment, walking trails and playground areas, outdoor views from the interior.
- Open, attractive lobby areas, common spaces, spectator viewing areas, and public internet access.

Governance Model

- Board of Directors that reflects the community makeup and stakeholders
- Operations Agreement with third-party, such as the Regional YMCA

Site Selection Criteria

- Serviced with water and sewage
- Sufficient parking and room for expansion
- Central location, ideally visible from the highway and close to schools to take advantage of synergies in working together.

Recommendation 2:

Explore the possibility partnering with Black's Harbour Village Council to include the operation of the Patrick Connors Recreational Complex as part of the Community Hub offering of services.

Recommendation 3:

In partnership with community groups, schools, businesses and residents, offer the following inclusion activities at locations throughout Eastern Charlotte:

- Develop multilingual welcome and direction signage.
- Encourage the development of cross-cultural programs in community schools.
- Encourage more families to host international students at the middle school and high school level.
- Find funding for community groups to host events/activities open for all residents to attend to and meet other residents as well participate in community life. Examples are BBQ's, cooking classes, festivals focused on diverse cultures, sporting events, snowmobiling and so much more. Key focus is providing low-cost child-based programs and activities to allow families to engage with each other and connect with other families.

- Provide support the Multicultural Association of Charlotte County and help find external funding to allow them to provide community activities and events.
- Offer education and training opportunities to allow new residents and their partners the chance to improve their skills, including entrepreneurial training to provide knowledge of how to start a business.
- Co-ordinate events and activities to maximize attendance and streamline effort.

NEXT STEPS

This Inclusion Action Strategy will be part of Phase 3 of the Eastern Charlotte Development Plan, which Community Development of Eastern Charlotte will present to the public at an Open House. Feedback will be incorporated into the final Action Plan.

The recommendations will be implemented in Phase 4 of the Eastern Charlotte Community Development project that has been underway since late 2019. This project has been supported by the local MLA, Andrea Anderson-Mason, along with funding from the Department of Post-Secondary Education Training and Labour.

Key Documents

- Southwest New Brunswick Service Commission Recreation Master Plan Policy 2021
<http://www.snbsc.ca/recreationmasterplan/>
- Background Study-Southwest New Brunswick Recreation Master Plan Study (2018) & Eastern Charlotte Recreation Cost-Sharing Feasibility Study
<http://www.snbsc.ca/recreation.html>