

# Rural Community of Fundy Shores

## Economic Development Strategic Plan

January 2025



Prepared by

**synergi**  
Community Development

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# Executive Summary

The *Fundy Shores Economic Development Plan* outlines a five-year roadmap to enhance economic growth, community development, and quality of life for the Rural Community of Fundy Shores. The plan is a blueprint for balanced growth, leveraging community assets such as low tax rates and an open-for-business attitude to promote economic opportunities while honoring residents' values.

## Key Goals and Initiatives

- **Residential and Commercial Development:**
  - Fundy Shores will expand housing. A target has been set to create 25 attainable housing units by 2030 by creating incentives, acquiring land assets, and leveraging partnerships with developers and non-profits.
- **Business Growth and Diversification:**
  - The plan emphasizes diversifying the local economy by developing a light industrial park and supporting existing businesses. These efforts aim to attract new industries, create jobs, and reduce reliance on single-industry tax base.
- **Infrastructure and Connectivity:**
  - Investments in transportation and digital infrastructure will better connect Fundy Shores to regional markets, enhance community accessibility, and support local economic growth.
- **Tourism Development:**
  - By collaborating with tourism stakeholders, Fundy Shores will build on its coastal appeal and promote the area through the #explorefundyshores campaign and the [Fundy Shores Eco-Tourism Brochure](#).
- **Energy Sector Expansion:**
  - Point Lepreau is the prime location for the development of Small Modular Reactors (SMRs). Fundy Shores will leverage its social license to encourage the development of SMRs at Point Lepreau, which will boost employment and good-paying wages in the community and the entire southern region.
- **Seafood Industry Support:**
  - The plan identifies opportunities and issues in the seafood sector, including infrastructure upgrades, wharf asset management, succession planning and stakeholder collaboration to maintain a thriving seafood industry.
- **Community Services and Environmental Stewardship:**
  - A new community hub will provide recreation and essential services to enhance quality of life. Environmental initiatives, such as greenhouse gas mitigation and climate adaptation planning, will ensure responsible and sustainable growth.

## Implementation and Accountability

The plan will be reviewed annually by the Economic and Community Empowerment Committee, with progress updates shared with residents.

# Message from Mayor and Council

The residents of the Rural Community of Fundy Shores have given us a clear mandate: to pursue responsible economic development that maintains the high quality of life we all enjoy. Both residents and Council agree that building a strong local economy is essential to our community's future.

I am proud to present this Economic Development Plan, which outlines our strategies for strengthening Fundy Shores. Our focus includes expanding affordable housing, improving infrastructure, and attracting investment and essential services to the region.

This Plan not only details the actions we need to take but also emphasizes the partnerships that are crucial to our success. The most important of these partnerships is with you, the residents of this vibrant community.

Among the key projects highlighted in the Plan is the construction of a community centre. We have already secured the land for this project and anticipate completing the design phase in the next 12 to 18 months.

Over the next five years, this Plan will guide us as we leverage our competitive tax rates, stunning natural surroundings, and open-for-business mindset. We are committed to keeping you informed on our progress and welcome your feedback as we move forward.

On behalf of Fundy Shores Council and staff, thank you for your contributions to this Plan and for your continued support.

Mayor Denny Cogswell



# CAO's Message

I would like to acknowledge the outstanding efforts of our Mayor, Council, and especially the Economic Development Committee, along with Synergi, for their contributions to the creation of this five-year Plan. It's a privilege to work with such a talented team, and I am truly excited about what we can achieve together.

Since our establishment as a Rural Community in January 2023, we have already made significant progress. Some key milestones include:

- Establishing a Municipal Office for the Mayor, Council and staff at the Musquash Recreation Centre.
- Creating a Strategic Working Document, which will evolve into a five-year Strategic Plan to ensure we meet the needs and expectations of our residents.
- Forming an Economic Development Committee to promote transparency and provide opportunities for local input and feedback.
- Hiring a full-time Community Coordinator to engage with residents and offer a wide range of creative, recreational, and social programs for all ages.
- Working on a Rural Plan to guide responsible residential and business development, with a focus on environmental sustainability.
- Partnering with Synergi, a local economic development agency, to provide ongoing support and regular updates to Council. Synergi collaborated with Fundy Shores in developing this five-year Economic Development Plan.

I am eager to begin implementing this Plan, which includes clear targets, measurable outcomes, and timelines. With the continued support of our community, this Plan will hold us accountable for maintaining a balanced approach to growth—preserving our rural identity while welcoming the urban amenities that attract residents, businesses, and visitors alike.

Linda Sullivan-Brown  
Chief Administrative Officer

# Introduction

In 2021 the Government of New Brunswick underwent municipal reform. On January 1, 2023, the Rural Community of Fundy Shores was established and immediately developed, a *Strategic Working Document*, held multiple public engagement sessions; to guide the Mayor, Council, and staff in realizing residents' vision for the community. *The Strategic Working Document* also laid the foundation for *Fundy Shores Economic Development Plan*.

The Document established the Mission and Core Values of Fundy Shores as follows:

**Vision Statement:** To be a thriving, vibrant rural community that embraces the beauty of nature, fosters a high quality of life, and offers diverse opportunities for growth, connection, and sustainable living for all residents.

**Mission Statement:** To strengthen and enhance our rural community by fostering meaningful relationships, responding to the evolving needs of residents, and delivering transparent and efficient local government services.

## **Core Values:**

- **Effective Built and Social Municipal Infrastructure**  
Delivering safe, reliable, and resilient essential services to ensure community well-being.
- **Responsible Economic Development and Environmental Stewardship**  
Fostering sustainable economic growth while proactively addressing the impacts of climate change.
- **Accessible Community Development**  
Offering inclusive services that support the diverse needs of all residents, from youth to seniors.
- **Tourism Development**  
Promoting tourism that highlights and preserves our natural beauty while creating economic opportunities for our citizens.
- **Recreation Opportunities**  
Enabling vibrant, healthy, and fulfilling lifestyles for all ages through diverse recreational opportunities.

*The Strategic Working Document* also laid the foundation for this Economic Development Plan. The Plan focuses on the following strategic areas identified by residents and council:

- Community and Economic Empowerment
- Recreation and Destination Development
- Safe Community and Emergency Preparedness.

# 1. Where Are We Now?

## A. Community Profile

Fundy Shores comprises the former Local Service Districts of Musquash and a large portion of the former Local Service District of Lepreau.

### **Council composition:**

- 1 Mayor
- 5 Councillors
- 3 Wards

### **Staff:**

- Chief Administrative Officer
- Community Coordinator

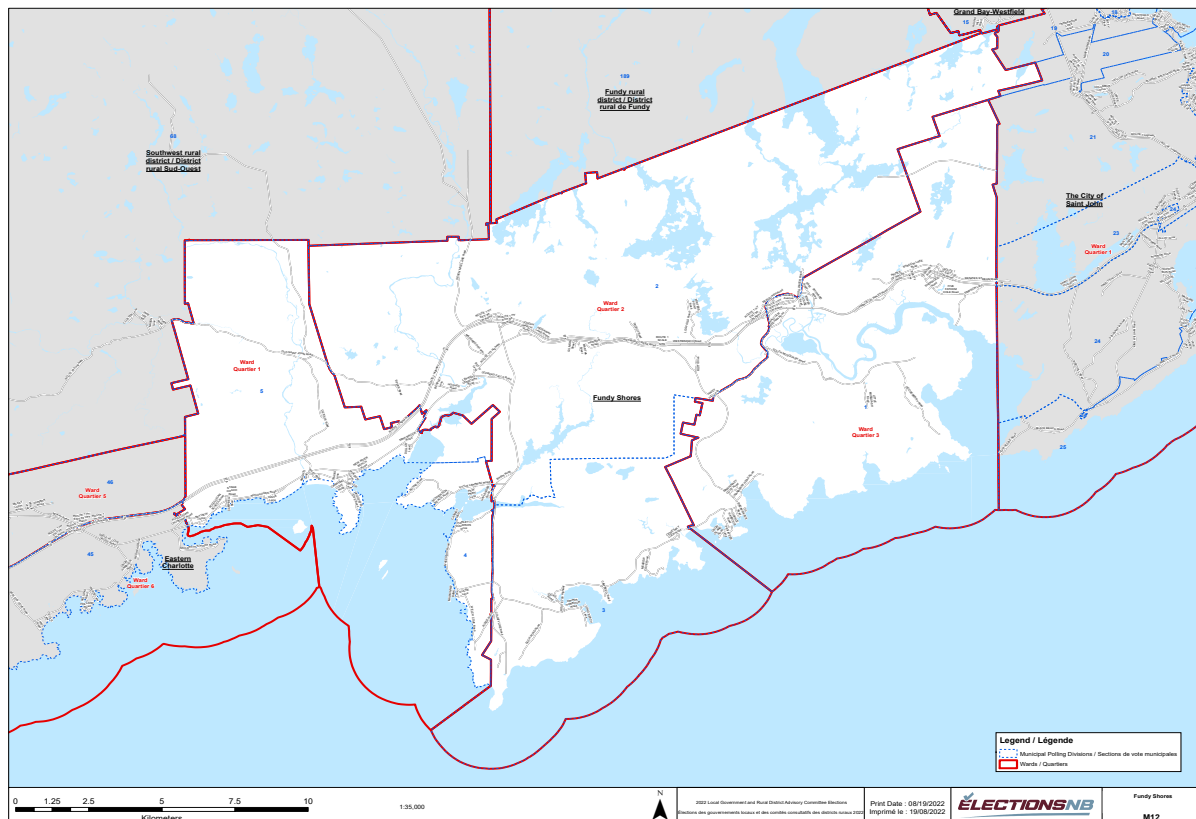
## Geography

The Rural Community of Fundy Shores includes:

- Chance Harbour
- Dipper Harbour
- Lepreau
- Little Lepreau
- Maces Bay
- Musquash
- New River Beach
- Pocologan
- Prince of Wales

Each community brings its own distinct character to the newly incorporated Fundy Shores, which focuses on supporting local development, tourism, seafood, and energy, while also preserving its natural beauty and rural character.

## Geographic Boundaries of the Rural Community of Fundy Shores



## Fiscal Management and Responsibility

Fundy Shores has one of the lowest residential and industrial tax rates in New Brunswick. Keeping taxes low, while providing high-quality public service is a key priority of Mayor and Council. Residents of Fundy Shores pay about 1% of their annual income towards residential property taxes. The median average income is \$69,500, with the average tax bill being approximately \$660 annually. Point Lepreau Nuclear Generating Station generates approximately 50% of the business tax revenue for Fundy Shores. Fundy Shores also has a 1.55% reliance on government transfers for its operating budget and a maximum of 5% of operating reserves. As of September 2024 Fundy Shores experienced 4% tax assessment growth and outpaced CPI which was at 2.54%.

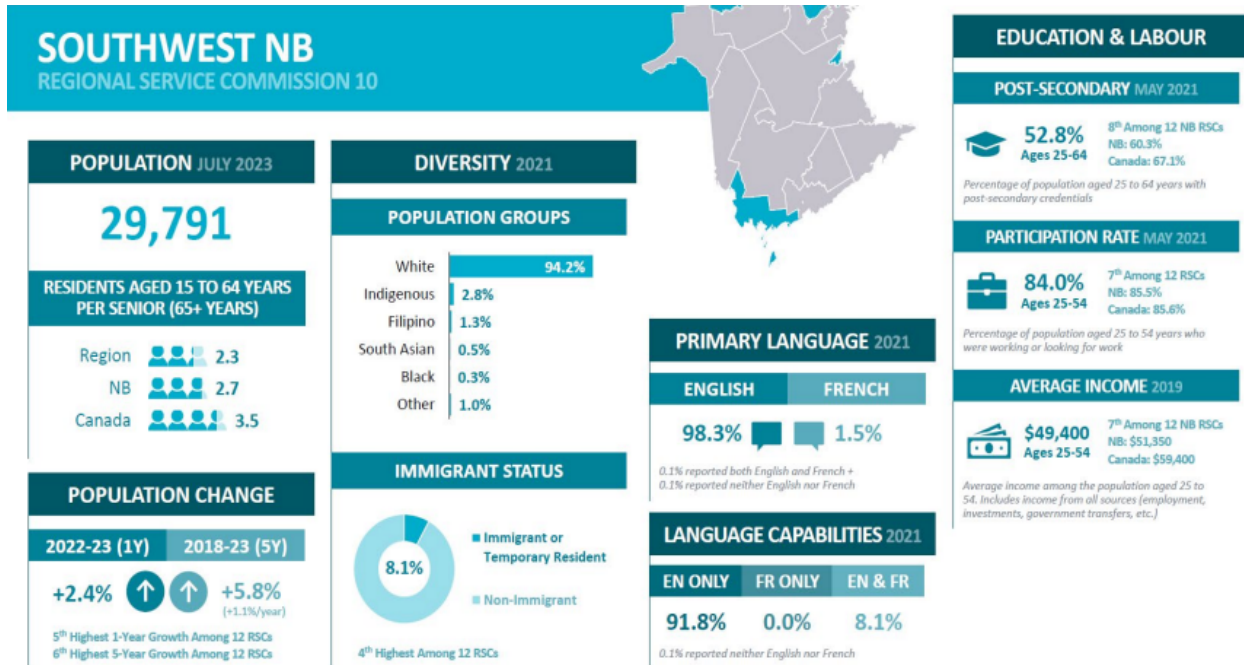
### Fundy Shores 2024 Tax Rates

	Residential Tax Rate	Provincial Tax on non-owner-occupied properties	Policing	Roads	Industrial/Commercial Tax Rate
Lepreau	\$0.2838	\$0.5617	\$0.2876	\$0.4115	\$0.4825
Musquash	\$0.2838	\$0.5617	\$0.1474	\$0.4115	\$0.4825



## Key Statistics

### Regional Snapshot



### Regional Population Trends

As of July 1, 2023, the population of New Brunswick's Southwest economic region was estimated to be 29,791. Between 2018 and 2023, the region's population grew by 5.8% (approximately 1.2% per year). Recent population gains in the region have been primarily driven by a combination of international and interprovincial migration.

### Fundy Shores Population

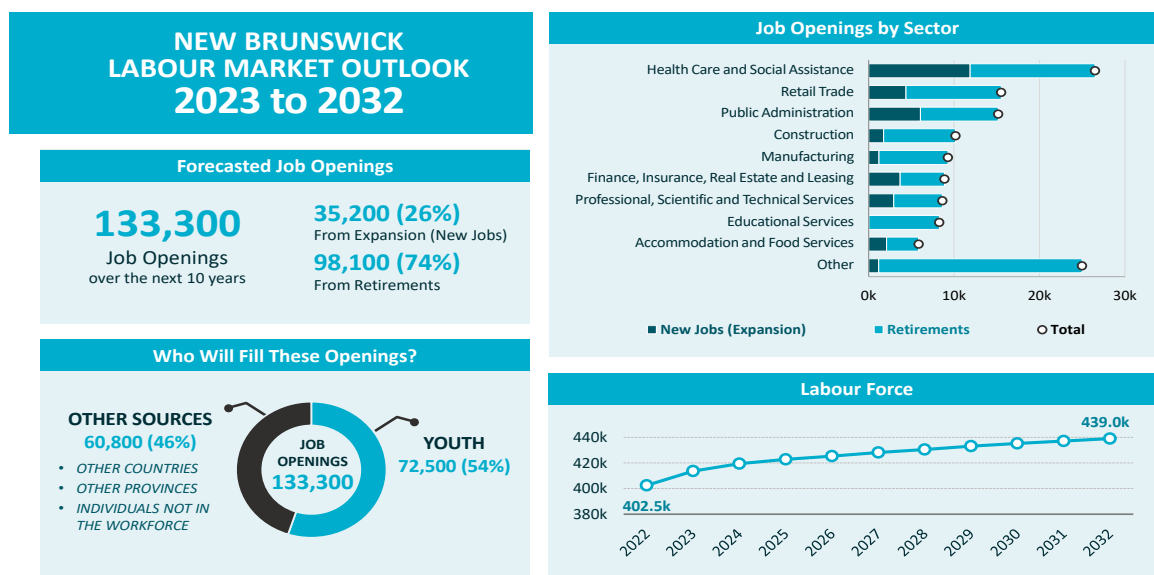
According to Statistics Canada data for 2023 for RSC 10, the highest percentage of the population is in the 60-69 demographic (8.5%) compared to 4.7% in the 20-39 age group. Attracting younger families is key to sustaining the economy within the region and in Fundy Shores. We will build on childcare, recreational and health care services, and housing.

Fundy Shores has seen a return to 2005 population growth with a steady increase since 2021 and we want to build on that trend.



## Regional Labour Force

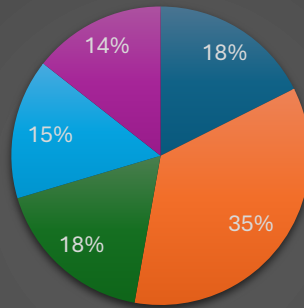
Throughout 2023, there were an average of 92,400 individuals participating in the labour force in the region. Population aging has had a significant effect on the unemployment rate. The growing number of retirements over the past few decades has resulted in increased job opportunities for many of those who remain in the labour force, leading to reduced unemployment levels. Between 2013 and 2023, the Southwest region saw its unemployment rate fall from 9.5% to 5.6%.



## Fundy Shores Labour Force

Fundy Shores' labour force is comprised primarily of the Utilities/Construction, Healthcare and Social Services, Natural Resources, Wholesale/Retail Trades, and manufacturing sectors. Other sectors include real estate/rentals, public administration, educational services, and accommodation and food services that are not listed on this graph.

## Fundy Shores Labour Force



■ Wholesale/Retail Trade    ■ Utilities/Construction  
■ Healthcare and Social Services    ■ Natural Resources  
■ Manufacturing



## *The Local Economy*

### **Seafood Sector**

New Brunswick is the second-largest seafood exporter in Canada. The province's seafood exports total approximately \$1.7 billion annually. In 2022 alone, the province experienced a record \$2.2 billion in seafood exports to 70 countries, with the lobster industry contributing \$1.2 billion. Canada's total seafood exports in 2023 were valued at \$7.6 billion.

Fundy Shores, located along the Bay of Fundy, has access to rich and valuable seafood resources. The seafood sector forms a significant part of the local economy, where licensed owner/operators employ local deckhands. The community has four distinct wharves: Boyne's Cove, Chance Harbour, Dipper Harbour, and Five Fathom Hole.

Fundy Shores is committed to working with licensed owner/operators and key stakeholders to explore opportunities for growth and to address issues impacting the seafood sector, including advocating the federal government to make long-term investments in our wharf infrastructure.





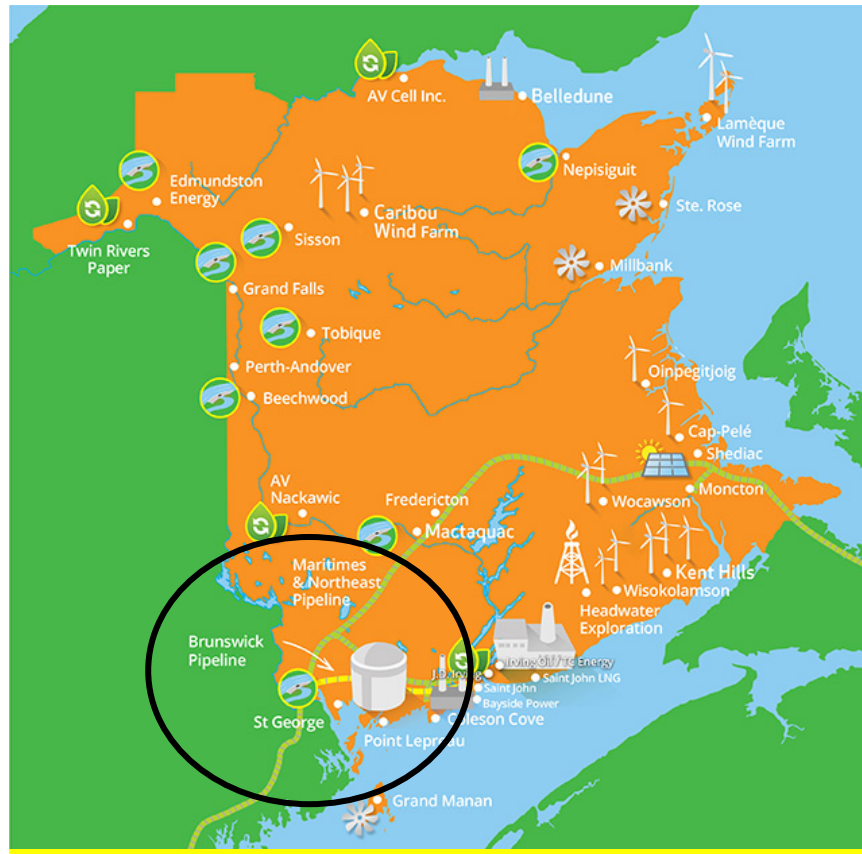


## Utilities Sector

Fundy Shores has been the home of the Point Lepreau Nuclear Generating Station (PLNGS) since from beginning of construction in 1975. Point Lepreau is the largest employer in Fundy Shores and employs approximately 900 people in the southern region of the province.

The Government of New Brunswick announced in June 2018 that it would begin investing in the research and development of Small Modular Reactors (SMRs). PLNGS has been selected as the site for two demonstration SMR units. NB Power expects that SMR technology will create 730 jobs per year over 15 years and add approximately \$1B into the provincial GDP.

SMR development allows for nuclear facilities to be manufactured and distributed to domestic and global markets. This provides Fundy Shores the opportunity to leverage its social license, available land, and ideal location to encourage governments and the utility to build and utilize SMRs at Point Lepreau. The economic benefit of having PLNGS at the current location, and the further development of New Brunswick's nuclear capability, has the potential to increase job growth, wages, and spinoffs for the community and for the entire southern region of the province.



## Assets

### Physical Infrastructure

- **Transportation:** 260 km of DT- maintained roads, 33 DTI-maintained bridges and large culverts, and 40 km of non-maintained roads. Gateway Operations is responsible for all-season maintenance of Route 1 and has a depot in Musquash.
- **Municipal Assets:** Parcel of land along Rte. 175 & 790, Musquash Recreation Centre and Musquash Fire Halls (Musquash and Dipper Harbour).
- **Community Facilities:** Maces Bay 50+ Club; playgrounds, ball field, Musquash Recreation Centre, Musquash Sewage Lagoon.
- **Internet Connectivity and Cell Phone Coverage:** Bell, Rogers, Xplore, and Starlink (See Appendix A Internet coverage).
- **Electric Vehicle Charging Stations:** Lepreau Irving (year-round) and New River Beach (seasonal)
- **Small Craft Harbours:** Boyne's Cove, Chance Harbour, Dipper Harbour, and Five Fathom Hole.

<sup>1</sup> Atlantica Centre for Energy, **New Brunswick's Energy Resources**, <https://www.atlanticaenergy.org/energy-knowledge-centre/energy-maps/new-brunswicks-energy-resources/>.



## Land Assets

- Crown Lands
- Forestry Lands
- Municipal Lands
- Private and Freehold Lands

## Natural Assets

For complete list of natural assets see the [Fundy Shores Eco-Tourism Brochure](#)

- New River Beach Provincial Park (NRB)
- Lepreau Falls (part of the NRB provincial park system)
- Loch Brook Falls
- Chittick Beach Trails
- Musquash Estuary/ Falls
- Loch Alva Watershed
- MacPherson's (Macs) Beach
- Maces Bay Ledges
- Little Lepreau Basin
- Cassidy Lane Sandbar Lookout
- Thompson Marsh Nature Preserve
- Trails End Beach
- Lorneville Link Trail System







## Fundy Shores Businesses

**Disclaimer:** This is a list of categories of businesses and the list is expanding. It will be reflected in the development of Fundy Shore's business directory.

Businesses	Chance Harbour	Dipper Harbour	Lepreau	Little Lepreau	Maces Bay	Musquash	New River	Pocologan	Prince of Wales
Accommodations	☑	☑			☑		☑	☑	
Accounting					☑	☑		☑	
Auto Services	☑			☑	☑	☑			☑
Carpentry/ Construction	☑	☑	☑		☑	☑		☑	
Childcare					☑				
Dog Sitter		☑	☑						
Fisheries	☑	☑	☑	☑	☑			☑	☑
Food/Takeout/ Bakery		☑	☑			☑	☑	☑	
Fuel/ EV Stations			☑		☑		☑		
Furniture Repair	☑	☑							
Hair Care					☑				
Heavy Equipment Excavation		☑					☑		
Footcare						☑			
HVAC			☑						
Lawn Care						☑			
Massage Therapist						☑			
Music/ Lessons					☑				
Odd Jobs		☑							
Outfitters		☑							
Painting		☑							
Photography			☑		☑	☑			
Sewing			☑						
Signage					☑	☑			
Transportation and Infrastructure						☑			
Trophies			☑						
Tutoring	☑	☑				☑			
Welding					☑				

## Fundy Shores Community and Government Services

	Chance Harbour	Dipper Harbour	Lepreau	Little Lepreau	Maces Bay	Musquash	New River	Pocologan	Prince of Wales
School K-5		☑							
Churches Halls		☑	☑	☑	☑			☑	
Canada Post			☑						
Rec Center					☑	☑			

## Cultural, Recreation and Tourism (at the time of this report)

- **Arts & Culture:**
  - Fundy Shores Community Days, August
  - Fall Festival, September
  - Winter Festivities, November/December
  - Arts & culture programs through the Community Coordinator and the 50 + Club
- **Recreation:**
  - Fundy Bay Seniors 50+ Club, Maces Bay
  - Fundy Shores Soccer Club, Dipper Harbour
  - Musquash ATV Club #38
  - Taekwondo, Musquash
  - Baseball, Dipper Harbour
  - Recreation programs through the Community Coordinator
- **Tourism draws:** New River Beach Provincial Park, Lepreau Falls  
**#ExploreFundyShores:** <https://www.fundyshores.ca/explore-fundy-shores>



**Fundy Coastal Drive** <https://tourismnewbrunswick.ca/fundy-coastal-drive>

## Public Safety Assets

- RCMP (St. George & Grand Bay-Westfield Detachments)
- Ambulance New Brunswick Depot, Lepreau
- Musquash Volunteer Fire Department, Dipper Harbour & Musquash Stations



## High Quality of Life

Fundy Shores offers the friendly warmth of close-knit, inclusive communities, breathtaking landscapes and the dramatic Bay of Fundy right outside their door.



The 2023-24 provincial assessment results for Fundy Shores School grades 4-5 were 93% in English and Science, and 89% in Mathematics. The results are well above the provincial average and were the highest overall in Anglophone South School District.

## B. Community Evaluation: Progress to Date

Fundy Shores is committed to responsible economic development. Below are highlights of Fundy Shores' progress to date since 2023:

### *Infrastructure Development*

- **Internet Access/Connectivity:** Fundy Shores has identified gaps in digital infrastructure. We are exploring ways to enhance connectivity to attract new businesses and support remote workers to ensure seamless connections for businesses and residents.
- **Regional Collaboration:** Regular meetings with the Southwest Regional Service Commission have been established to discuss infrastructure needs and align regional priorities.
- **Partnerships:** Fundy Shores has formed a strategic partnership with SMR development partners.

### *Essential Services*

- **Fire and Emergency Response:** The Musquash Fire Department is one of the larger volunteer fire departments in the region that ensures high-quality training and local emergency response throughout Fundy Shores and to the Point Lepreau Nuclear Generating Station. Musquash Fire Department is the only local volunteer fire department in New Brunswick that is certified and trained to respond to a nuclear emergency.
- **Policing:** Fundy Shores hosted a community meeting with the RCMP and had discussions with the provincial Public Safety Minister to address policing needs.
- **Road Safety:** Plans are underway to meet with the provincial Department of Transportation and Infrastructure to address safety concerns at intersections along Route 790 and speeding near Fundy Shores School. Fundy Shores has also addressed concerns about the need for a large culvert replacement along Route 790 in Musquash.
- **After-School Care:** By partnering with ASD-S and the YMCA of Southwestern NB, we successfully brought after-school care to Fundy Shores School.
- **Emergency Preparedness:** Fundy Shores has adopted an Emergency Measures Plan in alignment with the provincial EMO and local resources. Fundy Shores provides on-going training for first responders and partners with PLNGS, Emera Energy, and Maritimes & Northeast Pipelines to ensure active participation and understanding in the shared responsibilities for safety.

### *Residential and Commercial Development*

- **Government Relations:** We have fostered strong relationships with federal and provincial representatives to unlock investment opportunities that will drive business growth and population expansion.

- **Land Asset Identification:** Crown, corporate, and private land assets have been identified as potential sites for expanding housing, establishing industries, and building municipal and social infrastructure.
- **Land Acquisition:** Fundy Shores has acquired 40 acres of land in Lepreau for community and economic development. This site will primarily be utilized for a new community centre.

## **Housing**

- **Developer Engagement and Industry Collaboration:** Fundy Shores is in discussions with a local developer regarding housing development. We have also had discussions with the New Brunswick Non-Profit Housing Association that could open opportunities for attainable housing projects. Fundy Shores will develop a housing incentive plan to spur residential housing development throughout the community. The goal is to target development on undeveloped or underdeveloped properties. We have also engaged with the Saint John Construction Association to address challenges such as labour shortages and rising costs.
- **Provincial Crown and Surplus Land Advocacy:** We have met with the Union of Municipalities of New Brunswick (UMNB) to address the lack of surplus and Crown land for development. Unlocking these lands is crucial to expanding housing availability.

## **Tourism Development and Promotion**

- **Inventory Asset:** The Tourism Committee has identified assets, opportunities, and stakeholders.
- **Marketing Initiatives:** We have developed bilingual tourism marketing materials and launched the *#explorefundyshores* social media campaign.
- **Local Business Support:** We have met with New River Beach Provincial Park and ParksNB and are exploring opportunities for local business expansion and new start-ups.
- **Trail Network Expansion:** Working with stakeholders, we have identified trail network gaps for ATVs and walking trails. We are working with the Regional Service Commission to ensure the Coastal Trail link to Musquash is completed.

## **Energy**

- **Nuclear Energy Discussions:** Regular meetings with PLNGS have been established to discuss plans for future Small Modular Reactor (SMR) development and the ongoing operation of the CANDU-6 reactor.
- **Regional Energy Support:** We have met with Envision Saint John to discuss regional support for SMR development.
- **Natural Gas Pipelines:** Fundy Shores has met with pipeline companies to discuss natural gas pipeline infrastructure.

## **Seafood Sector**

- **Sector Engagement:** We met with stakeholders to discuss opportunities and challenges within the seafood sector, including succession planning and wharf asset management. These discussions will continue.



## Environmental Stewardship

- **Climate Change Adaptation:** We are developing a Climate Change Adaptation Plan to identify best practices for mitigating risks related to sea-level rise, flooding, storm surges, erosion, and ecosystem protection.
- **Greenhouse Gas Reduction:** A Greenhouse Gas Emission Study has been completed, and we are working on a mitigation plan to reduce our carbon footprint.
- **Community Energy and Emissions Plan:** Fundy Shores is working on a Plan, which aims to lower energy costs and reduce greenhouse gas emissions in the community-at-large over the next ten years.
- **Marine Protected Areas (MPA):** Fundy Shores is a member of the of the Musquash MPA Advisory Committee. The Musquash Estuary is the largest estuary in the Bay of Fundy, protecting approximately 7 km<sup>2</sup>. The Musquash MPA “encompasses unique habitats, and areas of biological diversity and biological productivity and is an area of importance for a variety of commercial and non-commercial fisheries.”<sup>2</sup>



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<sup>2</sup> Government of Canada. **Musquash Estuary Marine Protected Area (MPA)**, Department of Fisheries and Oceans, <https://www.dfo-mpo.gc.ca/oceans/mpa-zpm/musquash/index-eng.html>.

## C. SWOT Analysis




<p><b>STRENGTHS</b> (Internal)</p> <ul style="list-style-type: none"> <li>• Open-for-Business Attitude</li> <li>• Competitive Tax Rates</li> <li>• Community Identity and Engagement</li> <li>• Strategic Location: Access to U.S. Markets and Port of SJ</li> <li>• Employer Stability (PLNGS)</li> <li>• Tourism Appeal</li> <li>• High Quality of Life</li> <li>• Education: K-5</li> <li>• Strong Financial Position</li> <li>• Efficient Governance</li> </ul>	<p><b>WEAKNESSES</b> (Internal)</p> <ul style="list-style-type: none"> <li>• New Municipality</li> <li>• Insufficient Signage</li> <li>• Limited Land Availability</li> <li>• Business Diversity</li> <li>• Lack of Community Hub</li> <li>• Recreational Trail Gaps</li> <li>• Lack of Municipal Infrastructure</li> <li>• Lack of Municipal Support Staff</li> <li>• Reliant on a Single Industry Tax Base</li> </ul>
<p><b>OPPORTUNITIES</b> (External)</p> <ul style="list-style-type: none"> <li>• Increased Tax Revenue</li> <li>• Tourism Expansion</li> <li>• Cruise Excursions</li> <li>• PLNGS Refurbishment</li> <li>• SMR Development</li> <li>• Logistics and Warehousing</li> <li>• Municipal Borrowing Power</li> <li>• Waterfront Infrastructure</li> <li>• Land and Natural Resources</li> <li>• Healthcare and Retail Gaps</li> <li>• Housing Expansion</li> <li>• Services</li> </ul>	<p><b>THREATS</b> (External)</p> <ul style="list-style-type: none"> <li>• Digital Connectivity Issues</li> <li>• Lack of Regional Collaboration</li> <li>• Regional Competition</li> <li>• PLNGS Decommissioning</li> <li>• Risk of SMR Development not Occurring</li> <li>• Lack of Wharf Asset Management</li> <li>• Small Population and Workforce</li> <li>• Aging Population</li> <li>• Lack of Infrastructure for Housing Development</li> </ul>




## 2. Where Do We Want to Go?

### A. Strategic Areas and Goals

Strategic Area	Goal	Objectives	Actions
<b>Residential &amp; Commercial Development</b>  	Improve housing accessibility for all income levels	Build 25 attainable housing within 5 years	<ol style="list-style-type: none"> <li>1. Determine the amount of land required for municipal ownership for development.</li> <li>2. Identify land to attract private investment for housing development.</li> <li>3. Collaborate with provincial government and private landowners.</li> <li>4. Partner with non-profits and developers.</li> <li>5. Create incentives for developers to build diverse housing types.</li> </ol>
<b>Business Growth &amp; Diversification</b>  	Diversify and expand the local economy	Attract a suitable industry for development.	<ol style="list-style-type: none"> <li>1. Identify potential areas for a light industrial park.</li> <li>2. Build the infrastructure to attract businesses to set up shop.</li> <li>3. Design/build pad-ready sites for light industrial park.</li> </ol>
		Support existing businesses	<ol style="list-style-type: none"> <li>1. Develop a business directory for Fundy shores.</li> </ol>
<b>Infrastructure Development</b>  	Support local economic growth and connect the community to regional markets	Create a plan for investing in transportation, utilities, and digital infrastructure	<ol style="list-style-type: none"> <li>1. Work with provincial and federal governments to access funding.</li> <li>2. Collaborate with providers to improve digital access.</li> <li>3. Determine cost of operating a public works department.</li> <li>4. Invest in social and recreational infrastructure.</li> </ol>



<b>Tourism Sector</b>  	Develop the local tourism industry	Find opportunities for local operators and develop tourism products	<ol style="list-style-type: none"> <li>1. Collaborate with RSC 10 for tourism marketing support.</li> <li>2. Meet with Cruise Lines to discuss excursions to Fundy Shores and capitalize on the 60,000 passengers taking excursions annually from the Port of Saint John.</li> <li>3. Build upon local tourism marketing and strategy.</li> <li>4. Work with stakeholders to develop the Coastal Link Trail.</li> <li>5. Continue to work with New River Beach Provincial Park/Lepreau Falls.</li> <li>6. Partner with stakeholders to improve trail networks.</li> </ol>
<b>Energy Sector</b>  	Maintain good-paying jobs and support the existing tax base	Support the continued operation of the CANDU-6 reactor and SMR development	<ol style="list-style-type: none"> <li>1. Meet regularly with PLNGS</li> <li>2. Begin planning to meet the need for an expanded workforce at Point Lepreau Nuclear Generating Station (PLNGS).</li> </ol>
<b>Seafood Sector</b>  	Ensure the sector thrives	Understand the complex issues facing the local seafood industry	<ol style="list-style-type: none"> <li>1. Work with small craft harbours to maintain wharf infrastructure.</li> <li>2. Work with organizations to provide training in succession planning and mentorships.</li> <li>3. Work with stakeholders on economic development and environment projects.</li> </ol>
<b>Government &amp; Inclusive Community Services</b>	Create a central hub for community services	Build a community hub within the next five years	<ol style="list-style-type: none"> <li>1. Determine sources of capital and operating funds.</li> <li>2. Apply for infrastructure funding.</li> <li>3. Develop conceptual design and cost estimates, including operating. (next 12-18 months).</li> </ol>

  	Health and long-term care		<ol style="list-style-type: none"> <li>1. Attract health care service providers to practice here.</li> <li>2. Support seniors living in place.</li> <li>3. Identify land for a nursing home or long-term care facility.</li> <li>4. Identify long-term care provider.</li> </ol>
	Create expanded opportunities for childcare services	Attract and retain childcare services	<ol style="list-style-type: none"> <li>1. Identify childcare needs.</li> <li>2. Identify providers based on needs.</li> </ol>
<b>Environmental Stewardship &amp; Responsible Development</b>	Reduce our carbon footprint	Create a mitigation plan for greenhouse gas emissions	<ol style="list-style-type: none"> <li>1. Use the Greenhouse Gas Emission Study to inform the mitigation plan.</li> </ol>
	Address the impacts of climate change	Create a Climate Change Adaptation Plan	<ol style="list-style-type: none"> <li>1. Implement a phased approach to ensure sustainable growth.</li> <li>2. Integrate green building standards.</li> <li>3. Collaborate with partners as required.</li> </ol>

### 3. Are We There Yet?

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5 +
<ul style="list-style-type: none"> <li>Established the Economic Development Committee and contracted Synergi.</li> <li>Identified land for development.</li> <li>Purchased land for a community centre.</li> <li>Established a collaborative relationship with energy stakeholders.</li> <li>Worked with the YMCA of Southwestern NB and Fundy Shores School to provide After-School Care.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a business directory.</li> <li>Design/build community centre.</li> <li>Provide incentives to spur housing development.</li> <li>Secure land for housing and a light-industrial park.</li> <li>Goal of 25 housing units by 2030.</li> <li>Identify priority areas for municipal and digital infrastructure.</li> <li>Identify wharf infrastructure needs.</li> <li>Work collaboratively with PLNGS, NB Power, and GNB on SMR development.</li> <li>Identify a provider and land for an LTC facility.</li> <li>Meet with Cruise lines to discuss day-excursion opportunities in Fundy Shores.</li> </ul>	<ul style="list-style-type: none"> <li>Mid-to-end of Community Centre build.</li> <li>Design/build pad ready sites for light-industrial park.</li> <li>Achieve 50% of housing goal.</li> <li>Secure funding availability for municipal infrastructure.</li> <li>Expand daycare services.</li> <li>Advocate for federal dollars to improve wharf infrastructure.</li> <li>Attract healthcare and LTC workers.</li> <li>Work with provincial and federal partners and digital providers to improve digital infrastructure access.</li> <li>Work with stakeholders to bridge gaps in trail networks.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of Community Centre.</li> <li>Establish healthcare services.</li> <li>Achieve 75% of housing goal.</li> <li>Continue to attract small-and-medium size businesses.</li> <li>Expand upon the industrial park.</li> </ul>	<ul style="list-style-type: none"> <li>Preparations for SMR development at Point Lepreau.</li> <li>Achieve 25 housing units built.</li> <li>Final evaluation and planning for next five-year economic development strategy.</li> </ul>

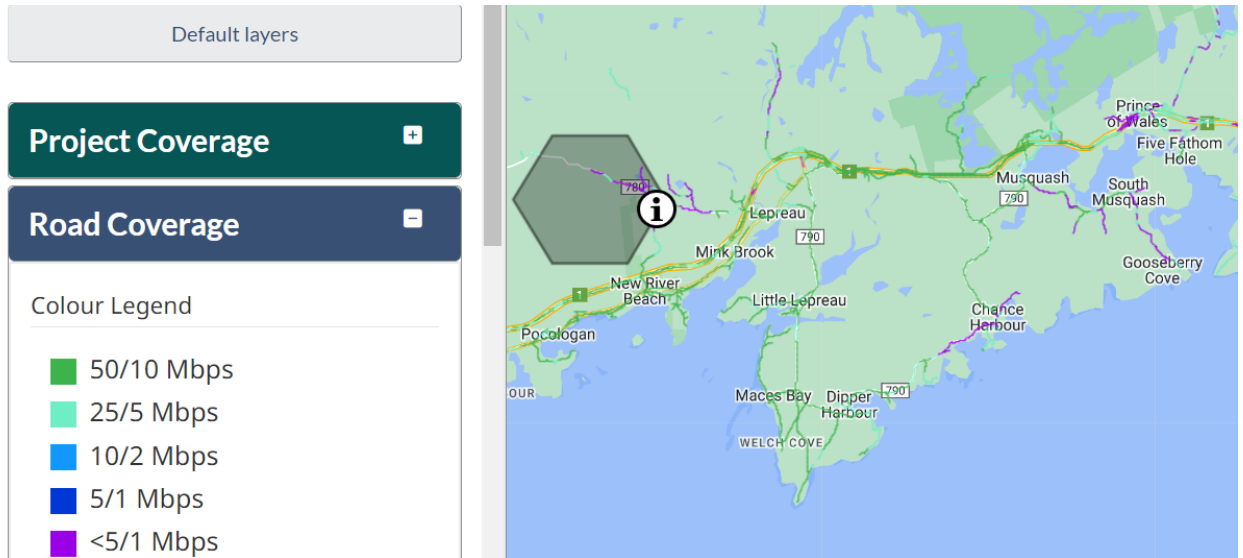
## 4. Transparency and Accountability

This Economic Development Plan will be reviewed and updated annually by the Economic and Community Empowerment Committee, and approval by Council. Residents and businesses will have opportunities to learn about the recommended actions and suggest improvements through the Fundy Shores website and local information sessions. We look forward to your input!

# 5. Appendix

## A. Internet Coverage

### National Broadband Mapping



<https://ised-isde.canada.ca/app/scr/sittibc/web/bbmap?lang=eng#!/map>

## 6. Consultant

*Synergi* is a non-profit economic development agency partnering with local municipalities to help them achieve their goals for growth. By working together and maximizing resources, we can produce a combined effect greater than sum of our individual efforts.

Currently, *Synergi* represents the Rural Communities of Fundy Shores, Campobello Island, and the Village of McAdam. We provide local economic development services, such as Land Acquisition, Residential and Commercial Development, Tourism Development, Infrastructure Development, and Business Attraction and Support.

Our goal is to ensure that our communities thrive and remain a wonderful place to live, work, and prosper.

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