

Opportunities Summits Summary Report

Jobs Board

July 2016



Opportunities Summits Summary Report - Jobs Board

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The Honourable Roger Melanson President, Treasury Board and Minister responsible for Jobs Board

It is my privilege to submit the summary report from the economic summits.

Between September 2015 and April 2016, a series of opportunities summits were held around the province. This report summarizes the feedback of more than 1,500 participants from academia, advocacy groups, artists, business people, First Nations, industry associations, non-profits, start-ups, unions, youth, and different levels of government.

The summits were a valuable opportunity for participants to work with government to identify challenges, solutions, and new prospects for job creation and economic growth in New Brunswick.

The opportunities identified are currently being reviewed and evaluated as part of the economic action plan for the province. We thank all participants who participated in the summits and we look forward to working with them again in the future as we move our province forward.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'S. Holt', with a long horizontal flourish extending to the right.

Susan Holt
Chief, Business Partnerships
Jobs Board Secretariat



Premier Brian Gallant giving opening remarks at the Youth Summit, Lily Lake Pavilion, Saint John, Jan. 29, 2016

Background

Context

The Jobs Board Secretariat (JBS) was established to develop a jobs and economic growth agenda for New Brunswick. Our new opportunities-based economic development model is founded on the idea that the competition for business investment and for highly ambitious entrepreneurs and talent has never been as high as it is today. We need to identify and align our resources to develop tangible, highly valuable and profitable opportunities that will attract investment from local businesses, communities, ambitious new entrepreneurs and multinational firms.

To ensure we consider the largest range of potential opportunities for NB's growth, the JBS organized a series of Opportunities Summits around the province between September 2015 and April 2016 in partnership with Opportunities NB (ONB) and lead provincial departments. Government heard from more than 1,500 participants during 22 Opportunities Summits in 15 communities. Table 1 lists the topic, dates, locations and number of participants at each summit.

"By working with the private sector, stakeholders and experts, we will create economic growth in New Brunswick. The government does not have all of the answers. Understanding the challenges and opportunities of our sectors is, therefore, crucial."

- Premier Brian Gallant

The summits brought together academia, advocacy groups, artists, business people, First Nations, industry associations, non-profits, start-ups, unions, youth, and different levels of government to identify new prospects for creating jobs and economic growth opportunities in the province.

Throughout the summits, recurring themes emerged on ways to grow a highly skilled workforce, expand innovation capacity, increase access to capital for the private sector, increase investment in strategic infrastructure and develop a more agile government and policy environment. The opportunities identified are being reviewed and evaluated for development as part of an economic action plan for the province.

"Through listening to all the New Brunswickers who participated, it is clear they want the government to invest in education and training to develop a skilled workforce. This is exactly what we will continue to do."

- Premier Brian Gallant

Summit-specific reports are available on the New Brunswick Jobs Board website **here**. This final report highlights identified opportunities, participant feedback and actions taken since the summits.

Opportunities Summits

	Summit Topic	Date	Location	Participants
1	Contact Centre	Sept. 24, 2015	Riverview	42
2	Gender Equality	Sept. 29, 2015	Woodstock	45
3	Agriculture	Oct. 21, 2015	Grand Falls	70
4	Immigration	Oct. 22, 2015	Riverview	70
5	IT	Nov. 3, 2015	Fredericton	70
6	Aquaculture/Fisheries	Nov. 5, 2015	Shediac	40
7	Regional Economic Development	Nov.13-14, 2015	Miramichi	160
8	Tourism	Nov. 19, 2015	St. Andrews	60
9	Advanced Manufacturing	Nov. 20, 2015	Belledune	50
10	Persons with a Disability	Dec.3, 2015	Fredericton	50
11	Aboriginal Economic Opportunities	Dec. 7, 2015	Miramichi	117
12	Energy	Dec. 11, 2015	Saint John	90
13	Economic Inclusion	Jan. 11, 2016	Saint John	90
14	Access to Capital	Jan. 12, 2016	Fredericton	40
15	Youth	Jan. 29, 2016	Saint John	85
16	Arts and Culture	Feb. 18, 2016	Caraquet	90
17	Mining	Feb. 19, 2016	Bathurst	80
18	Healthy Aging	Mar. 18, 2016	Miramichi	70
19	Transportation	Mar. 22, 2016	Florenceville	60
20	Green Economy	Apr. 4, 2016	Edmundston	80
21	Economic Development Partners	Apr. 11, 2016	Moncton	60
22	Forestry	Apr. 19, 2016	Atholville	70
	Total		15 communities	1,500+ participants

Table 1: Opportunities Summits September 2015 – April 2016

Summit Objectives

While the objectives for specific summits varied a bit, the general objectives for each summit are listed below:

- Identify a long list of viable economic opportunities to explore
- Identify conditions for success in identified opportunities
- Participants had a positive experience and felt their contribution mattered
- Participants were heard

Themes

While each summit was a unique experience and came up with specific opportunities, challenges and conditions for success, there were many recurring themes identified as shared priorities for the government to consider addressing.

People

Education

Education and training was mentioned at every summit as a key condition required for growth in New Brunswick. With the public school system there was a call for more experiential learning opportunities, better integration of real-life work experience, and educating for an entrepreneurial spirit to develop a culture of problem solvers and opportunity creators. There were similar suggestions for post-secondary institutions to better match education offerings with industry needs, more experiential learning opportunities (co-op programs, mentorship, getting out of the classroom and into the community.) There was also a notion of broadening education efforts to all stages of life to build a learning culture.

Entrepreneurial Spirit

While the notion of entrepreneurial spirit came up as needed to encourage and integrate in schools, it also came through as a need for a cultural shift. This would entail a shift from job seekers to job makers; for New Brunswickers to realize that opportunities can be created here and grow here. As well, a mental shift is needed to adapt in this fast-paced, competitive marketplace. Participants cited a desire for more young people to embrace entrepreneurship.

Labour Shortage vs. Unemployment

The healthy aging, youth and immigration summits all talked about seniors, youth and newcomers having difficulty securing employment while every other summit mentioned the challenge of finding labour to fill vacant positions. At the Contact Centre, Transportation (Trucking), Fisheries & Aquaculture, and Mining summits, the idea of rebranding these industries came up as a way to help close that gap between job seekers and positions available. More may need to be done than rebranding to make these industries attractive and place them on the radar of job seekers. Putting a new label on an old product doesn't change the offering, but taking a deeper look at the employment opportunities currently available and examining how these businesses can match those opportunities with what employees are looking for will aid in bridging this gap. Opportunities for purpose-driven work, good wages, innovative environments, and creative benefits packages are some of the things the millennial generation (born between 1980-81 and 2000) is seeking in employment. Targeted and strategic immigration solutions were also suggested at numerous summits to address labour shortages, decrease unemployment, grow demand as well as our population.

Succession

While the issue of succession planning in small-and-medium-sized businesses has been an issue for many years, it came up as an opportunity for many industries to match young entrepreneurs and new comers with business owners approaching retirement age.

Innovation

Rich Research Assets

Many summits (particularly IT, Energy, Aquaculture, Forestry and Healthy Aging) identified world-class research underway in New Brunswick today and the need to better connect our research strengths with our commercialization and economic development efforts. Other summits (notably Agriculture, Contact Centre, Advanced Manufacturing and Mining) cited the potential for new centres of excellence to support potential growth opportunities.

Importance of Data

Participants at numerous summits identified the importance of readily-available provincial data to support community, citizen and industry actors' decision making. Collecting and sharing information on the province's geography, crown lands, health system use, and education outcomes was expressed as an important condition for growth.

Importance of the "eco-system"

Each summit brought forth lists of key partners, community organizations, agencies and associations that support growth and the process of creating and commercializing new ideas, as well as supporting existing actors in each sector. Each summit resulted in the exchange of many business cards particularly in the Advanced Manufacturing, Access to Capital, Green Economy and Healthy Aging summits. It was felt there was a clear appreciation for and value to getting these common interest groups together to discuss opportunities for growth and between businesses and organizations.

Capital

Financial Literacy

Lack of financial literacy came up at the Youth, Access to Capital, Aboriginal, and Economic Inclusion summits. This was seen as a barrier preventing people from pursuing entrepreneurship and small businesses from accessing funding to start and scale their businesses.

Access to Capital

Almost every summit included talk about creating more financial incentives for growth either through tax credits, procurement policies, or grants and subsidies.

Infrastructure

Rural Internet Access

Access to reliable, quality connectivity across the province came up as a barrier to growth in the Contact Centre, Agriculture, Tourism, Economic Inclusion and IT summits.

Strategic Alignment

While infrastructure takes many forms in various industries, there was a common thread that the government needs to take a strategic approach to what infrastructure it chooses to build, maintain and remove.

Agility

Red Tape Reduction

Each industry faces varying degrees of regulation and red tape which both help and hinder growth. Many opportunities were identified to help reduce barriers while maintaining the structure, safety and security which government regulation is meant to provide.

Disruptive Policy Innovation

Many industries are facing rapid change on a global scale through technology and innovation. The tourism, energy, green economy, agriculture, IT and health aging industries will look incredibly different by 2040 which calls for innovative thinking and policies connected to the global markets with local solutions.

Common Priorities

These common priorities which cross several industries have the highest potential to make a positive impact on economic growth for the province. The rest of the report provides brief summaries of what was raised by participants from each summit. The highlights are captured through the top opportunities identified by the attendees, participant feedback, and insight on where participants felt government should focus its resources.

Lessons Learned

Organizing topic-specific summits throughout the province with such a diverse group of participants to brainstorm growth opportunities is not something that the Government of New Brunswick does every day. A great deal was learned throughout this process to improve future summits:

What went well

Participants were engaged

- All summits had good attendance, with most between 40-100 participants.
- Approximately 70 per cent of participants said they felt either 'a lot' or 'completely' heard.
- Many would have liked more time for brainstorming and feedback.

Interest in regularly meeting with focused objectives and open communication

- Many participants expressed the value in networking within their industries
- For several industries there was an appreciation for learning more about what is happening and the current state of their industry.
- For specific opportunities, there was expressed interest in future meetings of small interest groups to explore those opportunities more in depth.

Participation of government employees

- There was an appreciation for the participation from government decision makers and employees in the sessions.

What could be improved

Uncertainty government will act

- There was wide spread appreciation for the summits along with an underlying skepticism of whether or not they will lead to action.
- Getting the individual summit reports back out to participants took longer than anticipated.

Opening presentations

- Opening presentations often ran overtime, taking time from the discussion part of the day and not leaving enough time for discussion.

Lack of participation of government employees

- When government employees were in attendance, but did not participate at the tables, it was seen as a missed opportunity to hear from stakeholders.

Minority representation

- While there were summits dedicated to gender equality, First Nations, youth, immigration and seniors there could have been a greater effort in getting more representation from each of these groups at all of the industry specific summits.

Actions Taken Since the Summits

Since the very first summit held last September, government staff as well as summit participants have been actively working to advance ideas raised in the discussions as well as to solve issues identified by the community. Below are a few examples of action taken by the government following the summits:

Home-based Work

We heard suggestions at the Contact Centre, Gender, Immigration, IT, Regional Economic Development, Aboriginal, Persons with Disabilities and Economic Inclusion summits related to growing home-based work in New Brunswick. Given the government's desire to help New Brunswickers in all areas of the province access employment opportunities, and the significant rural and distributed population, home-based work was identified as an early pilot opportunity for growth. The Department of Post-Secondary Education, Training and Labour, in partnership with Opportunities New Brunswick, is now leading a project to connect New Brunswickers with home-based work options, and we expect results and learning before the end of this year.

New Farming Entrants

Participants at the Agriculture summit as well as at the Immigration and Green Economy summits identified the need for new farmers in New Brunswick, both to take on farms ready for succession, as well as to put more land into production. The team at the Department of Agriculture, Aquaculture and Fisheries has entered into re-newed discussions with the industry association, Opportunities New Brunswick, the Department of Finance and the Department of Post-Secondary Education, Training and Labour to improve efforts to attract and support new farmers.

Energy Opportunities

Launch of the Smart Grid Innovation Network: The Smart Grid Innovation Network is collaboration between NB Power, Siemens Canada and the University of New Brunswick with support from the Province of New Brunswick and the Atlantic Canada Opportunities Agency. It will offer businesses a venue to design, develop and test smart-grid-related products and services, offering aspiring start-ups and established companies a testing environment to overcome technology hurdles.

Tidal Energy Opportunities Summit: Opportunities New Brunswick and the Department of Energy and Mines announced a collaborative partnership with Saint John businesses to host a Tidal Energy Opportunities Summit. The summit, held on June 27, 2016, looked at opportunities for New Brunswick businesses to participate in the tidal energy sector in the Bay of Fundy.

Open Data

Since the IT summit, government has developed and passed an Open Data policy and adopted the Open Government Licence, launched the nb+ digital lab and inventoried datasets for release.

Cybersecurity

Industry leaders at the IT summit identified Cybersecurity as a growing part of the IT sector and identified New Brunswick's unique advantages in this area with our world-class research, leading industry players, strong technology infrastructure, loyal and reliable employee profiles and educational capacity. Opportunities New

Brunswick immediately engaged a consultant to map out the opportunity in more detail with subject-matter experts, and then brought on a summit participant to lead the effort to grow the Cybersecurity economy in the province. Government has been engaged through the departments of Education and Early Childhood Development, Post-Secondary Education and Labour, and Service New Brunswick to tackle this opportunity collectively.

Tourism

The Tourism, Heritage and Culture (THC) strategic plan has been recently reviewed and actions will be concentrated on growing/extending the tourism season and increasing exports of tourism products. This will include developing new products such as a Provincial Culinary Strategy and developing new markets such as the expedition cruise market and the China market.

THC is also working at a better integration of tourism and culture especially cultural events as unique tourism experience.

Mining

In keeping with government's commitment to seek cost savings and increase efficiency, the departments of Natural Resources and Energy and Mines have merged into the new Department of Energy and Resource Development. This merger is a major step forward in addressing a number of opportunities raised at the summit, some of which include:

- Aligning Crown Lands administration with mineral exploration and mining development reviews and approvals;
- The creation of a new First Nation and Community Engagement Unit which is focused on building strong relationships with all rights holders and stakeholders in relation to resource development opportunities under our mandate;
- Evaluating options to streamline our land-use programs and databases with a particular focus on areas with multiple resource development opportunities; and
- The development of a new integrated GIS (geographical information system) strategy and expansion of our LiDAR (light detection and ranging) data collection over much of the province with plans to make this data publicly accessible.

Economic and Social Inclusion

A provincial advisory committee on rural and urban transportation will submit a report to the Economic and Social Inclusion Corporation (ESIC) in the fall on a potential provincial strategy for transportation.

An internal group to identify opportunities to support the growth of social enterprise has been created.

Financial literacy supports are in place through community inclusion networks.

Healthy Aging

Social Development has partnered with numerous municipalities and communities, stakeholder organizations and the Collaborative on Healthy Aging. A guide and other resources to promote age-friendly communities have been developed and an Age-Friendly Recognition Program is soon to be announced.

Redesign Homes: Discussions are being held with the federal government regarding affordable housing infrastructure investments for senior's assisted living programs.

Para-Health: The provincial government is investing \$600,000 to improve dementia care through the appropriate use of antipsychotic medication at 15 nursing homes in New Brunswick. This will be the first phase of the New Brunswick Appropriate Use of Antipsychotics Collaborative. The project will be expanded province-wide in 2017.

Home First initiatives: Several initiatives are underway to support care and service in the community/home. Examples include:

Rehabilitation and Reablement Services for Seniors (R&R) is a Home First initiative aimed at helping seniors leave the hospital sooner, prevent hospitalization and/or delay admission to residential facilities by offering intensive rehabilitation and reablement services. It enhances services currently offered by the Extra-Mural Program (EMP) and the Department of Social Development. It is short term, intensive services delivered in the patient's home or designated special care homes. The overall goal is to rehabilitate and enable seniors over the age of 65 to remain in their own home and continue to be part of their community. R&R is patient-focused and allows the senior to be directly involved in identifying their needs and goals, developing their plan of care and evaluating their outcomes. Full provincial implementation is projected to occur in the remaining zones in 2017/2018.

Paramedic Referral to EMP is a piloted process in which paramedics can identify seniors at risk in their homes and refer directly to EMP for required care. This process will be rolled out province-wide.

Local Food and Beverage Strategy

Support for a local food and beverage strategy was raised at the Agriculture, Tourism, Aquaculture and Fisheries, Aboriginal, Economic Inclusion and Green Economy summits. The Department of Agriculture, Aquaculture and Fisheries, along with their partners at AlcoholNB Liquor, and Tourism, Heritage and Culture, has incorporated these insights into their work and has advanced the preparation of the Local Food and Beverage Strategy accordingly.

Transportation

The departments of Transportation and Infrastructure, Post-Secondary Education, Training and Labour, as well as the Atlantic Provinces Trucking Association, will be working together to host a two-part dialogue with the trucking industry on the shortage of labour in the industry. During the first session, stakeholders will brainstorm on potential solutions and draft an action plan to address this issue. The final action plan will then be presented to the trucking industry executives during a follow-up presentation.

Gender Equality

Initial Gender Equality summit participants were invited along with additional interested parties to a second session focused on identifying concrete actions that will enhance equality within New Brunswick. This session took place in Moncton in late April where social innovation labs were explored as a potential method to identify and address gender inequalities moving forward. Next steps will be determined shortly.

Conclusion

Throughout the course of organizing and executing 22 different summits held throughout the province with a diversity of participants and departments each time, a few things were consistent. First, getting out of regular thought patterns and pre-occupations to imagine the future economy of New Brunswick and predict where growth might lie was a consistently challenging undertaking, regardless of the topic. At each summit, we witnessed the struggle at tables to identify growth in 2040, with an easier time had articulating opportunities in the shorter, three-year term. It also became clear that even people with long and deep experience in a particular field were not familiar with all the academic, community and industrial activity in the province. At the end of this process, we've gained a more complete view of all the assets New Brunswick has relative to economic development potential, as well as their dynamic and ever-changing nature.

We were reminded that there are challenges in place throughout our economy, as many summit discussions dwelled on problems that need fixing rather than growth opportunities (although the two are not mutually exclusive). Numerous instances of imperfect programs, systems and regulations were identified for attention separate from the areas of high economic potential.

It was abundantly clear how passionate, optimistic and willing New Brunswickers are to continue to have discussions about growth, overcome challenges and work together. Every summit included some form of comment of appreciation for convening participants together and the opportunity to exchange ideas with each other as well as with government. The richness that came from having multiple different (and at times diametrically opposed) perspectives in each room improved the discussions and the learning.

Finally, we were reminded of the interconnected nature of our province, as summit participants, ideas, themes and issues overlapped from summit to summit. This helped to reinforce that we need all three aspects of economic development – policy development, community development and business development – to unite around common growth opportunities and realize the maximum results from our collective efforts.

As next steps, government has been digging into the many growth opportunities identified by summit participants and looking for instances where the stars align: Where our strengths – be they academic, industrial, geographic, resource-based, human or otherwise – match with growing demand in both local and global markets. Where the thoughtful coordination of policies, business development efforts and community involvement will unlock significant growth. These opportunities will form the basis of a new, collaborative approach to economic development that we believe will yield better results and contribute to increased prosperity for all New Brunswickers.

Contact Centre Summit

42 participants

Riverview, NB

September 24, 2015

Top Opportunities

Key stakeholders from the contact centre industry identified the following opportunities as priorities for the next three years.

Rebranding the Industry – Business Centre Strategy

- Faced with labour shortages and difficulty attracting and retaining top talent, it was perceived that there is a stigma around the industry that “call centre” jobs aren’t attractive and that the industry needs to promote that they are more than contact centres, but full service business centres with growth opportunities and diverse opportunities. There is an opportunity to take five or six existing centres and evolve them into business centres. Promote the industry as business service centres – centres of innovation solving “big” problems with meaningful career opportunities with regional strengths (i.e. technology, bilingual, sales, etc.)

Home Based Agents

- A solution to the employee attraction problem and rural revitalisation within New Brunswick - there is an opportunity to take advantage of today’s technology, employer and employee demand, and establish a model for people to have meaningful careers from their homes.

Training and Education

- Need for new models of training delivery (virtual, multi-channel) and skills (leadership, language, culture, technical) and an opportunity to work with the post-secondary institutions and offer affordable training for the 50+ demographic.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

“Passion for change across the industry, moving away from stoic old business practices”

“I applaud Premier Gallant, the Jobs Board and ONB for taking this initiative.”

“Excellent! Great content, fabulous leaders as participants, a real desire to invigorate our industry. Bravo ONB!!”

Where would you like to see government focus their efforts?

Improve ONB Service Model to Industry

- "Retaining the business that is here today by maintaining close contact with the senior leaders within those organizations."
- "Government needs to build true subject matter expertise in this sector if it wishes to build a credible strategy going forward."
- "Utilizing the new pitch to target larger organizations that currently have no presence in NB to setup operations in NB. Assist us in partnering with NBCC and the universities to create programs that are aligned with future hiring."

Attract more Centres

- "Grow our existing base of clients. Consolidation is occurring. It should happen here if we have a strong value proposition."
- "Partnership with existing centres on opportunities or leads for future business support centres."

Support re-branding

- "A culture of success is vital for industry health. Therefore GNB's help with re-branding can help all the major players with 'Culture', thereby making the whole industry stronger."

Support with recruitment/training

- "Invest in training to improve recruitment efforts to sustain."
- "Improving hiring techniques – engaging language training."
- "The Premier was very graceful and honest with his comments and feedback. I appreciated the invitation and look forward to seeing the results."

Gender Equality

45 participants

Woodstock

September 29, 2015

Top Opportunities

The format of this summit was a departure from others held around the province and included different approaches and intended outcomes.

Invitees at this session explored gender equality, its impact to New Brunswickers' economic security, as well as ways to address inequalities. Participants included women and men from across the province representing diverse sectors, communities and interests, as well as those in positions of influence to champion substantial systemic change.

There was consensus amongst participants that this initial summit was a good beginning as a means to shape future gender equality initiatives. Most participants expressed a desire to remain included in the process.

While not all-inclusive, the following summarizes key considerations discussed including the needs and challenges related to achieving gender equality through:

Economic Security

General

- Access to childcare, single-parent households, elder care, the educational system and pay equity, improved support systems, and change to create equality were some of the items discussed. To address poverty reduction, housing was identified as a key component, as well as "to help break cycle of poverty through early childhood policy" and the "need to ensure those in poverty are welcome into decision-making rooms so their children can see they belong."

Workplace

- *Leadership* was a key theme where it was determined that the "tone at the top" matters. Showcasing workplace profiles with organizational graphs and stats by gender, educating leaders on family and gender-friendly policies and benefits, building confidence in young women to take on leadership positions including sponsorship, and challenging CEOs to lead by example were among some of the topics discussed.
- *Workplace practices and policies* including assessing current hiring practices, willingness to adjust expectations/behaviours, accessibility to EAP programs, pay equity, growing talent, partnerships to change internal culture, flexible work and career options, parental leave policies, work-life balance, and helping women create networks were key areas in this sub-heading.
- *Gender dominated positions* and the related issues for both women and men it creates was the last sub-heading in this area. Examples were discussed such as women in construction trades where only 1.6 per cent of NB industry is represented by women and where cultural changes, progressive policies and practices and industry champions are needed to help change this reality.

Personal security

- To help promote gender equality, women need to help lift each other up instead of competing; mentorship and networks for women need to be in place; women must be able to “live safe and secure in their homes” and must “feel comfortable asking for help for what they want.”

Social security

- “We need to rebuild confidence through social policies for women from challenging background. “To ensure gender equality we must “focus on the potential instead of barriers.” Awareness is critical, so provide facts through data and information. Where applicable, tie funding to equality outcomes.

Diversity

- Institutions and HR professionals need to adopt practices that support and welcome ethno-cultural diversity. This includes addressing general under-representation, as well as publications.
- Immigrant and visible minority women have a role to play and/or need to be supported to fully participate in all areas of New Brunswick society. This includes encouraging empowerment over their own well-being, teaching openness to differences in schools, educating on the consequences of racial profiling, elimination of racism and discrimination, and preparing society for changes related to diversity.

Education

Teaching gender-equality awareness in schools, ensuring a better balance in the curriculum based on gender needs, eliminating gender biases, and educating on sexualisation at university campus were some of the areas discussed.

While the session focused on defining gender equality along with related needs and challenges, there were several proposed solutions to help address inequalities including:

- “Providing training”
- “Community support”
- “Hold ourselves accountable as men – both for our own behaviour and for what we observe”
- “Culture shift: zero tolerance (of inappropriate behaviours)”
- “Publish statistics and success stories”
- “Change language (as in word choice and usage)”
- “Involve men in addressing issues”
- “Have more men at the table when discussing equality”
- “Redefine success for men”
- “Challenge stereotypes”

Participant Feedback

A follow-up survey provided participants an opportunity to share their thoughts about the day:

"I appreciated the chance to discuss such an important subject with people from across various sectors."

"It would be interesting to have these types of conversations with high school students as well as university and college students. I think it is important to plant the seed early that equality is important for all."

"Good report. Thank you. When investigating equality issues between men and women it will be necessary to understand the inequality that exists not only between men and women but between women from diverse backgrounds. I would also suggest activities to promote the equality of women from minority backgrounds and communities. For example: Should we pay particular attention to women from a religious minority? Should the situation of women belonging to other minority communities also be given particular attention?"

Who else should we include in future discussions?

- "I thought you had good representation at the last session."
- "People of colour and newcomers, Indigenous women and peoples, transgender and non-binary people (you can't talk about "gender" equality without them, otherwise you are talking about women's equality and further erasing trans people), young women!"
- "Beaucoup plus d'hommes, les patrons, ceux qui ont du pouvoir de décision. Pas les subalternes. Aussi des femmes qui ont de l'expérience dans de tels postes pour donner plus d'exemples de pratiques gagnantes et répondre aux questions, objections et excuses des premiers."

Where would you like to see government focus their efforts?

While this was not a specific question asked, feedback was received in this area and included the following examples of needs and suggestions related to gender equality:

- "Government policy and consistent support (educate, communicate, legislate)."
- "Government leadership but share control!"
- "Consider the Federal Contractors Program model."
- "Bureaucratic and social barriers for women keeping their family names (want Premier to take leadership role)."
- "How can the NGO – Non-profit sector; government and private sector come together?"
- "How can the Premier challenge everyone?"
- "Challenge the CEOs – lead by example – talent example within government."

Agriculture Summit

70 participants

Grand Falls

October 21, 2015

Top Opportunities

Key stakeholders from the agriculture industry identified the following opportunities as priorities for the next three years. The stakeholders at the agriculture summit came from very diverse settings such as industrial agriculture, small-scale farmers, processing companies, farm associations and both conventional and sustainable farming practices.

Market Development

- Maximize the New Brunswick brand with niche market areas such as blueberries, maple, hops, biofuels, grains, potatoes, etc. Keep a good pulse on customer demand to align these niche market opportunities in order to develop the local food (NB families, schools, hospitals) and export food markets. Identify new market opportunities in alternative crops and livestock such as alternative rotations, biofuels, hemp, bee production, etc.

Human Resources

- Participants suggested new farmer and new entrant recruitment initiatives for production, distribution, retail, and the food and beverage industry in general. These new initiatives should include mentorship, apprenticeship, land opportunities and succession planning.

Infrastructure

- Participants identified a need for a strong transportation system (rail and road) as well as a centralized marketing, processing and distribution centre. A centralized food storage and distribution system could link different grades of foods to big and niche markets.

Training and Development

- Incubation-lab-style support for new farmers linked to post-secondary institutions (i.e. The Sandbox - Nova Scotia Agriculture College Truro) to provide business planning, marketing and technical advice. Incorporate agriculture into the school curriculum.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

"... so many ideas... who will help get them going? It not a just government, just community or just business role it is a mix responsibility and support approach."

"The agricultural world is rather small in NB, but it can have a large impact the more we create a vision for sustainable agriculture in the province, the more supports available to encourage a sustainable farming economy in the province, the more sustainable farm businesses and spin-offs we'll see in our province - rich with land, resources and so much traditional and innovative farming knowledge."

"Our government is listening to industry and wants ideas. I would like to have seen more farmers in the room, but I realize space was limited."

Where would you like to see government focus their efforts?

Cater to Sub-sectors

- “Needs to be a two-pronged balanced focus on the two large sectors: 1) agribusiness and 2) local sustainable food production - this is an opportunity to restructure the department of ag, its mandate and its role. Currently they are all mostly program administrators.”
- “There are at least three internal agriculture sectors: the global-scale producer, the small commercial farmers with niche products or who serve regional markets, and the beginning farmers (young people and immigrants) who need various supports.”
- “There are two distinct subsectors emerging in the agricultural sector: 1) Agribusiness (Potatoes, Grain, Dairy, Beef) and 2) Local food production (organic, small scale). Only the first group actually creates wealth as it is an exported product. The other sector is focused on providing local healthy food to New Brunswickers (retail market) which is very admirable, but from an economic development perspective, it creates no wealth (just redistributes it). However, it could be argued it moves purchases from Loblaws and Sobeys who import food so it does keep revenue in the province. These two sectors cannot be served with the same policies and programs - they are extremely different. Also, if economic development is the focus, then you need to give priority to agribusiness and not the local food production.”

Attract New Entrants

- “1) attract new farmers, especially young Canadians and Europeans who are comfortable in this climate, by making an inventory of available farmland and designing a pathway for young entrants through all the steps in the process. 2) bring education and awareness about food, farming and agriculture careers into the school system with experiential learning on farms.”
- “The two greatest needs are, in my opinion: a) N.B. needs to have a bio-resource inventory (people and the resources), and b) a strategy to optimize the use of ALL land-based bio-resources in a way that maximizes the benefits to New Brunswickers. An integrated strategy that crosses sector boundaries is lacking (agriculture, health, forestry).”

Centre of Excellence/and Distribution

- “Like to see government focus some investment on changes that would help small-scale/individual/local projects (cottage food business policy like California; sandbox system) Medium-sized (distribution support, R&D, etc.) and large-scale (link to new international niche markets). However, if I were to pick one item, it would be a **Maritime-wide storage and distribution centre** that would allow all farmers access to broader markets if they wanted them. Also I would see this centre having another component of more localized niche marketing and social enterprise spinoffs using various grades of food.”
- “Out of many excellent suggestions, perhaps the most interesting to me was the idea of establishing an agriculture centre of excellence. It could be a place where training and education could be organized and take place as well as taking information and resources on the road to farmers. It could serve farmers in so many ways - from technology training to crisis support, advice on succession to ideas for raising capital, doing research and managing mentorship programs, and on and on. We need a central non-partisan (and fairly permanent) office to organize and implement the services NB farmers need to thrive and profit.”

- “NB can become stronger and more resilient through supporting small businesses, including family farms, throughout our rural areas. To do so, we must support farmers with appropriate policies (financial support, educational resources, technical training, sound infrastructure, recognition of the vital role women play in the industry, publicity around our locally grown products and the important work farmers do stewarding our land and communities, etc. The NFU policies are sound and sensible and doable, so please have a look at them and use those ideas to cultivate a vital agricultural economy, to the benefit of all New Brunswickers.”

Reduce Red Tape

- “Reducing red-tape, streamlining regulations to reduce interprovincial trade barriers and addressing factors preventing agriculture producers to be on the same competitive level playing fields compared to neighbouring provinces.”

Immigration Summit

70 participants

Riverview

October 22, 2015

Top Opportunities

Business Services/Cultural Centres for Networking and Mentorship

- Continue to support centres and initiatives like BIMP and The Hive in all regions of the province. These can offer incubation opportunities, mentorship, liaise with government, help with retention and networking, and promote collaboration across sectors.

Recruitment

- Consider local industry dynamics and local job market vacancies to inform immigration policies for recruitment.

Matching Immigrants with Business and Employment Opportunities

- Coordinate regional visions (rural and urban) and niche offerings with recruitment strategy to align newcomer entrepreneurs with local business owners looking to sell their business and farms (succession) and for businesses looking for employees (recruit for specific skills gap in industries).
- Focus on investment – aligning investors with opportunities, better aligning investors with appropriate development opportunities and resources – matching multiple investments with shared business practices.

Retention of International Students

- “Prior leaning assessment and recognition (for graduates), encourage the retention of international students through entrepreneurship, which means that UNB’s TME pilot project should be implemented throughout the province; otherwise, develop a pilot for Francophone students at UdeM out of fairness. Lead by example as a government institution by being inclusive in terms of hiring and giving immigrants the right to hold positions of responsibility within the provincial public service. Develop an inclusive immigration policy aimed at encouraging immigrants to go into politics, vote in municipal elections, and sit on boards of directors.”
- Increase integration of international students in NB businesses and community organizations, orient our international students about the opportunities in and vision of the province
- Educate employers on immigration regulation for international students.

Export Development

- Take advantage of the new trade agreements (AECG/CETA) to attract more foreign direct investment. Work with newcomers who have international experience to support and assist local exporters to enter new markets.

Recognize Foreign Credentials

- Work on reducing provincial and federal barriers to recognize foreign qualifications and credentials, allowing newcomers to work and contribute to their field of expertise

Cultural awareness training for the general population

- Teach cultural awareness in schools as part of curriculum and public awareness campaigns to help the general public better understand and be more welcoming to newcomers.

Francophone immigration

- Retention of Francophone and Anglophone international students; make a greater effort to attract and retain Francophones and Francophiles.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

"New Brunswick finally seems to be committed to immigration and ready to take action."

"There are so many amazing people in this province working towards making it a great place for newcomers to live and work. It was encouraging to see so many engaged in the discussion and committed to working on opportunities for our province's economic immigrants."

"The government's willingness to take the immigration issue seriously and to develop an inclusive policy that ensures that everyone contributes and enables immigrants to take their place in the community on the basis of their fair value."

Where would you like to see government focus their efforts?

Government Collaboration

- "Coordinate the development of an Atlantic approach to Immigration to get some traction at the federal level."
- "Working with the feds to open up more spots for NB and increased settlement assistance."
- "Province needs to partner with municipalities - this is where immigration happens."
- "Working with municipalities, focus on low-wage and high-wage sector-specific attraction and then work with cities and settlement agencies to provide support."
- "Become the first province in Canada to provide permanent residents the right to vote in municipal elections."

Business/Entrepreneur Immigration

- "Reinstate full funding for Hive / BIMP. However we need consistent programming across the province, some cities are falling short on service provision. It is literally impossible to meet the needs of our investors with only one full time director/coordinator in the regions especially in Fred, Moncton, SJ."
- "Accept more business immigrants to the province. Reality is that too many baby boomers want to retire and there is no succession plan."
- "Seek out real entrepreneurs with an entrepreneurial spirit and not just anyone with money. It's very hard to support people who are supposed to start a business but have no business background."
- "Resurrect the investor component of the PNP, accelerate the PR process for entrepreneurs, promote the growth of rural communities."
- "I would ideally like to see more focus on ensuring immigrant entrepreneurs have solid, viable business plans when they arrive in NB. Right now, so many newcomers arrive in NB with business plans that may not be viable in their new community, that may not be needed or wanted by the residents in a community, and that ultimately can turn out to be unsuccessful. If immigrant entrepreneurs come into the province with a well-researched business plan that is viable in their new community, they are more likely to be successful in business, participate in the community, and remain in New Brunswick."

Top Opportunities

Education

Participants were passionate about an education revolution: excellence from K-12 to post-secondary to develop opportunity creators (not job seekers), including purpose-built education, experiential learning, coding, and alignment of education, talent and training.

e-Government

Optimization of decision-making in government to better support innovation and R&D – increase tolerance to risk to support these lean processes – open government, digital government, open data, smart province digital lab, and building solutions in a digital society.

Cybersecurity

Cybersecurity solutions, centre of excellence and operations centre.

Smart Grid

Smart Grid energy efficiency, management, solutions.

Big Data

Data and metric-based solutions (big data, internet of things, analytics).

e-Health

Solutions to transform health.

Ecosystem Support

Tax regime and procurement policy that fosters incubation of more start-ups and innovation. More ways to access new capital to help scale start-ups within existing companies.

Sector Focus Ideas

Get a focus on niche markets (water management, bio products/wood fibre, smart manufacturing, wearables, robotics, artificial intelligence), or innovate with traditional sectors and living labs around key sectors.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

“Proclaiming that NB will become the first digitized state or province in North America.”

“Quantum computing capabilities to support big data & cybersecurity could be a differentiator for NB, if acted upon in the very near term. Gov’t funding the infrastructure, TechImpact spearheading the collaboration.”

“While it was very good to have interaction and discussion with a broad group, it feels as though there is a lot of the same conversation happening, but no movement on outcomes, execution and results.”

"Learning code in school is a good idea, but educational reform should not solely be about serving a workforce. Education is to develop strong, diversified thinkers who are adaptable and can think critically."

"Commitment of Premier & GNB to Innovation"

"Feeling encouraged that the right steps are being taken for us to be a leader in the IT industry."

Where would you like to see government focus their efforts?

Education

- "Education - coding K-12, post-secondary computer science support, student incentives and promotion, and marketing and branding."
- "1) IT education to train skilled workforce, 2) innovation and entrepreneurship, 3) make IT education a fixed part of K-12."
- "Look to MIT's media lab and the Hexagram Institute at Concordia. Dharendra Shukla at UNB is also on the right track. Develop a cross-disciplinary framework in universities so that more diverse innovations are possible. We need problem solvers who are lateral thinkers. And provide supports to extend the work into the business world after graduation."

Focus on Opportunities

- Big Data, Cybersecurity, Smart Grid, e-government, e-health.
- "Cybersecurity has huge potential, data analytics, smart manufacturing linked to advanced manufacturing in a multidisciplinary approach."
- "The future is all about data, where it comes from and how we manage it to deliver value to consumers in all walks of life, government, etc. I want to see us collaborating asap. Let's work with industry to focus on the creation and support of an industry-led cyber security cluster (focused on protecting and ensuring integrity in data), supported by an ecosystem that includes all levels of gov't, Industry, education and a broader network beyond our region. We need to set the vision of NB as the place to be if you are working in cybersecurity."

Financial Assistance

- "Working with private fund managers to create an early-stage investment fund outside of gov."
- "Financial assistance to SMEs to start and expand."
- "Identify/support high growth/export IT companies to go from greater than \$15 million in value to get to \$100 million in value."
- "More capital funding for start-ups and existing companies trying to innovate in NB and beyond."
- "The creation of a tax credit (based on the CDAE program of the Province of Quebec) would be a win-win situation for everyone."

Other

- "More streamlined processes, streamlined decision making, increasing risk tolerance (no risk = no innovation)."
- "Better commercialization coordination for researchers, setting research priorities based on NB's niches."
- "Facilitate more travel out of country; bring outsiders in to provide external input and inspiration."

Aquaculture and Fisheries Summit

40 participants

Shediac

November 5, 2015

Top Opportunities

Infrastructure

Improved infrastructure for transportation, processing and productivity improvement.

Labour Strategy

Increase in technology to reduce the dependence on workers for hard-to-fill positions. Better communicate the career opportunities in the industry. Increase the cap allotment in the current PNP Program and reform the Foreign Worker Program to address the seasonality fisheries and aquaculture.

Value Added

Process products to be more user friendly for consumer markets. Better education to global consumers about the quality of NB products. Use 100% of the sea products through by-product development and a zero-waste mentality through regulation, research and market studies.

Resource Management

Important to protect the health of the waters and fish populations through sound policy, laws and allocation. Consider stabilizing lucrative fisheries through seeding, R&D, and predation.

Growth in Specific Industries

Participants saw opportunities in industries such as oysters, redfish, hake, striped bass, seals, eels, and algae (wild).

Markets and Export

Target markets for premium sale and foster trade agreements such as CETA and TransAtlantic.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

"There is government interest in developing this sector responsibly."

"Most of the participants had the same requirements in viable economic opportunities and the conditions for success were expanded to include labour, a brand name with a story, premium value-added, automation, logistics from sea to plate, high-quality, more secondary processing."

"Many people are interested in building a more science-oriented commercial fishery, relying less on third-party certifiers to set and regulate standards."

"Willingness of sector to work together and interest in each other's challenges."

"We felt it was very positive, and that we have your support to make real changes that will affect entrepreneurs in the seafood industry and help them not only survive but thrive given the next steps with trade agreements."

"How big the opportunity is in NB to increase seafood exports in the international market, aside from the US."

Where would you like to see government focus their efforts?

Regulation

- "I would like to see government focus on responsible governance. The problem in the fisheries sector is that the resources in both fish and the marine environment are federally controlled. Still, the Province needs to argue forcibly for responsible use that ensures we do not harvest the sector beyond its capacity to replenish itself."

Employment

- "Regulatory and employment issues."

Infrastructure

- "Infrastructure to allow access to emerging markets such as cold-storage capacity, freight terminals for air and sea shipments. Also, I fully support NB working in collaboration with NS and PEI on promotion of our seafood products...seems to me that seafood from NB is the same as from NS and PEI but more importantly...targeting the same consumer!"

Value-Added/Marketing Support

- "I feel there is a great need for culinary research and development, especially since individuals indicated adding value-added products to current portfolios will help encourage industry growth. In addition to this, a great deal of market research needs to be conducted to ensure there is a demand before someone goes down the road of developing a value-added product only to find it has no market. The government could aid in providing market research intelligence as well promote/encourage investment in a culinary R&D centre."

Development of Regions Summit

160 participants

Miramichi

November 13-14, 2015

NOTE: The Development of Regions summit was held by our partners at the Association Francophone des Municipalités, and the Union of Municipalities. Government staff attended, listened intently and participated. The information below was taken from the 'development of regions' post-summit report.

Top Opportunities

New Municipalities Act

- Although not an economic development opportunity directly, the summit participants felt that a new Act would result in larger, stronger communities which would be better managed and better financed. This, in turn, would create a stable base for local development. Although New Brunswick is considered rural, the participants acknowledged the importance of community size in modern economic development.

An active role for communities in economic development

- The summit participants acknowledged the number of economic development organizations that existed in the province as well as the success these organizations were achieving. However, participants felt their communities were not engaged with these organizations, the larger economic development process, or the development of a strategic economic direction. They were not certain of their role or that of the various economic development organizations in the province.
- The majority of participants felt they needed to be hands-on when it came to economic development strategy and implementation. They also recognized the "blurry array of players," so did not wish to add yet another layer of bureaucracy.

An urban/rural alliance

- Although New Brunswick is considered a rural province, the majority of its rural residents live in close proximity to cities and towns. This settlement pattern was thought to be an advantage which would be captured if an economic sphere of influence-type approach was used.

Relations between provincial and municipal governments

- Participants noted that the sometimes adversarial relationship between the two levels of government often drifted into the discussion on economic development. If a non-cooperative relationship existed between the two parties at any point in time, then that was reflected in the economic development relationship as well.

Involvement of local leaders in economic development

- All levels of local government want more say in economic development and want the roles and responsibilities of each level of government clarified. As such, the participants recommended the creation of a new economic development model based on regional and local leadership and involvement.

Participant Feedback

None provided in final report.

Where would you like to see government focus their efforts?

Governance and the capacity of communities

- Establish a joint venture between the Province and communities to establish municipal or jurisdictional boundaries.
- Equalize service levels and taxation between municipalities and LSDs.
- Finalize a new *Municipalities Act*.

Roles and responsibilities in economic development

- Establish a new task force to create a new model of economic development that is based on regional and local leadership and involvement.
- Modify the *Regional Service Delivery Act* to enable Regional Service Commissions to formally engage in economic development at a regional level.

Urban and rural synchronicity

- Develop a property-tax-sharing model where communities share the property tax of provincial assets.
- Undertake a recreation planning exercise to inventory and assess sport, cultural (including festivals and events), and recreational facilities and develop replacement funding models.
- Create a Regional Development Plan for each region.
- Support the Regional Service Commissions execution of the Regional Development Plan.

Mobilization and involvement of communities

- Establish a standing committee on regional development where the Regional Service Commissions will assist and advise the Province on economic development.
- Implement processes to increase youth participation in civic leadership and entrepreneurial activities.

Relations between governments

- Support the Regional Service Commissions to develop policies to increase inter-regional cooperation, best practice sharing, support and progress.
- Create a Provincial Municipal Council to oversee the implementation of the recommendations of the report of the Development of Regions Summit.
- Establish a protocol whereby the Government of New Brunswick notify a municipality or LSD of its intent to remove, adjust, relocate or materially change any locally provided provincial service.

Tourism Summit

60 participants

St. Andrews

November 19, 2015

Top Opportunities

Market development, new products and experiences

- Develop niche market opportunities. Let's become known for specific offering for special interest groups. Develop experience packages. Promote quality local products. Be a strong four-season destination. Revitalize flagship attractions (Fundy Trail). Promote local, authentic tourism.

Local Tourism Ambassadors

- Use aging demographic to become the province of storytellers (inclusive of all cultures). Create interprovincial youth travel exchanges to build ambassadors for our future. Training program to develop network of tourism ambassadors (service and knowledge). Develop the cultural pride of place among New Brunswickers.

Innovative marketing

- Many participants encouraged government to implement a Tourism Marketing Fund (TMF).
- Market towards people already coming into the province (i.e. cruise ships, conventions, etc.). Each NB-made product branded with NB marketing. Move print marketing to smart technologies and social media. Year-round marketing.

Using technology to leverage tourism development

- Expand and improve cell and Wi-Fi province-wide for tourist to access technology.

Air and transport

- Airports with more international connections.

Focusing on events

- Support festival and events.
- More visibility for events.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

"Growing our tourism industry by all operators and the province working together to create a pride in product, place and our people. I am NB! Asking our employees to share their personal love of the province to help each of us become better ambassadors."

"Networking with other tourism professionals and generating practical ideas for the future."

"We're still talking about the same challenges and wish list that we were ten years ago - no action because there's been no action plan. I'm glad the Premier was up front and frank about his concerns re: the DMF."

"The sharing economy is coming.... time to embrace it!"

"That we need to work as one province, one team, no matter who we actually work for!"

Where would you like to see government focus their efforts?

Marketing through tourism ambassadors/Tell our NB story

- “There are many important sectors that could be developed, such as a better transportation strategy, try to have front-line employees become provincial ambassadors (promote or at least know about the whole province), be more united and work together, competitive technology with web access, intercept program (for visitors and local residents).”
- “Ambassador tourism training: How to sell our province by knowing everything about it, and Indigenous tourism.”
- “An internal public and industry campaign which sells our collective NB story to ourselves, so that we can all be better ambassadors and sellers and create a place, community and experience that is true to who we are rather than a manufactured marketing campaign and then naturally entice visitors to want to come here, stay extra time here, live here...as Klassen says.”
- “I am NB. Je suis NB” marketing campaign (social media as well as television)”

Niche Markets

- “Increase the nature experience offer and the value added to our local products (nature outfitting, ATVs, hunting and fishing, infrastructure similar to Quebec’s and Maine’s, program to support the development of new trends).”

Coordination

- “There are many things we can do without huge expense. We need government to work with existing NB tourism operators who are already working at developing our tourism. We need more coordination among operators and government can act as a catalyst for this.”
- “Be more united and work together.”

Advanced Manufacturing Summit

50 participants

Belledune

November 20, 2015

Top Opportunities

Intra-provincial awareness - How do we get to know each other better?

- It was identified during the summit that there are many opportunities for manufacturers to do more business with each other (i.e. keeping more production in NB before exporting). The industry sees great value in building a better awareness of and cooperation within the sector. Government could create an atmosphere to encourage networking (i.e. tax incentives for use of local suppliers). Communication between business and associations throughout the province can be improved as an opportunity for creating partnerships, sharing contract subsections and developing the intra-provincial network.

Product development

- Proactive, clustered and focused innovation in support of mobilization, developing processes and equipment that can be exported.

Rebuild the NB Brand

- Awareness and promotion about the value we offer to attract - use local geographical location.

Build sales and distribution channels

- Build new sales and distribution channels. Influx of ideas from immigration policies. More initiative from government in programs to find niche markets.

Export markets

- US market to be used to our short-term advantage - with the current exchange rate, we can try a new market entry. Work with developing countries (ex: developing world countries, building infrastructure).

Tools to support cooperation - How do we work together?

- Manufacture higher-value and higher-quality products - identify niches and take risks. Added-value secondary transformation as close to an end product.

More value out of natural resources

- Natural resource development including more value added.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

"Database of information of manufacturers and services. We have talked about this several times, but not moved forward. We can and should be giving business to each, but we work in silos. That would be helpful."

"There is too much reliance on government to make industry successful in NB."

"My biggest take away was several meetings are in place to follow up with other attendees on working together."

Where would you like to see government focus their efforts?

Export Market Development

- "Government support in providing incentives for manufacturing companies in NB to buy local (NB). Increase export opportunities with funding support for manufacturing companies and their sales and marketing efforts."
- "Support in market development and export readiness."
- "Refocussing on targeted markets and providing financial aids for marketing. With our global economy it is costing NB more and more to develop our markets."
- "Direct assistance with export market development through export officers and financial assistance to export companies."

Education and Training

- "Post-secondary education."
- "Integrate the community colleges into the strategy."

Resource Development

- "Development of natural resources while ensuring value-added processes happen in the province."

Persons with a Disability Summit

50 participants

Fredericton

December 3, 2015

The format of this summit was a departure from others held around the province and included different approaches and intended outcomes.

Top Opportunities

A number of specific industries were identified by participants as having strong potential for employing persons with a disability, including:

- Tourism
- Services for seniors
- Health Care
- Leisure Services
- IT
- Trades
- Home-based Contact Centres such as in insurance and financial services
- Manufacturing
- Woodworking
- Baking and Food Production
- Crafts and Art Production
- Workbook Production
- Decorating
- Entertainment
- Writing and Editing
- Data entry
- Coding
- Communications
- Web Services
- Project Planning
- Translation
- Media Monitoring
- Software Development and Testing
- Online Gaming
- Herb and market gardening with local sales

Participant Feedback

Participant comments during the summit were clustered under the five key pillars of the government's Economic Growth Framework, specifically People, Innovation, Capital, Infrastructure, and Agile Government.

People

- Develop a province-wide communications and engagement plan designed to change attitudes on employing persons with a disability, recognize success, identify NB champions and leaders, secure testimonials, and build the business case for hiring persons with a disability. This would also include preparing, maintaining and publicizing a comprehensive provincial inventory of services for persons with a disability. This would also be a strong encouragement to many persons with a disability and be helpful in increasing their hopes that they too can be employed with the provision of the proper tools.
- Similar to the first point, there is a need to better eliminate any stigma associated with hiring a person with a disability. This should be done through a sensitivity and awareness training program for employers, government, other workers, persons with a disability and their parents.
- Parents are recognized as being extremely important for a person with a disability finding a job. Specific supports for the parents of persons with a disability need to be enhanced and parents need all of the encouragement and assistance possible to help their child with a disability find and maintain employment.
- A key issue for persons with a disability is flexibility in their work schedules whether for part-time or full-time jobs. When employment for a person with a disability is being designed, it is critical for employers to ask about this aspect and to be open to someone working less than a standard work week and to be willing to check in with that employee regularly to ensure that this arrangement remains viable.
- For any future provincial employment initiative for persons with a disability, government and business needs to commit to increasing the actual numbers of persons with a disability that are employed. This increase needs to be steady if slow. This will also involve obtaining improved NB data on employment for persons with a disability.

Innovation

- Transitions for persons with a disability are very difficult and critically important. Improving transitional supports from school to post-secondary education and then onto employment needs to be enhanced and improved in order to increase the number of persons with a disability finding and keeping a job.
- Similarly, transition support with a navigational focus is a key. This support must have a more human person-to-person approach than is available today, with trained professional case managers/navigators bridging the gap between a person with a disability and employers. With the understanding that "one size does not fit all", this navigation support with a more human touch must be much more about mentoring with practical approaches to networking and securing meaningful paid work.
- A basic human service principle is that deficits are addressed by building upon assets as early as possible. Any support programs for persons with a disability need to start from this premise.
- Program supports to increase employment must be life-long and flexible in nature.
- Enhanced employment supports for persons with a disability also need to include better work-from-home accommodations and options.
- Second-language training for persons and students with a disability needs to be increased and

improved to increase their level of employment in New Brunswick.

- Special admissions for CCNB/NBCC can be further increased to better equip more persons with a disability with necessary job skills and tools.
- Rural communities and their residents with a disability have special challenges in finding jobs. Special programs and supports are required to increase employment for persons with a disability living in rural New Brunswick.
- With a declining workforce and a rapidly aging population with an increasing level of age-related disability, special attention needs to be paid to better support seniors with a disability who wish to be employed part-time or full-time.

Capital

- Access to sufficient financial capital to fund innovation and system transition to support employment for persons with a disability is difficult to obtain. Government should create a new Persons with a Disability Employment Fund to spur employment growth - an innovation similar to the new Youth Employment Fund. This new Persons with a Disability Employment Fund would encourage private-sector investment, partnerships with community agencies, and support employment training, retraining, wage costs, and other related employment expenses. The outcomes indicators would focus on actual increased employment, incomes and quality of employment for persons with a disability.
- Universal design and access to built infrastructure remains insufficient in New Brunswick. GNB needs to encourage full implementation of the National Building Code and its Universal Design aspects through an intentional training and engagement program for builders, investors, municipalities and end users.

Infrastructure

- Transportation is a long-time challenge for many in New Brunswick with limited financial means, including persons with a disability. Public transportation is limited to a very few municipalities and taxi service is expensive and often inadequate. A provincial transportation strategy for persons with a disability has recurred in every disability stakeholder engagement and strategy report for many years, to only minimal impact. Improving transportation, especially in rural areas, is absolutely critical to improving employment for both persons with a disability and anyone else.
- Evidence-informed decision-making is vital to ensure programs do what they are intended to do and the resources invested in helping people actually do help the people that are targeted. While this is recognized by decision makers in this province, there are steps that must be taken to make evidence-informed decision-making more real in this province. The quality of the data and its analysis for decision makers must be improved. Labour market data for persons with a disability, and others, must be “translated” into plain language. There must be improved benchmarking for our program outcomes, improved measurement capabilities, and enhanced statistical and qualitative data analysis. There is a vast body of analytical best practices used in the private sector, non-profits, universities and other jurisdictions that can be readily applied in this province to vastly improve our program targeting and outcomes.

Where would you like to see government focus their efforts?

Agile Government

- Government needs to first demonstrate change by improving its own employment practices and outcomes for persons with a disability while also saying to the public what it is doing and why it is important. This can be done by rebooting and enhancing the Equal Employment Opportunities (EEO) program.
- At the same time, government needs to more fully commit to implementing the Employment Action Plan for Persons with a Disability (EAP) and its reboot when the EAP comes up for renewal in April 2017. The next version of the EAP would be more evidence-informed with a focus on increasing actual employment for persons with a disability. Disability stakeholder engagement needs to be broadened and enhanced in both the planning and implementation of the EAP through regular progress updates from a variety of information platforms.
- Enhancing employment for persons with a disability which should be done through broad community partnerships focused on meeting individual needs and actively matching people with employment situations that are well suited to their skills and ambitions.
- While improving employment for persons with a disability is both a positive aspiration and sound business practice, it is also often a legal requirement. There must be full adherence and respect for the human rights laws and regulations in New Brunswick in any steps taken to increase employment for persons with a disability.
- Within government, the many programs and initiatives that support employment for persons with a disability are scattered around at least three departments, including Education and Early Childhood Development, Post-Secondary Education, Training and Labour, and Social Development. Coordination and “silo busting” remains a challenge. Merging the leadership of these programs and initiatives under one department would improve their effectiveness and enable seamless service provision and the shifting of more resources from departmental overheads to direct programs.
- In a similar vein, processing times for study grants and other similar programs needs to be improved.

Aboriginal Economic Opportunities Summit

117 participants

Miramichi

December 7, 2015

Top Opportunities

Entrepreneurship/Economic Community Development Opportunities

- Entrepreneurship education and business incubation needed. Mentorship for export opportunities within the Aboriginal business community. Access to credit and financing can be an issue in First Nation communities due to the lack of usable collateral in the Indian Act.

Skills and Training Opportunities

- Capacity development by using community projects and businesses to build experience and opportunities for Aboriginal youth and general population. More access and support towards post-secondary education opportunities. Promote higher education; there is a deficit of professional careers amongst Aboriginals, i.e. business management, HR, accounting, law, consultation, etc.

Eco-Friendly Business Opportunities

- Clean energy opportunities (Solar power, tidal power, wind farms, geothermal, and bio-fuels. Restructuring of provincial energy boards to include Aboriginal involvement.

Nation-To-Nation (Relationship Development) Opportunities

- Aboriginal representation at all tables relating to major project development from start to finish. A fully engaged partnership between First Nations, government, and industry.

First Nations Branding of Products and Services

- Explore the possibility of an Aboriginal Chamber of Commerce, or a similar organization to support business initiatives like branding of tourism opportunities and cultural preservation. Eco-tourism opportunities - resorts, tour guides, craft stores, boat tours, clam digging.

Mentorship Opportunities

- Formalize an Aboriginal business mentorship program.

Aqua-cultural and Agricultural Opportunities

- Opportunities in value-added processing for commercial fisheries, medicinal marijuana, organic farming and food processing.

Partnership Opportunities

- Separate politics and economy for consistency and continuity of economic development on reserve. Access to and benefit from large development projects through revenue sharing. Have a percentage of money go to support entrepreneurs and economic development. Partnerships between post-secondary institutions, innovative government organizations and First Nation communities to promote innovative businesses and entrepreneurs.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

"I learned there are many resources to help me with my work."

"There were other Aboriginal business that I didn't know existed. Also the Mobile Trade Workers."

"The willingness and support of policy and process is there by Government."

"Non-Aboriginal people are starting to learn to listen to what Aboriginal peoples have to say but they still have a long way to go."

"That we were heard and our ideas will be seriously taken into consideration and put into action."

"That as Aboriginal people we have a variety of interests and skills with so many talents that it is difficult to narrow an interest to one topic."

"First Nations have a strong, educated voice that should be heard and not ignored."

"That we need to be prepared to have more significant input."

"There is many that feel change is needed with Aboriginal issues."

Where would you like to see government focus their efforts?

Education, Training and Mentorship

- "Mentorship into senior official roles."
- "Better promotion of business partnerships and management training with established corporations."
- "Education: I see this this information as a two-way street. First Nations must be educated on International/Canadian business culture. Non-Aboriginal business must be educated on doing business with First Nations."
- "Leadership/business management mentoring training programs by Aboriginal organizations for Aboriginals."
- "Have a directory for First Nations businesspeople to use to help navigate all the different programs to help them find employment and training, funding, and help with their businesses."

Green Economy Development

- "Eco-friendly opportunities and training."

Funding and Taxation

- "JEDI (Joint Economic Development Initiative) needs more money to help entrepreneurs reach their potential success."
- "Self-determination has to be the focus. Look closely at the truth and reconciliation report. Provide resources and opportunities for our First People to learn and be mentored by Aboriginal groups in other parts of Canada and other parts of the world, where economic success does not come at the expense of cultural identity, sacred practice or the environment, and yet still finds success in engaging with mainstream capitalistic systems. New Zealand, Australia, several tribes on the West Coast and in

the United States are having success (and not just with gaming, fisheries, and forestry).”

- “Aboriginal Chamber of Commerce, support Aboriginal organizations deliver projects/programs at the community level. No need to have all projects centralized at JEDI, use the councils more.”
- “Cultural tourism - Aboriginal cultural tourism in particular - is BIG business, but in order for First Nations in Atlantic Canada to have success, the first step is to provide resources to make excellent cultural product - the art (dance, visual arts, fine craft, music, film, storytelling, literature, etc.) must be informed by tradition and excel in the contemporary context. . . . Further resources are needed to preserve language, traditional knowledge and the environments in which traditional medicines and materials for traditional arts practice grow.”

Energy Summit

90 participants

Saint John

December 11, 2015

Top Opportunities

From the diversity in stakeholders who participate in the summit and the range of responses below, visions for the future of energy among these stakeholders varies greatly.

Smart Grid Leadership

- Become a leader in smart grid technology.

Energy Efficiency Literacy and Education

- Create a culture of awareness among businesses and homeowners of energy efficiency. Create opportunities for innovative energy efficiency and renewable energy product development for NB and export markets.

Invest in and Incentivize Renewables

- Become a living lab for renewable and smart-energy technology. Use regulation as an incentive to transition to renewables and create an innovation fund for clean technology (e.g. battery storage for solar, combined heat and power, use procurement to drive innovation, implement existing technologies, etc.).

Community Based Energy/ Distributed Generation

- Facilitate private sector and community-based energy projects.

Regional Cooperation

- Regional cooperation to increase reliability and reduce costs. Regional energy plan with utilities working together on infrastructure development.

Carbon Pricing/Reduction

- Implement a carbon tax to drive innovation. Carbon reduction policy which has a carbon levy to create a fund to invest in carbon reduction initiatives (e.g. converting coal plants to biomass or pellets – creating efficiency incentives and producing alternative transportation fuels).

Energy East Pipeline

- Peripheral advantages to many stakeholders.

Tidal Power

- Tidal power development.

Transportation

- Incentivize electric vehicle transportation through infrastructure and promotion.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

"The Province of NB is listening and learning."

"Job creation opportunities from energy efficiency."

"Opportunity to exchange with other participants and get a sense for the diversity of the energy options and opportunities for NB."

"All energy options - traditional (pipeline, LNG shale gas) and renewables. We need diversity not focus!"

Where would you like to see government focus their efforts?

Renewable Energy and Green Economy

- "District heating, smart grid, tidal, solar."
- "Opportunities for businesses - pilot programs for renewables and SMEs, local procurement initiatives, investment in energy R&D, lifecycle cost procurement practices, government leadership in the adoption of new renewable energy technology (Net-zero for all new provincial and municipal buildings)."
- "Production of large-scale, reliable, affordable, and carbon-free energy."

Economic Inclusion

90 participants

Saint John

January 11, 2016

Top Opportunities

Social assistance reform

- Reforming the social assistance program to transition mentality by 1) supporting social worker as facilitator/coach to empower those on the program, 2) consider renaming the program transition pay, and 3) remove barriers and incentivize getting back into the workforce.

Navigating the system

- Identify programs that work, share best practices between regions and networks, and scale up. Identify what is not working and stop doing it. Maintain a mechanism for education, industry and non-profits to collaborate. Develop community resilience (promotion, communication, invest in small businesses). Look at collective impact model as is done in Saint John with Living SJ.

Social enterprise

- Support social enterprise through investment, education and government social procurement.

Skill Development

- Incentivize volunteering for people on social assistance, provide mentorship, skills assessment in schools, and reintroduce vocational training to promote entrepreneurship and financial literacy. Provide education and awareness support for mental health.

Strengthening employers

- Support workplaces to be inclusive, incentivize living wage, year-round tourism, and employ seniors, new comers and youth.

Childcare

- Affordable and accessible quality childcare for all.

Transportation

- Connect employees to employers through transportation so they can stay in their communities.

Food

- Food security by eliminating waste, education in schools, procurement policies, buying clubs and supporting local economy.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

"There are a lot of people working on this issue that I had not met before, and everyone is approaching it a little differently. We need to collaborate, now that we know of each other!"

"The willingness of government and the inclusion network to work with stakeholders to make meaningful changes."

"The social sector needs to address barriers at the same time as it builds economic opportunity."

Where would you like to see government focus their efforts?

Action

- "Start implementing the advice!"
- "Read the notes and follow the advice. The ideas are there, it is up to you to analyze and synthesize this info and put it together. A previous ESIC initiative saw a subcommittee report on how to finance social enterprise development and increase the probability of success prepared in 2013-14. This report was not actioned and he read recommendation after recommendation from it into the record today. I found that most disturbing, and I sincerely hope that today's work does not suffer the same fate."

Social Procurement / Social Enterprise Support

- "Creating an environment where NPOs and SEs can be competitive in the tendering processes, dedicating resources to those who are struggling with getting or keeping a job because of barriers that can be reduced with support, and creating opportunities for NPOs and SEs to connect with business so that we can better align our programs/services and meet the needs in industry."

"Social Procurement Policy:"

- "For my area of work, I would like tax incentives for investing in community enterprise and social purpose real estate projects, capital to support best practice organizations, and procurement opportunities within government contracts for social enterprise."

Social Assistance Reform

- "Social assistance reform, education accessible to all, creation of well-paid jobs so families can meet their basic needs, introduce family economist positions in government to support families in their efforts."
- "Overhauling of the welfare system."

Food Security

- "Provinces undertaking reviews of their food systems affirm that more food is being consumed than is produced locally. Growth in consumer demand for local produce, coupled with increasing awareness of the need to eat healthier, growth in new distribution mechanisms like Real Food Connections, CSA, farm-gate sales and bulk-food buying clubs support growing demand for local produce. Government needs to research how to best support the growth of this industry in a way that translates into jobs, economic inclusion, retention of food dollars in the local economy, and rural economic development."

Access to Capital Summit

40 participants

Fredericton

January 12, 2015

Top Challenges

Participants were asked what challenges they have observed as their clients try to access capital for businesses/ ideas. Those challenges are outlined below:

Financial Literacy

Lack of financial literacy, businesses must understand cash-flow language, finance deals, scale, pitch to investors, and have a credible business plan.

Culture

There is a culture of entitlement and expectation of free government money (i.e. cultural expectations in smaller provinces compared to larger provinces). Applicants need to focus more on sales and resourcefulness when seeking funding.

Awareness

Lack of understanding and knowledge of where to go when help is needed from all stakeholders (clients and financiers). Lack of awareness of potential sources of financing (niches) and the proper funding to seek at the various stages of life cycle and timing of capital needs.

Equity Appetite

Lack of personal equity or appetite for entrepreneurial risk.

Financing Soft Assets

Difficult to finance soft assets i.e. intellectual property, technology, etc. without tangible securities.

Succession

Difficulty financing succession of existing NB Businesses – banks 75 per cent, who finances the remaining 25 per cent?

Investment attraction

Transactions growing in complexity, costs going up and delays. There is a need for an increase in partnerships in the region to attract more venture capital, subsidize direct flights US-NB, etc. Lack of large pools of capital to fund innovative solutions to complex problem solving (i.e. Social Impact Bonds).

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

"Communication needs improving on knowing what is available and how to access it."

"Challenges remain however this type of discussion / networking is helpful."

"Right people in the room, important topic."

"I heard many interesting ideas - I like the idea of a public side-car fund, or a gov't lead side-car fund. I thought continuing to educate and promote the SBITC program were on point. Providing education to front line support staff at the agencies would be valuable as well."

Where would you like to see government focus their efforts?

Financial Literacy

- "Coordinated approach in delivering financial literacy in NB (and early in the process)."
- "Providing clarity to industry and small business on financial literacy resources."

Attract Capital

- "Explore ways to "unlock" capital in the region to encourage high net worth individuals and/or companies to participate in a fund to invest in high growth potential companies."

Communicate

- "Develop / communicate a clear strategy."
- "Streamlining and clarity on which entity from the Province is responsible for what and their contacts to better assist banks, businesses and people."

Youth Summit

85 participants

Saint John

January 29, 2016

Top Challenges

Participants were asked with were the top challenges for youth to access the workforce and entrepreneurship opportunities. Those challenges are outlined below:

Disconnect with Labour Market

Lack of communication and accessible Labour Market Information (LMI) to students and educators which makes it difficult for youth to know about existing opportunities. Many opportunities are not even posted which makes it difficult for youth to even understand the breadth of options available. Entry-level job requirements are too high for youth to get a foot in the door.

Entrepreneurial Mindset

The economy of today requires a mindset change from getting a job to making a job. This requires a culture of entrepreneurship within schools and communities. Skills like, how to market yourself, financial literacy, critical thinking, problem solving and networking are required.

Disconnect with Education

Entrepreneurial skills not being taught in public school – support and knowledge for teachers, new revamped curriculum, this is helpful even if you don't go on to create a business.

Entrepreneurial Support

Lack of access to resources – need to take advantage of mentorship, networking and incubation, and finding programs.

Student Debt

Student loan debt is a barrier to entrepreneurship and seeking meaningful employment.

Experiential Learning

Need for experiential learning – i.e. co-op placements, internships to build experience for future career for entrepreneurs and students.

Soft Skills Training

Need for greater emphasis on developing soft skills.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

"The government is open to listening to us."

"Lots of great things happening but a lack of communication about them."

"Youth need active hands-on learning opportunities to engage in their learning."

"Finding more ways to connect the entrepreneurial ecosystem with middle and high school students."

"From what I noticed there were no youth there who were just working out of high school. They have struggles too and I don't think their voices have been heard. There wasn't any talk about at-risk youth and what could be done to help them in terms of employment."

Where would you like to see government focus their efforts?

Education/Entrepreneurship

- "No question K-12. More experiential learning in the classroom and outside, coding, entrepreneurship, innovation and creativity across the whole curriculum. If we do not significantly change the way we teach our youth in this 10-year plan, we are already lost economically for the foreseeable future. That is THE most important undertaking that government is involved in at the moment. We MUST get that right!"
- "Better education. Entrepreneurship and innovation courses in the schools."
- "Educational reform, more concrete ONB program."
- "Supporting programs like co-op, entrepreneurship mentoring and opportunities for real-world connections to education."
- "I would like to see the government support entrepreneurship and the arts; this will allow, encourage and promote innovation, and will greatly help to increase our economy."

Arts and Culture Summit

90 participants

Caraquet

February 18, 2016

Top Opportunities

Education

- Invest in education (K-12 and post-secondary) of arts and culture by integrating arts into all areas of the education system. Build awareness with general public by using local arts and culture assets in advertising, marketing and giving pride of place to who we are, what we produce and how we communicate our diversity.

Export Markets

- Increase access to national and international markets and audiences for external awareness and internal inspiration.

Organizational Support

- Platform to enable collaboration between arts organizations (anglophone, francophone, Aboriginal). Develop mechanism for tailored funding for artists through an entrepreneurial focus to support all steps of artistic creation.

Department and Policy

- Clear policy pertaining to arts – government commitment through a minister of culture.

Film & Animation

- Investments that encourage film, animation and TV industry expansion and support the industry.

Investment Solutions

- Suggested one per cent of provincial budget reserved for arts and culture to support development and marketing.

Residences and Business Connection

- Create incentives and remove barriers between arts and business sectors by encouraging artist residences within local businesses.

Municipal Integration

- Each municipality should have an efficient cultural policy that includes funding.

NB Identity

- Expanding on the good things we already have. They will last a long time.
- Large-scale arts project that will enable us to create a NB identity through the arts, unifying us all towards a common goal.

Events and Tourism

- Capitalize on big cultural events (CMA 2009, Jeux de la francophonie canadienne 2017, etc.) to develop arts and culture.

Arts and Wellness

- Using art in alternative treatments for health and wellness.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

"The best part of the summit was the presence of the Premier and the diversity of stakeholders."

"In order to see arts and culture reach its full potential, it must be integrated into sectors."

"There is a knowledge gap between art and business when talking with artist, just as there is when talking art with a business-minded funder."

"The summit was a disappointment. For me, I heard very little at the summit that I hadn't heard before. In fact it was déjà vu all over again. The same themes and ideas covered through consultations with the arts community in the development of the province's Cultural Policy and the many other discussion sessions over the years were trotted out once again. From my perspective, the summit merely scratched the surface and dealt largely with generalities. There should be opportunities to advance the discussion further, to voice and explore very specific, creative new ideas."

"I believe the greatest potential for realizing economic benefit from arts and culture in New Brunswick is to fully invest in cultural tourism, to bring more tourists to the province by significantly enhancing, strengthening and expanding the province's cultural attractions or destinations, in short, by investing in the building of an "arts and culture pipeline." This idea alone warrants a full summit and would provide an opportunity to develop very specific actions linked to very specific economic outcomes."

Where would you like to see government focus their efforts?

Municipal Integration

- "Establishing winning conditions for arts/culture contributes more to the growth of N.B. Two examples:
1. Fully municipalize the province as soon as possible to increase the capacity of municipalities to develop, particularly through arts/culture."
- "Municipalities with support in terms of provincial initiatives."

Cinema

- "Film and television have the best economic spinoffs for our province and this sector is by far the one that promotes the diversity of our culture on the different media platforms. This sector should be given priority as a strong industry with its own office and adequate support for NB Media in order to make our projects accessible to the public and create public awareness of the importance of this sector."

Financial Support / Economic Development

- "The government should make a commitment to use arts as a main economic driver." "Trade missions for all groups."
- "Helping New Brunswickers reach external markets. Supporting people and companies with good business plans."
- "Exporting goods and services and integrating arts and culture with tourism."

Education

- "Post-secondary education/incentives for the business community to encourage the contribution of artists."
- "Basically – in education and the integration of culture in rural and urban communities."

Mining Summit

80 participants

Bathurst

February 19, 2016

Top Opportunities

Incentives

- Attraction of new exploration investment by a) ensuring competitive royalty and corporate tax regimes, b) ensuring competitiveness with Quebec and BC in encouraging investment by individuals, and c) technology innovation - improve integration of map data and the government's digital map database. Bring debt (\$12 billion + \$600 million interest) "in-house" via newly created Bank of New Brunswick (Crown Corp. concept) which brings the process of providing funding for junior mining exploration along with supporting health and education needs. Government should support early stage studies for junior miners.

Streamline Regulations

- Streamline regulatory process including a framework for agreements with First Nations and benefits sharing. Better alignment between federal and provincial governments with respect to regulatory and environmental approvals of projects. Expedite and standardize approval process. Streamline regulatory processes without sacrificing intent.

Land Access Policies

- Currently only 43 per cent of NB is available for exploration. We need to increase potential and remove barriers to finding and defining resources. Participants cited the Australian model, which created a balance between need for PNA and mineral exploration.

First Nations and Social License

- Assemble best practices, evaluate and implement where practical and beneficial for NB especially with regards to the consultation process. Use the current slow period to improve and refine the consultation processes with First Nations and all stakeholders.

Education and Skill Development

- Reinvestment in education from school to post-secondary. Develop partnerships in the training and development of First Nations and the general public in preparation for an upturn in the market.

Flow-through R&D

- Growth would come if money were available through public support, i.e. flow-through and from governments, both federal and provincial. Increase exploration incentives: NB CEE tax credit five per cent; RRSP-like extended deadline to February 28 from December 31; and in CEE, flow-through grant incentives increase for grass roots projects.

Support Existing Infrastructure

- Build on what we already have – leverage as much existing infrastructure as possible, some of which may currently be underutilized (e.g. Port of Belledune, existing government database, etc.)

Promotion

- Greater outreach by the Province through the Premier's Office to exploration companies.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

"The will of the participants to roll up their sleeves and develop the sector in partnership with the Province of NB."

"Establish an investment climate conducive to the development of the sector and reduce administrative burdens without compromising the environment to allow faster decisions."

"The best part of the summit was the networking part, getting to know different people within the mining sector, from different organizations, governments and companies."

"We have a tremendous mining potential in this province and we need to find vehicle(s) to take advantage of it."

"Our provincial revenues from mining are fading and corrective action is required to ensure that we are positioned for the next upturn in the commodity market. NB needs to be nimble to compete. In addition, proponents need guidance concerning meaningful engagement of First Nations."

"There was consensus on problems and solutions for diverse group with varied interests."

Where would you like to see government focus their efforts?

First Nations Relations

- "Commitment to develop an institution and processes to deal with Aboriginal issues around jurisdiction and participation."
- "Improving consultation process with First Nations - strong regulations and obtaining a social license for their projects seemed to be agreed upon by all."
- "First Nations engagement and advancing social licence for the industry. Realigning the flow-through share deadline to the end of February is a specific action that would help attract investment in NB."
- "I can't speak to tax and investment strategies which are important, but from my perspective, I think there needs to be a focus on developing partnerships with First Nations, and moving away from the current "consultation" process. Partnerships will ensure that everyone's best interests are looked after."

Financial Incentives

- "Incentive and funding to the exploration and mining companies."
- "Exploration financing and land access (ex. J.D. Irving ground). Tax incentives should be in place to attract investment in mineral exploration. Allow access to protected natural areas for mineral exploration."
- "Short-term fiscal incentives to provide support for the industry."
- "Being competitive in attracting exploration funding by investors and likewise fostering research that builds NB's international name as a centre of mining innovation and entrepreneurship."
- "Continue to encourage the prospectors and junior mining companies with the grant programs. Oblige the forestry department to submit to the department responsible for mining at least one year in advance, plans showing the lumber roads to be built and wood lots to be cut. This information is essential to us and would save a lot of time and money."
- "Subsidy programs, tax incentives and flow-through share program."

Healthy Aging Summit

70 participants

Miramichi

March 18, 2016

Top Opportunities

Age-friendly Communities

- Municipalities can play a leadership role to have intergenerational programs and opportunities and offer services needed for seniors. Age-friendly communities keep seniors in mind when building infrastructure, offer facilities such as community gardens, community centres, healthy centres, music, cooking and intergenerational activities.

Intergenerational

- Multi-purpose public infrastructure, i.e., seniors travelling on school buses and bike lanes for senior's tricycles. Redesign care homes to include classrooms for students – sustain rural communities, gives seniors purpose – critical to healthy living, and helps younger generation learn.

Senior Workforce

- Offer a legislative framework to remunerate seniors in the areas of their interest and expertise. Flexible pension/retirement policies so people can work past retirement or decide to return back to work. Develop a registry of retired executives, professors, trades, etc., to share experience, teach and guide youth.

Technology and Data

- Information, data and research provided to the private sector to enable entrepreneurial ideas that benefit seniors. Encouraging technology and innovation in health care by being early adopters and a test lab, supporting a culture of change.

Caregiver Workforce

- A stable/strong workforce for community human service workers with standardized education, appropriate remuneration, better regulations and standards.

Active Living

- Business opportunities for active living, for example have a seniors section at the gym or during off times. Incentivize healthy living, i.e., reduce insurance cost, tax deduction on proven healthy living, etc. NB could be known as an active, healthy living destination with health retreats and resorts.

Redesign Homes

- Promote aging in place – retrofitting homes, enabling seniors to build housing to age in place, tax incentives.

Para-health

- Harmony between rural and urban – open access to problems (cost) phrased in a question (market solutions). Better use of pharmacies as para-health centres.

Other

- Transportation - Seniors "Uber," volunteer door-to-door driving service.
- Find barriers and reduce them – department of seniors – Social Development, Health – one solution approach.
- Nutrition programming for seniors in their homes and communities.
- Senior tourism opportunities are maximized year-round, i.e., draw seniors to NB during lobster season.
- Focus on individual rather than on the person's age.
- Tailor strategies to different age segments within seniors.
- Maritime collaboration – health network.
- Create a network of seniors for seniors to help seniors.
- Specialized care services for seniors with dementia – to support seniors and caregivers in managing diseases related to dementia.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

"I think getting seniors more involved in solutions was the most valuable aspect of the day. By seniors being involved in the development of initiatives gets better buy in."

"Aging is not a disease nor should retired/elderly people be considered a burden or society. They are society, with lived experiences, things to contribute and yes, with needs that come with aging. But their contributions, if well harnessed, outweigh investments in supporting those in need (housing, transportation, health, inclusion, etc.)"

"There are a tremendous amount of powerful thinkers, experience and talent within the province to address our challenges."

Where would you like to see government focus their efforts?

Caregiver Workforce

- "Caregiver salaries."
- "Working conditions for those who give home care."
- "Creating a strong and stable workforce of human service workers to meet the growing need for community-based care."
- "Training health care professionals. Desperately needed at all levels."

Value Seniors' Contribution

- "Value our aging population - see them as contributors rather than takers - loosen up policies, bureaucracy associated with retirement, and create incentives to allow healthy and willing individuals to continue contributing to the economy of this province."
- "Ensure the involvement by seniors is made easier in the province rather than red taped - find a way for seniors to transport others without huge risk, ensure community suppers are able to be done safely without huge investment. Ensure transparency for all contracts as suggested with a minimum of two

providers with parameters that specify expected outcomes and with accountabilities to ensure they are done. Reduce the monopoly and frankly the prejudice that is exhibited when comparing not-for-profits with for-profits.”

- “We need to ensure that aging engagement and value is front and centre. There is a good deal of contribution which is being overlooked.”
- “Engaging seniors as valuable stakeholders in the whole process. These are the folks with the most acute grasp of needs and gaps . . . therefore it only follows that seniors must be an intrinsic component of the identification of options and remedies.”

Transportation Summit

60 participants

Florenceville

March 24, 2016

Top Opportunities

Reclassifying the Trade

- Change the image of the industry to 'skilled' professionals – classify as a skilled trade. This will aid with employee and immigration attraction.

Training and Education

- Development of transportation logistics program at educational institutions that support workers, mechanics, drivers and office support. Raise the profile of careers in transportation. The duration of training should reflect skill level. Training subsidies should be offered.

Infrastructure Optimization

- Strategically fund infrastructure which has the most impact. Find ways to fund investment in infrastructure and twin highways (i.e. tolls, gas tax). Abandon the infrastructure that is no longer needed (i.e. Jemseg Bridge). Road improvement of Highway 11 from Miramichi to Moncton to speed up traffic flow, increase safety and connect North to South.

Dialogue Between Stakeholders

- Increase dialogue between government and the transportation industry.

Export

- Promote and support trans-border shipping and export considering the dollar difference.

Communication and Logistics Innovation

- Improved communications between trucking companies and goods suppliers, increase efficiencies between loading and moving goods, don't make drivers sit around inefficiently.

Labour Force Attraction

- Worker shortage is the most serious issue for the trucking industry. Fix driver training shortage issue: train the unemployed. Attracting drivers: establishing a framework to evaluate/recognize skills for immigrant workers. Government could fund the experience gap on low-experience drivers and the insurance required for them to drive. Lots of opportunity in the trucking industry (for drivers and office workers). Need to educate the workforce on the opportunities and find ways to raise wages to attract workers.

Inter-modal Opportunities

- Coordination of public transportation: bus, train, airline, ferry. Inter modal route development from Saint John to Boston.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

"The transportation industry is a necessity. We all need to work together and share our ideas in order to see growth and improvement."

"The opportunity for a variety of stakeholders to have the ear of decision-makers who can affect their industry."

"It was all valuable. Now it depends on what the government decides to do with the information which will determine if the summit was truly valuable."

"The focus of this summit appeared to be on how to fix the trucking industries problems of today and not so much on the long-term future of sustainability and reduction of the impact on climate change."

Where would you like to see government focus their efforts?

Workforce

- "Education of youth and reinstating trades in the school system."
- "Training, education and skill development (experience)."
- "New Brunswick's unemployment rate is astronomical. We should be focusing on using those people to fill the large number of vacant jobs in the transportation industry. Through government funding, why aren't we supporting these people through the process of obtaining their Class 1 license?"

Infrastructure

- "LMI, provincial harmony on rules (weight restrictions), twin Highway 11, finish twinning Highway 7."
- "Help the sector maintain sustainability by not raising taxes or adding road tolls."
- "Improve and increase rail service and addition of tolls for those using the province as drive through."
- "Consistent, reliable programs and funding for upgrading transportation infrastructure."
- "Making the infrastructure and regulations supportive of low-cost efficient movement of provincial goods to larger markets."

Green Economy Summit

80 participants

Edmundston

April 4, 2016

Top Opportunities

Education

- Education on market direction, government should educate themselves and residents on energy markets, fact-based decision-making, educate residents on NB Power/Siemens. Colleges need to offer continuing education for green-tech installers and consultants, for example.

Energy Efficiency

- Investment in energy efficiency, residential, industrial, commercial. Change focus of NB Power to energy efficiency; provide incentives for all energy savings, oil and natural gas. Invest in energy efficiency programs. Set aggressive targets; take into account social issues (First Nations and seniors). All buildings in the province retrofitted, develop and export energy efficiency expertise. All municipalities follow Fredericton's lead on renewable energy RFP. Bring back third-party efficiency audits that address all fuels. Access federal infrastructure funding.

Policy and targets

- Implement climate change action plan and targets. Set targets and penalties with a system to measure and communicate progress.

Transportation

- Invest in sustainable infrastructure: buildings, transportation, bridges/wharfs. Support smart-energy cities and communities with agriculture, transportation, energy and waste management.

Value Added Waste

- Promote waste as a value-added resource, increase awareness of opportunities within bio fuels. Have NB Power lease energy efficient technologies to homeowners.

Food production

- Low-hanging-fruit energy production, eco-tourism ramp up and promote local food production.

Solar

- Increase solar energy use, storage innovation, technology solutions, supports and investment.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

“Creating a small, centralized team tasked with unifying individual department policies and responsible for finding energy efficiency throughout govt. Focusing on becoming the Silicon Valley of Smart Grid technology, which then exports this IP and knowledge. The importance of fostering more start-ups and R&D in the province through tax policy incentives vs government grants and subsidies.”

“The discussions and dialogue at the summit was good and there are so many opportunities in front of us that would make a real difference in stimulating the economy and moving this province forward. Words are great, but it is time for action – ‘Actions speak louder than words.’”

“Our government is serious about green economy planning.”

“The attendees who represented a wide diversity of interests agreed on the main issues - that climate change is happening, the challenges it brings must be addressed (no choice) and that the government needs to articulate a plan to address it with goals and assessment.”

“We have the technology, we just need the means and desire to implement change.”

Where would you like to see government focus their efforts?

Access Federal Funding

- “The provincial government needs to create an action plan around leveraging federal dollars for new green infrastructure for municipalities/communities/First Nations. This should also be tied to the provincial job creation strategy and the federal funding should be pursued for projects that have the ability to start long-term, sustainable industries in NB - not just construction jobs.”

Energy Efficiency

- “Energy efficiency - no question - in both government owned buildings and private ICI. This creates jobs!!!, decreases GHGs, and decreases operation and maintenance costs and improves indoor air quality for students, hospitals patients, workers, staff, etc.....!!! It’s a win win win win for NB. The guest speaker focusing on renewables was excellent, but if we are going to get to where the puck is going, we should have the best-performing buildings first, otherwise renewables will be oversized. Better to generate 45 watts with renewables for a building that is performing at its best than 60 watts for a building that is operating inefficiently.”

Renewables

- “Renewable energy opportunities i.e., R&D, capital projects, exporting and job creation. There may be federal infrastructure dollars that could aid in this, but we need to have “shovel-ready” projects to capitalize on this opportunity.”
- “I have an idea that I think would help kick-start the solar installation process. The province is presently divided into 12 regional service commissions. Each RSC should have a solar park of say one-to-five MW each. The location would be determined by the RSC. We are lucky that NB Power is a crown corporation. They have the ability to provide financing at interesting rates....”

Economic Development Partners Summit

60 participants

Moncton

April 11, 2016

Needs and Contributions

For the Economic Development Partners Summit, the objectives were not about identifying opportunities but to identify conditions for success for economic development partners to lead, contribute and collaborate in an opportunities-focused development model.

Participants were divided into tables based on their stakeholder group category and asked to respond to the following two questions:

1. **What do my organization and I need to be successful in this model?**
2. **Where do my organization and I contribute in New Brunswick's opportunities-focused development model?**

The responses by stakeholder group are outlined below:

Stakeholder Group	Needs	Contributions
Industry associations	<ul style="list-style-type: none"> • Infrastructure – alignment with rural business (mobile, transportation, Internet access) • Transportation – support highway, rest areas, air, rail, roads • Labour/people – engage in development of plan, immigration policy (fast track process), academic alignment, innovation support, retention/attraction, collaboration • Access to resources through land access • Apolitical support 	<ul style="list-style-type: none"> • Capital investment • Time and expertise to help government achieve their policy objectives • Positive messaging – NB Proud, industry strength • Education – experiential, engaged to skills, employment, expertise, labs, knowledge, space
Municipal (within municipalities and regional economic development agencies)	<ul style="list-style-type: none"> • Leverage federal funding to assist with local economic development efforts • Continuous communication, clarity of role of government, and open accessibility to the selected opportunities • An apolitical body to ensure sustainability and continuity • Regular strategic and tactical meetings and identification of points of contact within government 	<ul style="list-style-type: none"> • We share regional strengths and the value proposition for growth and investment • Combined resources – targeting efforts • As connectors we network businesses with ONB to leverage opportunities for growth • Potential opportunities stream

Stakeholder Group	Needs	Contributions
CBDCs	<ul style="list-style-type: none"> • Defined partner • Ongoing collaboration – regular way to interact and contribute 	<ul style="list-style-type: none"> • Stability 30-years plus • Succession programs
Eco-system support (incubators, education, networks)	<ul style="list-style-type: none"> • Multi-year funding • Clarity on policy and innovation strategy – increased communication • Improved communication and engagement with members of the eco-system, communities, agencies, etc. • Funding for research capacity and performance • Designated point-person within departments • Increased engagement with sector groups (first nations, umbrella groups, etc.) 	<ul style="list-style-type: none"> • Expertise to leverage national and international insights • Leverage federal funding and national networks • To inform policy and help inform innovation strategy – actively refer to the right kind of knowhow
Financial (funders, investors)	<ul style="list-style-type: none"> • Wealth mindset – marketing, tax credit, policy • Strong pipeline – ideation, cross fertilization, skills development 	<ul style="list-style-type: none"> • Capital – networked, access, no wrong door • Expertise – what works, bridging cultures, growth mindset, success stories
Chambers of Commerce	<ul style="list-style-type: none"> • Resources and information to cross-promote the various strengths of regions across the province – this will help us identify opportunities in our region • Better connections with ONB – specific contacts to refer our members, connect ONB communications people to individual chambers to help tell good news stories 	<ul style="list-style-type: none"> • Communicating NBs (and regional) value proposition to our members and the world. (i.e., help to start the positive dialogue, change the narrative.) • Connection and access to our members (communications)

What would a collaborative economic development system look like?

Participants were separated from their similar stakeholder groups put into groups with mixed representation from each stakeholder group at each table. They were then asked to come up with some conditions for success for a collaborative economic development system. Each person was then given the chance to vote on their top responses within each category. The top responses are outlined below.

A Collaborative Economic Development System for New Brunswick	
Strategic Steps	Top Responses
<p>Purpose</p> <p>The guide to making system successful. What could a collaborative economic development system do?</p>	<ul style="list-style-type: none"> Leverage resources and expertise (11 votes) Better serve the client – increase job creation, increase and expand business (6 votes) To make NB a “have” province - focus on wealth creation, NB is a great place to raise a family, pro-business, create a trusting environment, strong political will, globally competitive (6 votes)
<p>Principles</p> <p>How will we work together?</p>	<ul style="list-style-type: none"> Eliminate silos, role definition, trust, timely, streamline communication, non-duplication (12 votes) Collaboration, communication, KISS, shared goals, clear vision, long-term (7 votes)
<p>Concept</p> <p>What organizational form(s) would be best for this collaboration?</p>	<ul style="list-style-type: none"> All work collectively, apolitical alignment (35 votes) Balanced KPIs (9 votes) Open concept, with the right stops along the way like a subway system (5 votes) Virtual system (4 votes)
<p>Limiting beliefs</p> <p>What fears or stories do we have about new ways of working together?</p>	<ul style="list-style-type: none"> Political change – political leadership, Premier to reach across the aisle to come up with apolitical economic development strategy (32 votes) Lack of trust, fear of overlap (7 votes) Scarcity of money, fear of not getting credit for successes, lack of trust, loss of control (6 votes) Confidentiality, trust, regional thinking, need concept to share info with partners, red tape (5 votes)
<p>Structure</p> <p>How do we support this collaboration? What is the lightest structure to support the purpose?</p>	<ul style="list-style-type: none"> Open data concept, provincial wide with regional focus, shared CRM, web-based (possible app), devices available at points of contact (14 votes) Market as large NB economic development team (industry, community, provincial, federal government). Who owns the growth plan? ONB? Jobs Board? Premier? (7 votes)
<p>Practice</p> <p>What do we need to do to sustain this collaboration?</p>	<ul style="list-style-type: none"> Communication infrastructure, yearly report (feedback), ownership model needs sustainable and shared (18 votes) Shared KPIs, active communication, names not organizations (8 votes) “e” meet / in-person meetings, common calendar, create a tool or info portal (6 votes)

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

“Government could better utilize and mobilize existing ED stakeholders to move projects forward. The ED orgs have the expertise, feet on the ground and a mandate to support opportunities - Government needs to leverage that and not try to do it all in-house.”

“There is a need for a long term, apolitical, sustainable plan for economic growth in NB.”

“That there is widespread frustration with past politicization of economic development and similar widespread commitment to help NB get back on a growth track.”

“Collaboration is key, and we are ready to do it!”

Where would you like to see government focus their efforts?

Immigration Attraction

- “The Government of New Brunswick needs to invest greater staff and financial resources to ensure existing immigration streams are fully utilized and results are properly evaluated. We need more resources invested in attraction of new immigrants, as well as settlement services, so that newcomers have more than a job in New Brunswick, but the prospect of an active and fulfilling life in their community.”

Communication

- “Structured regular meetings/communications with all key stakeholders per region. Build showcase websites for all major regions in the province with interconnections.”
- “Information sharing and marketing.”
- “There clearly needs to be some sort of liaison with ONB and the Premier’s Office. It has become increasingly evident that ONB has no one on the inside who is focused on mobilizing and utilizing the assets these ED orgs represent. The Premier’s Office is too far removed from what is going on – both on the ground and given his portfolio as innovation minister. There should be better liaison with the stakeholders on the ground and academia (where the innovation is happening). I thought that is what NBRIC was positioned for - what happened to it?”

Forestry Summit

62 participants

Atholville

April 19, 2016

Top Opportunities

Participants identified the following potential opportunities for growth:

Public engagement and education

- Engage public with a shared vision for the forest sector (like Scandinavia) and a competitive regulatory environment that incents investment. Promotion of forestry to youth for woodlot succession planning.

Silviculture

- Increase silviculture on Crown and private lands as this will put people to work immediately and increases wood supply and quality. Consider opportunities like carbon markets.

Forestry plan

- Political will to update policies to meet today's requirements, attract investment and remove barriers. Community forestry results in better access for small business. Incorporate European forest practices.

Low grade wood supply

- Policy to support the use of low-grade fibre (Green infrastructure, schools, public buildings). Develop markets for low-grade forest products – need to consider residuals and not whole trees. Find/develop ways to utilize low-grade wood (over supply).

Biomass

- Increase jobs by using available biomass product to fuel small power-generating plants. Promote development of high-value non-timber products (syrup, mushrooms, 'niche' products).

R&D and Commercialization

- Enhanced LIDAR shared with all (transparency) and develop strong R&D to boost commercialization.

Carbon and Climate Change

- Manage forest to fight climate change (carbon storage) through carbon tax credits, cap and trade.

Increase Hardwood & Mixed wood growth

- Stop conversion of hardwoods (HW) and mixed woods (MW) to softwoods (SW). Promote restoration management of HM and MW.

Infrastructure

- Improve transportation infrastructure (bridges, roads, rail).

Spruce Budworm

- Control the spruce budworm epidemic.

Participant Feedback

A follow-up survey asked participants about their biggest takeaways and where they felt the government should focus its efforts.

"Everyone wants something now. It does not work that way in the forest. But if you have clear objectives and a strategy, in the long run you can meet your objectives."

"There is a desire to make the forest sector a significant contributor to the economy but there is still a position from woodlot owners that if they had primary supply to industry and industry just paid more that all problems would be solved...we have to change the model or the approach the boards have been taking for years and modernize it."

"Many stakeholders have different agendas and expectations. Very difficult to move forward with these conditions. Better communication is needed in the industry."

"Knowing that government is paying close attention to what is going on in the industry and organizing something like this to get direct feedback from those who participate in it."

Where would you like to see government focus their efforts?

Policy / Low grade wood / biomass

- "Develop new policy and government direction which will facilitate a re-positioned forest sector and future prosperity. Addressing the values of: a diverse multi-level industry reducing dependency on one sector, community orientated, wood energy developments, and encompassing all land ownerships."
- "1) Policy development to support utilization of low grade fibre 2) an economic development mandate for resource development 3) Focus on bio refining opportunities - all of these tie into one another."
- "Policy review and low-grade wood and sawmill residual (chips, sawdust, shavings) usage."
- "Policy: Re-structuring the forest management framework (CLFA) to become a NB Forests Act, Communications/Education: Awareness that forestry is a RENEWABLE resource that can contribute to climate change initiatives and employment."
- "While the forestry industry is one of the largest contributors to the NB economy, NB has among the weakest policies to support the use of biomass for energy in the western world. New Brunswick has the benefit of looking at policies on biomass that have been in place for years in other countries and picking the ones that work best. Countries such as the UK, Denmark, the Netherlands, Sweden, Finland and a number of others have excellent policies in place that could easily be adopted by NB."
- "Need to recognize economic value of private-woodlot-owner sector (30 per cent of NB forests) and provide a sound and fair structure to ensure market share and system to obtain fair return."
- "Commit to a long term strategy on Crown lands. Focus on engaging private wood lot owners via outreach. Marketing boards need restructuring and new focus."
- "Change the forestry plan, easier public access to crown wood, education in schools."