Salisbury Economic Dev. Strategy

Vision, Mission, Values, Strategic Pillars & Priorities

Vision :

- A Community that feels like home

Mission :

- To contribute to the collective growth and quality of life of our community

Values :

Collaborative	Forward focused	Integrity	Results-oriented

Strategic Pillars :

1. Development
2. Quality of life
3. Raising awareness
4. Sustainability

Strategic Pillars & Key Priorities

1. Development *(investment ready)*

Let's maintain, improve (streamline) and expand our current services (including the existing municipal infrastructure) to better meet the needs of existing businesses (and residents) and let's clearly define and fully leverage our strategic advantages, abolish development barriers and offer incentives to position the new Salisbury as a proactive community that is 'Open for business' and to enhance our tax base.

1.1 Land Management - identifying opportunities for development, protecting other areas

1.1.1 Land use: Identification of land use, including raw land (hot spots) available for industrial, commercial and residential development (range of housing projects from low-income to high-end ones) within the new Salisbury territory, including farming land and all other protected areas

1.1.2 Housing: Identification of raw land available for residential development (range of housing projects from low-income to high-end ones) in strategic locations within the new Salisbury territory

1.1.3 Industrial or Business Park: Identification of the potential location(s) for a future Industrial or Business Park

1.2 Highway Strategy: leverage our proximity to the TCH exit(s) to stimulate development along the highway and to facilitate the accessibility to other key 'hot development spots' within the new Salisbury territory

1.2.1 Existing access to TCH: leverage the Big Stop area to stimulate further development

1.2.2 Future access to TCH: assess the need (business case) and lobby for a new on-off ramp with TCH @ Lower Mountain Rd

1.2.3 Hotel: Assess the needs and interest for a potential hotel along the TCH

1.3 Services & Infrastructure

1.3.1 Municipal Water: Assess all options of the feasibility study around Salisbury

1.3.2 Municipal Sewer: Enhanced Municipal Sewer Systems-lines to better serve existing businesses (and residents) and develop & expand those services to attract new ones (including the Big Stop area)

1.3.3 Fire Station: Developing the new fire station

1.3.4 Bridges: working with the province to maintain & improve them

1.3.5 Roads: act on the asset management plan to fix roads so people passing through can see that we take care of our community

1.3.6 Public transportation: Assess the need for a public transportation system that will get people into the city so that they can work there yet live here

1.4 Development Incentives

1.4.1 Tax incentive programs: determine the ideal tax incentives programs to stimulate both commercial and residential development in strategic locations

1.5 Business Opportunities

1.5.1 Help to enhance the business environment for our farms & farmers

1.5.2 Natural resources development: SWOT analysis

2. Quality of life

Let's leverage all of Salisbury's existing unique assets and let's create new ones to build a community that people want to work, raise a family and retire in; that tourists of all ages want to visit while traveling to New Brunswick; that businesses can effortlessly promote to attract new workers.

In Economic Development, the key to success is all about attracting talent to support expanding existing businesses. In fact, the only communities that will succeed in the future are those that will be to grow its population base by providing a combination of appealing job-career opportunities and a unique quality of life.

2.1 Tourism

2.1.1 Outdoor experiences: Develop outdoor activities-adventures (ATV - Fishing - Hunting - Hiking - Parks - Snowmobiling) and introduce an ATV bylaw

2.1.2 Eco Tourism (agrotourism + river(s))

2.1.3 Year-round destination: create a winter destination at the park with Christmas Lights

2.2 Downtown Development

2.2.1 Downtown beautification: Beautifying Main Street - storefront (program) to enhance pride and to make the downtown more appealing to businesses and visitors

2.2.2 Downtown Improvements: rejuvenate our 'downtown' experience with new sidewalks, street lights, etc.

2.2.3 Downtown schools: conduct a business case for the need for potential new school(s) in the downtown

2.3 Arts & Culture

2.3.1 Cultural policy

2.3.2 Concerts: leverage the pack of outdoor concerts

2.3.3 Events: consider the potential and business case for more events focused on bringing the community together (including a potential fall festival, community days & Canada days events, etc.)

2.4 Cultural Diversity

2.4.1 Multicultural association (focused on diversity, inclusion)

2.5 Environment

2.5.1 Eco360 Bins in our schools

2.6 Recreation & activities

2.6.1 Recreation Plan-Strategy

2.6.2 Recreation Centre: Assess the needs for (and the components of) a potential-new Recreation Centre

2.6.3 Sports: Assess needs and develop different sporting associations, needed infrastructure, etc.

3. Raising awareness

Let's promote Salisbury's strategic advantages and unique quality of life to appeal to existing businesses and citizens to stay (everyone, yet youth in particular) and to external businesses and workers.

3.1 Marketing & Communications

Clearly define and promote our strategic advantages (socio-economic profile, key economic indicators, with historical & current data)

Promoting these strategic advantages (value proposition: assets, attractions, overall quality of life) efficiently to external businesses and people, through:

- Strategic job fairs (locally and nationally)
- Community Bulletin Boards
- Signage (leveraging TCH
- Social Media Strategy

3.2 Celebration

3.2.1 Celebrate the successes of our businesses (Awards Ceremony, our own Top-40 under 40)

3.2.2 Ward parties

3.3 Networking & Regional Collaboration

3.3.1 Create a **Chamber of Commerce** for Salisbury & Three Rivers

3.3.2 Create a Downtown Business Association (BIA)

3.3.3 Bring all the business owners together quarterly **(business association)** to see what their needs are and try to fill the gaps

3.3.4 Public ***consultations*** - businesses consultation (communications)

3.3.5 Find ways to incorporate the newly amalgamated areas

4. Sustainability (organizational efficiency)

Let's make sure that Salisbury has the proper financial and human resources to deliver on its mission.

4.1 Organizational structure (for positions in economic development and tourism in particular)

4.1.1 Sufficient staff to focus more clearly on Economic Development - growth for the new-larger community, including a specific person for the 'Economic Development' role (curator of the plan)

4.2 Policies and bylaws

4.2.1 Social responsibility policy

4.2.2 Bylaw enforcement

4.2.3 Technology - system to capture complaints, requests & input for data capturing

4.3 Revenue generation

4.3.1 Property tax strategy (i.e. increases, limits…)

4.3.2 Expenses review