

Table of Contents

Executive Summary	<i>i</i>
1.0 Introduction	1
2.0 Fact Finding.....	3
2.1 Target Markets.....	3
2.2 Inventory.....	6
2.3 Gap Analysis	8
2.3.1 Target Opportunities.....	10
2.4 Comparable Communities	16
2.5 Human Resource Analysis.....	22
2.6 Organizational Structure Analysis	28
2.7 Urban Design Analysis	32
3.0 Vision	35
4.0 Recommendations.....	39
4.1 Development Recommendations	41
4.2 Marketing Recommendations.....	44
4.3 Workforce Recommendations	48
4.4 Urban Design Recommendations	57
4.4.1 Mall Redevelopment	68
4.5 Organizational Structure Analysis	73
Appendix A - SWOT Feedback and Draft Vision Statements	75

Executive Summary

i

The Context

Sussex finds itself in an enviable position heading into 2009 and beyond. The Southern New Brunswick region is experiencing the early effects of an industrial driven expansion of its base economy. Industrial mega projects such as the Liquefied Natural Gas Facility in Saint John and the corresponding Emera Brunswick Gas Pipeline along with the Potash Corp. investment in its Sussex operation has created significant economic activity. The Southern New Brunswick region seems primed to expand while the global economy shrinks.

The recent West end 'Box' development confirms Sussex's status as the regional service centre. This service centre status is due in part to the town's strong financial and agricultural sectors as well as its strategic location proximate to neighbouring cities; Fredericton, Saint John and Moncton. Sussex is a wonderful place to live, work and play. Amenities such as a first rate hospital, quality schools, a planned indoor pool, the Poley Ski Hill, the Sussex Golf Course along with a growing outdoor experience offering combined with extremely well established regional visitor attractions such as the Balloon Festival and the Show Barns make Sussex the place to be.

With its attractive setting, collection of refurbished historic buildings and its vibrant businesses, Downtown Sussex already has what many small towns in North America are striving to achieve. Iconic sections of the downtown such as Broad Street are the standard many competitors hope to achieve. A safe and clean environment combined with friendly quaint small town charm places Sussex in a category by itself.

The depth and breadth of offerings is significant and growing. The financial and insurance base is deep, the wellness category is growing as is the restaurant / entertainment offerings. Entrepreneurs are seizing opportunities, creating growth in the core. Customers have plenty of reasons to patronize the downtown and the downtown continues to give them new venues to shop and enjoy.

Executive Summary

Opportunities are abundant in Downtown Sussex too; a catalytic property adjacent the core is prime for redevelopment. A planned pedestrian bridge will tie the downtown to the Show Barns and sports fields permitting improved foot traffic into the core as well as improve the public access to and enjoyment of Trout Creek. The Farmer's Market can add a stable weekly base of business to the downtown when permanently located in a new home. The arts community is strong and can be leveraged as can the cultural and historical assets of the area.

Downtown Sussex benefits from the keen involvement of the SDBA with committed agencies such as Enterprise Fundy and the municipality providing critical support. Organized and proactive are key ingredients the SDBA exhibits, ensuring the future remains bright and that opportunities are not missed. The growth is inevitable, the challenge is to do it in a strategic manner. The visionary manner in which the SDBA is conducting itself speaks to its commitment to meet its mandate and mission.

The partners in this project have recognized in order for Downtown Sussex to continue on its successful trajectory it requires continued goal setting and new programs to respond to the trends that they see throughout New Brunswick, Canada and North America. Trends which include an increased commitment to green initiatives, increased downtown density, heightened pedestrian elements and ongoing planning, cooperating and communication by and between stakeholders to name a few.

The plan outlined in this report starts with setting the vision for Downtown Sussex according to its stakeholders, then considers how North American trends apply to helping achieve this vision and finally sets forth an ambitious action plan. This is a plan that will not be achieved overnight. However, action can start immediately knowing that these actions contribute to the ultimate goal.

The Vision

Working with many of the stakeholders in Downtown Sussex, the following vision for downtown was developed.

"Downtown Sussex is a vibrant, pedestrian friendly destination offering a unique downtown experience to citizens and visitors alike."

The Recommendations

Based on this vision from the community and the extensive fact finding done by the consulting team, a series of recommendations has been developed. Details are contained in Section 4 of this report. These recommendations will enable Downtown Sussex to remain one of the healthiest, most vibrant downtowns in New Brunswick if not the Maritimes, as well as provide the guidance to strategically grow its base. The commitment to maintain Sussex's status as a leader in downtown experience will strengthen not only the SDBA and the municipality but the entire region.

1.0 Introduction

1

In early 2007 the Sussex Downtown Business Association Inc. in conjunction with the Town of Sussex, Downtown New Brunswick, Post Secondary Education Training & Labour and Enterprise Fundy called for proposals for the development of a strategic plan for the redevelopment of the Sussex Downtown Business Area (SDBA). On March 5th of 2008 the aforementioned group awarded the contract to a consortium of 4 firms; Drummond Consulting Ltd., Amulet Consulting, Urban Marketing Collaborative and BDA Ltd.

The purpose of the Proposal Call was to create a strategic plan for the SDBA in light of the significant changes it was experiencing. The establishment of a "Big Box" development in the West end of Sussex raised concerns about how the impacts of 300,000 square feet of new retail would be felt in the downtown. The retailers to locate or relocate with "Big Box" offerings include; Walmart, Sobeys, Atlantic Superstore, Canadian Tire, New Brunswick Liquor Corporation, Shoppers Drug Mart, Kent, Mark's Work Wearhouse and Lawton's.



This rapid retail expansion presents a significant challenge for retailers in the SDBA. There will be increased competition for sales and customers as the "Big Boxes" aggressively market through mail outs, national advertising, predatory pricing practices and extended hours. At the same time this West end retail expansion creates significant opportunities for the SDBA. The "Big Boxes" will generate additional regional traffic both in terms of volume and frequency through the retention of local traffic which historically left the market for the "Big Box" experience in one of the three major neighboring municipalities.

At the same time Sussex is experiencing an expansion of its base economy; an investment in excess of \$1.4 billion is anticipated by Potash Corp. with more than 600 construction jobs to be created during the project.

1.0 Introduction

Approximately 60-80 full time positions will remain post construction. At the same time there has been significant growth in the natural gas sector. This industry growth will contribute substantial investment in the region, create jobs and further growth of the local economy.

Southern New Brunswick is poised to enjoy growth in the face of a global recession, several industrial mega projects either under way or in planning mode should create a prolonged period of economic expansion for the region. Moncton has long been the province's star with staggering industrial, commercial and residential growth for more than a decade now. Saint John is home to an LNG Plant development and corresponding pipeline project. Other mega projects which are at various stages of design and permitting include an oil refinery as well as a nuclear power plant refit and potential plant expansion. Saint John has also recently enjoyed a robust retail expansion.

The SDBA Strategic Plan was created over a period of 16 weeks. A review of relevant public & private sector data and reports along with the various existing studies of Sussex and the SDBA was completed. These documents were gleaned for relevant data, information and background. Input and feed back was solicited and received from a multitude of various public, stakeholder and steering committee meetings which has lead to the creation of a vision for the SDBA as well as a series of specific recommendations and objectives. These recommendations and opportunities are prioritized and presented in subsequent sections of this report. Direction for growth has been identified for the SDBA.



2.0 Fact Finding

3

2.1 Target Markets

Primary attention must be given to the local market as it is the core customer and is to be served first in terms of needs and wants. The SDBA currently enjoys significant reach with upwards of 40,000 customers in its trade area.

The local market activity has recently been strengthened as more retail expenditures are being retained in Sussex due in part to the West end "Big Box" development. Again, locals are no longer required to migrate to larger markets to enjoy these stores. This market is currently growing in size and is increasing its frequency of shopping visits in Sussex.

Who is the Local Market?

A review of recent (2006) census data for the Town of Sussex and the numerous surrounding villages and parishes that constitute the primary trade area indicate:

- A total primary trade area population estimated at 25,000 including the Town of Sussex with a population of 4,241 (a small increase of 59 persons since 2001) and a rural population (radius 25 km) estimated at 15,000
- Total market exceeds 40,000 people
- A slightly larger proportion of females than males
- Traditional rural-small community marital status and family characteristics, single detached housing and comparable average number of persons / census families to the rest of New Brunswick
- Dominantly English speaking residents with very few bilingual residents
- Low levels of annual immigration since 1991 and very few visible minority residents

2.1 Target Markets

Visitor Market

The secondary market Sussex serves is the tourism / visitor market. Sussex has established this clientele base through its significant event calendar which provides an outstanding variety of reasons to visit the area. Festivals such as the Balloon Festival and the Giant Flea Market are examples of events which draws province wide and further. The Show Barns also have a steady program which pulls visitor traffic from all over the Maritimes. Outdoor enthusiasts come to Sussex to ski, bike, hike and walk. Sussex's strategic location, which is central and proximate to Fredericton, Moncton and Saint John creates a natural visitor market which represents a substantial add on to the downtown retailers in terms of the volume and frequency of traffic and the corresponding business opportunities.



2.1 Target Markets

What does this mean to my business?

This process of defining and understanding your customer is paramount to the success of your business; it will help to determine your appropriate merchandise mix or services offered as well as impact your communications / marketing strategy. Knowing your customer will help focus your efforts and improve your client relations.



- Where does my customer come from?
- How local is my customer, are they in town, out of town, both?
- Have I been asking where my customer is from?
- Male vs. female; what is the ratio?
- Have I reviewed the demographic study of the Sussex trade area available at Town Hall?
- How has my customer changed since the big boxes opened last year?
- What is my customer's educational background?
- What does my customer earn?
- How does my traffic change during the tourist season?
- Do the special events impact my target market?
- Is my business involved in those events which draw my target market?
- Is my marketing strategy speaking to my customer base?
- Am I spending enough time interacting directly with my customers and target market?
- How do my customers perceive me?
- Do I seek feedback from them?
- How do I communicate with them?
- Are there additional products or services my customer needs or I can provide my customer to gain loyalty?

2.2 Inventory

2.2 Inventory

Sussex Downtown Business District Profiling and Inventory Analysis

In order to develop an accurate inventory and profile of the Sussex Downtown Business Area (SDBA) a physical review and photo journal of the sites, buildings and uses was compiled. A categorization of the 130 plus offerings in the SDBA was completed to identify gaps in the offerings or under represented categories. The analysis also helped to identify distinguishing features of, or trends occurring in the SDBA.

The SDBA is defined in the map figure 1, there are additional offerings on the perimeter of the core however they are not significant in number or size when compared to the West end development or the downtown itself. The combined total commercial space in the SDBA represents a significant volume of commercial capacity.

The offerings in the SDBA have been broken into 23 categories as shown below:

Accommodations	Business Resources	Food/Drink/Restaurants	Other
Buckley Professional Corporation	Basic Design Associates	A&W	SMET Monuments
Chris Miller and Associates	Fundy Model Forest	Greco Pizza	Virtual Agent Services
Dobbin Professional Corporation	Jadal Security Agent Ltd.	Hie's Pizza Pies	Wagon Wheel Supplies
Auto Repair and Tires	King's County Record	Subway	Furs Days
Ailon Automatics	Sussex and Area Tourist Info	Sully's Ice Cream	J&P Farm Services
Dairytown Auto Clinic	Chamber of Commerce	Sussex Pizza Slop	Rum Bang and Electrical
King's County Performance	SDBA	Tim Horton's	Fit Rite
King's County Auto Parts	Town of Sussex	Rice Dining Hospitality	Stiles Plumbing and Heating
Sussex Auto Supplies	Computer Repairs and Supplies	Broadway Café	Summit Electrical
Bank	King's County Computer Repair	Buchanan's Grill	Unique Retail and Specialty Shops
Bayview Credit Union	TechXperts	Cathy's Chinese	B&R Antiques
BMO	Convenient One Stop	Covered Bridge Inn	Backstage Music
RBC	Sussex Blue Canoe	Jitters Café	Black's Fashions
Scotiabank	Rural Municipality Community	Kwans Cantonese	Classique Class Rings
TD Canada Trust	Canadian Parents for French	Pizza Delight	Crafter's Vinyard
Beauty Services	Community Adult Learning Network	Tys and Tails	Found Treasures
Arts Barber Shop	Hutton's Dry Cleaning	Health and Wellness	Lockhart's Weddings
Beauty Nook	King's County Family Resource	24-7 Gym	Lounsbury Furniture
Dutchies Barber Shop	King's County Home Care	Bronwyn Langpap, RMT	Marilyn Bustard Sewing
Marilyn's Chop Shop	Laundromat	Brunswick Denture Clinic	Misty Water Memories
Oceans of Ink	Lorraine M Pollock Counselling	Forever Healthy Allergy Clinic	Moffet's Hardware
Pure Indulgence Salon and Spa	Masonic Lodge	Medicine Shoppe	Morris Music
Rejuvenation Plus	Pais	Sharp's Drug Store	Natemast Books and Gifts
The Hair Company	Post Secondary Ed. Training, Labour	Simply for Life	Outdoor Elements
This Little Spa	Social Development	Sussex Audiological Center	RETEP Satellite TV
Retail Food	Sussex and Area Activity Center	Sussex Dental Clinic	RS Jewelry and Gifts
Cowtown Market	Sussex and Area Early Intervention	Sussex Massage Therapy	Starlite Video
Cream Puff Bakery	Sussex and Area Community Found.	Sussex Valley Physio	Superior Heating
JJ's Meat Market	Sussex Fire Department	Gold Road	Cleve's Source for Sports
Sussex Bake Shop	Sussex Post Office	Insurance/Travel	The General Store
Sussex Farmer's Market	Sussex Regional Library	Pearson Insurance	The Reading Cat
The Water Spout	Law Offices	Pearson Travel	Soap Works
Winterfood Natural Foods	George Smith	Scott Wiggins State Farm	Wildwoodweaver
Financial Services	Palmer and Palmer	The Co-Operators	Law Service
H&R Block	Place of Interest	WW Thorne Insurance	Art's Taxi
Investors Group	8th Hussars Military Museum	Redevelopment Agency	Dairytown Taxi
Sun Life Financial	Recreation	Golden Arrows Sports Bar	Small Engine Repairs
The Cash Store	Royal LePage Atlantic	The Mason Jar	Long's Sales and Service

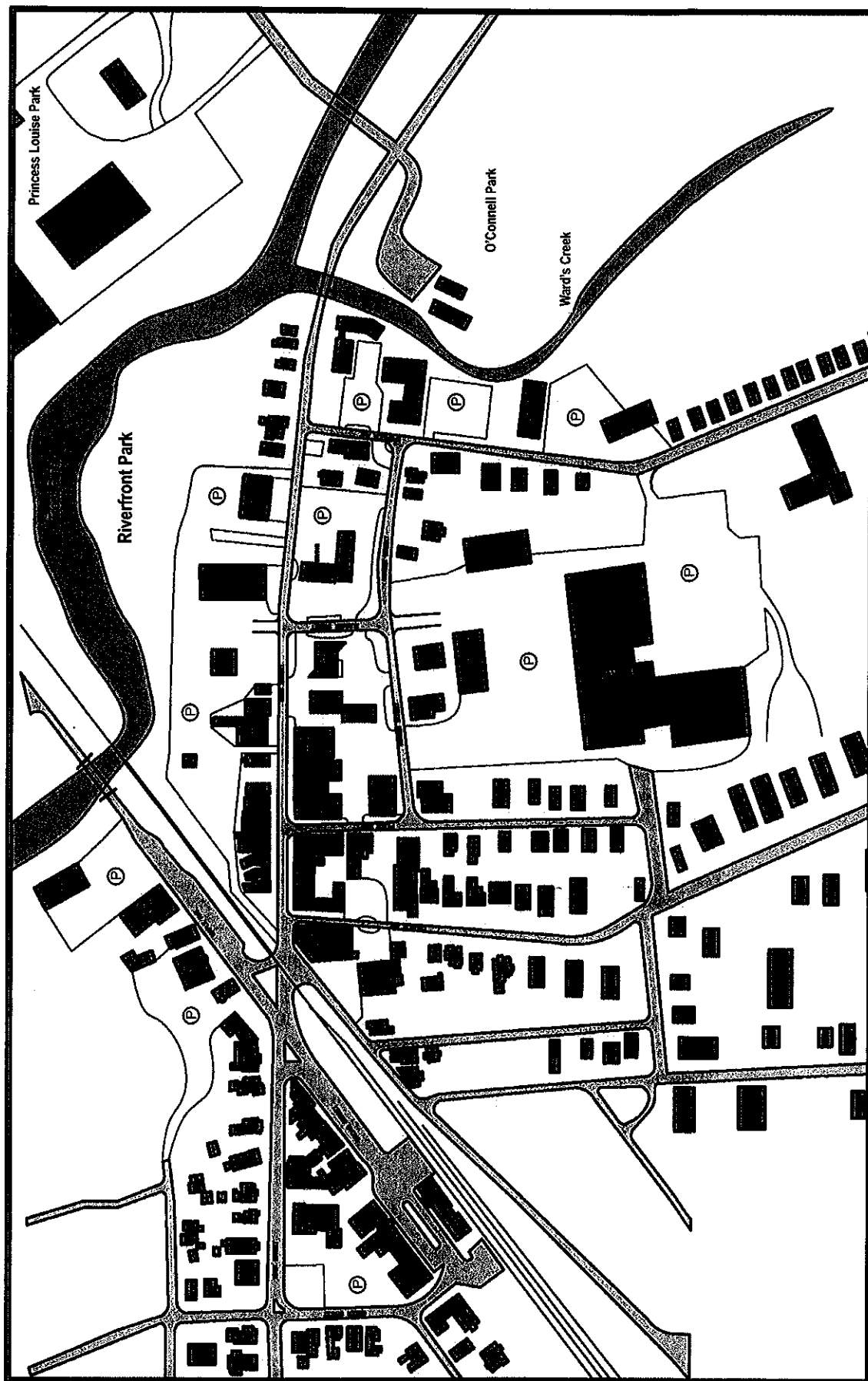


Figure 1. Study Area
Downtown Sussex Development Strategy

Drummond Consulting
 BDA Ltd
 Amulet Consulting
 Urban Marketing Collaborative

North
 December 2008
 Scale: NTS

2.3 Gap Analysis

2.3 Gap Analysis

Within these twenty three (23) various categories there are seventeen (17) categories of unrepresented or under represented uses the market will support.

Opportunities - Sussex Downtown Business District

Pharmacy Jean Coutu Pharmasave Medi Chair Chemist/Compound	Sporting Goods Outdoorsmen shop Hunting shop Eco activity (kayak, skis...) Boy scout store	Beauty Wig shop Esthetician Full service spa Eyewear	Wellness Yoga Studio / Yoga wear Large format gym Footwear Senior needs store
Restaurants Ethnic Breakfast (Cora's format) Family (Vito's...) Buffet Tea Room - Dessert	Services Small Business Support Business Center - Office space Catering Specialist Downtown delivery service Small appliance repair	Candy Candy, Chocolate Kitchenware Christmas Specialty Shop Art Flowers	Entertainment Theatres Dinner theatre Pub Wine Bar Live music showcase
Leisure Downtown grocer Sussex Farmers Market Whole foods Local foods Bulk foods Senior food Dutch deli / cheese Specialty bakery Ethnic baking Arts and crafts store Teacher's store Camera/Computer shop Book store NB Craft Store	Furniture / Appliances Stereo / TV Upscale Furniture Kitchen shop Bed, Bath and Beyond Contemporary furniture Eco furniture Senior specialty furniture	Home Repair/Improvements Paint and paper Framing/Photo gallery Architects Interior Design shop Curtains/blinds Flooring Security Pool Supplies/service Lighting store Fabric Home Heating	Jewelry/Music Beads/leather/glass jewelry Local species rock jewelry Jewelry repair Watches, china, silver, clocks Silver Goldsmith Music boutique (phones, iPod...)
Art/Repair/And/Designs Not a desirable/typical use	Fast Food Ethnic fast food National Players (Wendy's...) Quick service (Pomodori)	Travel/Accommodations Boutique hotel Bed and Breakfast Luggage Car Rental Hotel	Fashion High end women Shoes Accessories Costume Jewelry (Clair's) Kids Eyewear Wellness clothing (Yoga)
	Institutional Community College Regional governmental offices Convention space Public art/performance space		

In many instances the pairing of several opportunities within a particular category represents a potentially stronger offering to the market in that it might satisfy several needs or wants under one roof. The target markets of the SDBA must be considered when prioritizing the various opportunities. The broad compilation of potential uses will ultimately be narrowed down to a short list of key gaps or opportunities which reflect the target market's needs and their corresponding readiness to support the use.

2.3 Gap Analysis

What does this mean to my business?

A review of the current SDBA inventory can help determine who you are competing with as well as identify niche opportunities within your category. A review of the SDBA gap analysis provides opportunities which can be capitalized on by existing and new commercial operators in the SDBA. Recent additions to the SDBA; "Oceans of Ink", a specialized service provided by a new downtown operator and the "Mason Jar" in the basement of Ty's and Tails are examples of gaps being filled by new or existing operators in the SDBA entertainment offering.

- Based on the SDBA inventory, how many competitors do I have?
- How many other businesses overlap with mine?
- How many box stores carry the same kind of product I do, who are they?
- Looking at the business opportunities; are there any that are a natural fit for me to introduce in my business as an add on or as an expansion?
- Are there unique or seasonal products or services that I could offer to take advantage of visitors during special events?
- What products or services in my business are seasonal?
- What percentage of the business do the seasonal offerings represent?
- Could I replace them with something more productive at different times of the year?

2.3.1 Target Opportunities

2.3.1 Target Opportunities

The need for an anchor in the downtown is apparent. Comparable downtowns enjoy traffic generators; grocery stores, liquor stores and departments stores. The West end "box" development generates strong traffic; a downtown anchor will provide additional impetus for these shoppers to make the short trip to the SDBA. This anchor is also required to better serve the loyal downtown consumer. The anchor may manifest itself as a stand alone operation or as a cluster of uses which generate a variety of distinct traffic. These anchor type offering(s) may require the benefit of time to emerge, they typically require a significant investment and are not likely to occur in the near term.

The key opportunities identified have also been categorized as short term and mid to long term opportunities.

Short Term Opportunities

Small Scale Local Grocer - Focused on smaller households and those who find the larger format grocers "too much". This operation may range from 7,000 to 12,000 square feet and would offer more personalized and expert service, building on an existing SDBA strength. Although this use alone isn't likely the downtown panacea with respect to its need for an anchor, it does however represent a significant draw. Ideally this use would be a near term opportunity however there is limited operators capable and interested. Recent availability of capital funding is now a serious challenge, as such the use might become a mid term opportunity. Each of the three comparable communities visited offered a downtown grocer in some format. This use serves the local market primarily.

Farmers Market - This critical piece of the downtown puzzle is a significant opportunity which should be considered a near term opportunity. The Sussex Farmer's Market is currently seeking a permanent home; the downtown must accommodate this use to ensure it can build of its early success with the benefit of a permanent location. The Farmer's Market traffic although not daily, is considerable and has deep reach, drawing from a large geographic area. The synergy of a downtown grocer in combination with a seasonal farmer market is a powerful pairing. Co-location of these uses would be ideal. This use serves the local market primarily.

2.3.1 Target Opportunities

Ethnic Deli (German or Dutch) - Leveraging the strong ethnic base which exists in the Sussex region is a short term opportunity. These types of offerings enhance the downtown experience by broadening its unique and specialized retail base. This use serves both the local and visitor markets.

Café Bakery - All over North America, the Maritimes and New Brunswick small coffee houses offering fresh baked goods are cropping up. In many instances these stores offer seasonal sidewalk seating, permitting their customers to enjoy the downtown sights and sounds. There are many successful examples of this use which can be replicated with ease. This offering can be realized in the short term. This use serves both the local and visitor markets.

Quick Service Restaurants - Not to be confused with fast food this type of restaurant offers quality food at a value price point with quick service. Examples might include Swiss Chalet or Pomodori (Rothesay). Both of these restaurants have reasonably healthy menus at a value oriented price point and offer sit down or take away servings. These concepts will remain strong as the time demands on families is increasing while the need to maintain a healthy diet remains important for many restaurant goers. It is observed that many existing SDBA restaurants have limited operating hours; while this is an indication that the demand for extended hours doesn't currently exist it might also indicate that there is not enough depth in this category, as such potential customers needs and wants are not being serviced and hence the customer is conditioned to seek this offering elsewhere. This use might become mid to long term if the diligence determines the current market size can't accommodate more restaurant depth. This use serves both the local and visitor markets.

Residential - This opportunity is immediate. Additional housing demand created by the influx of workers and their families to the Sussex area generated by the Potash expansion is evident. At the same time it is recognized seniors are looking to simplify their living arrangements and seek pedestrian friendly areas proximate to many of their desired amenities. Young professionals are also demanding a work, live and play scenario which vibrant downtowns offer. All of these phenomena generate demand for a variety of housing offerings; apartments, condos, senior's centers and townhouses are all examples of housing which is in demand and will increase the density of the downtown housing market, leveraging and maximizing the existing municipal infrastructure. The additional tax base generated in the core is coveted by municipalities while the SDBA receives compounding benefit of increased demand for services and stores in the downtown. Every 16 downtown residents will create demand for an additional 1,000 sq. ft. of commercial space. This

2.3.1 Target Opportunities

type of development makes for an extremely powerful tool and should be encouraged. It warrants noting that upper level residential housing in the SDBA is largely occupied with minimal notable vacancies, indicating demand is edging out supply.

Wellness Center/Large Format Gym - Yoga studios, exercise rooms, cardio and weight rooms combined with massage, acupuncture and physiotherapy etc. all under one 7,000 sq. ft. - 12,000 sq. ft. roof is a use which builds on the strong existing wellness centric offerings found in the downtown core. This synergistic concept also creates traffic all day long, throughout the week. The current gym facilities in Sussex are typically small and niche oriented i.e. Curves for women. While it is understood the to be developed pool will offer a gym it is recognized this facility is smallish and not the key component of the complex. As such it will not meet the expectations of many health oriented gym users. This use serves the local market.

Mid To Long Term Opportunities

Business Center - Sussex is a difficult market to break into for outside businesses. Outside operations find the current inventory of office space inadequate for their needs. This consideration in combination with higher than anticipated rents are a serious barrier to entry. Demand for incubator office space and shared secretarial / business support is evident. This use requires diligence and a significant investment, as such it might be considered a mid term opportunity. This use would benefit local entrepreneurs as well as regional or national entrants to the market place.

Meeting Facility doubling as an Entertainment Venue - There is currently a large need in the SDBA for meeting facilities. Strategically located between the three neighboring municipalities of Fredericton, Moncton and Fredericton, places Sussex in the ideal location to host neutral site Southern NB regional meetings. This business traffic also requires catering, food, business support services, accommodations and entertainment; all items which create synergy with several of the previously recommended uses. At the same time Sussex requires a venue to host theater, dinner theater or films. Ideally any meeting space would be designed so that it could convert to an entertainment venue. The Sussex market is not large enough to support a two or three screen theater; the proposed model will facilitate the entertainment use as a complimentary use of the meeting space. Food and beverage service / capacity is a must as it is the key revenue stream attached to both the meeting space and the entertainment components. The funding and diligence required

2.3.1 Target Opportunities

to realize this offering is substantial, as such it is considered a mid to long term concept. This use serves both the local and visitor market. The local market would benefit most from this visitor targeted use.

Community College - This use is the most desirable of all the gaps identified in the analysis, it is also the most difficult to achieve. A significant serviced land mass is required in combination with substantial governmental support. That said, the influx of a significant student base to the community would create a multitude of benefits which would drive SDBA growth.

Boutique Hotel/Bed and Breakfast - This use would leverage the existing visitor traffic and provide an opportunity to enjoy the Sussex experience for an additional period of time. The conversion of existing housing stock to B&B is a short term opportunity while the boutique hotel likely becomes a mid to long term initiative in part due to the required diligence, investment and financing challenges. This use serves the visitor market.

2.3.1 Target Opportunities

How does this affect my building or tenants?

Landlords with tenants

- Do I have a lease in place with my existing tenants?
- When are my leases coming due?
- What percentage of my building rolls over every year?
- Are my expiries staggered?
- What percentage of my building is vacant?
- Do I have a site plan for prospective tenants?
- Do I have an understanding of the additional costs associated with my building, i.e. snow removal, taxes, common area costs (exterior and interior), utilities?
- Do I have a hand out sheet for prospective tenants to give them an idea of the area and the costs associated with my building?
- How competitive am I with other landlords on base rent and associated costs?
- When prospecting for tenants have I looked at tenants that will compliment the other tenants in my building?
- How aggressive am I when it comes to free rent incentives, tenant inducements, and landlord work?
- Do I know what parts of my building command premium rent and why?
- Do I keep in touch with commercial real estate brokers regarding potential tenants?
- Do I know the difference in costs associated with new build versus existing buildings?
- Do I work with the SDBA to keep up with trends and opportunities in the downtown core?
- Have I discussed my needs as a building owner with the municipality?
- Have I performed an energy audit on my building?
- How green is my building?
- Have I considered the benefits of implementing green features into my buildings?
- Do I target specific retail concepts such as those outlined in this report (Section 2.3)?

2.3.1 Target Opportunities

How does this affect my development plans?

Developers

- How aware of new building concepts and options am I?
- Am I aware of the highest and best use for my site?
- Do I know my site's zoning?
- Do I know the permitted uses within my zone?
- Have I spoken with planning officers regarding the possibility or variances or change in use?
- Am I aware of the municipality's development controls and requirements?
- Am I aware of my site's geotechnical composition?
- Am I aware of any contamination of my site?
- If so, have I determined a risk management plan for development?
- Am I open to mixed use developments, i.e. retail, residential, professional mixed use?
- What is my payback period on a potential development and am I prepared to extend it for the right covenants?
- Do I work with other like minded developers in the area?
- How do I search out new development ideas?
- Am I an active member of the SDBA?
- Have I discussed my development plans with the municipality?
- What is the actual value of my land?
- Can I acquire adjoining lands to improve the scale of the development I can create?
- Can I secure financing for my development?
- If so, how much capital can I secure and under what terms and conditions?

15

How does this affect my business plans?

Entrepreneurs

- Are the gaps presented in Section 2.3 a business I have an interest or experience in?
- Do I have a business plan?
- Do I have access to adequate funding?
- Have I considered a franchise opportunity?
- Is there an existing business I can purchase?
- Have I spoken with Enterprise Fundy or other local business agencies regarding my business plans?
- Have I exhausted all angles to secure grants or interest free loans?
- Have I spoken with landlords and developers regarding space?
- Have I secured the support of a lawyer or accountant?
- Do I know other business owners locally who can assist in my business development?

2.4 Comparable Communities

2.4 Comparable Communities

North American Trends

The following list of downtown trends occurring in big and small downtowns throughout North America is hardly exhaustive however it does identify several of the most prevalent. These trends have been gleaned from downtowns which are experiencing tremendous success or a renaissance of sorts. These best practices can help in the search for direction in strategically growing and energizing downtowns.

Creating a Sense of Place

Downtowns differentiate themselves from their competitors by creating an arena which entices customers to spend time and enjoy the experience. Pedestrian focused amenities combined with public spaces and places facilitates social interaction the "Big Boxes" can't offer. Heritage architecture combined with access to watercourses or waterfronts further enhances the downtown experience.

Increase the Variety and Density of the Downtown Residential Offerings

Increasing the population density in the downtown core creates demand for services and stores. Downtowns are becoming attractive residential markets to a wide variety of dwellers; seniors, young professionals, students and boomers are all seeking housing solutions in and around downtown. The municipality benefits as it is leveraging its existing municipal infrastructure and adding valued tax base at the same time.

The increased variety of residential offerings naturally creates a diverse downtown population base.

Multi Functional Offerings

Successful downtowns enjoy a wide variety of uses and offerings; governmental offices, retail stores, accommodations, restaurants, services, entertainment, farmer's market, housing, arts and culture, places of worship and public space all generate distinct traffic which create a synergistic effect contributing to a vibrant core.

Improved Downtown Partnerships and Planning

Successful downtowns are planning a path forward; identifying its opportunities and meeting its challenges. Downtown business groups are working closer with their municipal counterparts and supporting agencies to strategically improve business growth and development as well as marketing / promotional activities. A unified, organized voice can benefit all the downtown stakeholders as well as the larger community and region.

2.4 Comparable Communities

Leveraging Visitor Traffic

Downtowns are leveraging visitor traffic in a couple of ways. Marketing to this segment may create additional revenues above and beyond the local market activity. The hidden benefit is the opportunity to show your community and downtown to many prospects who may look for a place to expand its business, relocate to or return another time to visit again. Either way there is ample reason to be your best, you never know who's looking.

Get Green

Going green provides a multitude of benefits not the least of which is creating sustainability. Many organizations and individuals are seeking leadership and commitment to this matter. Consciously helping the environment will create civic pride and increase competitiveness in the marketplace for investment.

17

Downtown Stars

Successful downtowns have stars within their mix of offerings. Operations which provide a level of service or product knowledge the box competitors can't is important. These particularly strong operators are essential to a healthy downtown. It's not just the volume of downtown offerings that matters it is ensuring high standards of service and product knowledge are evident to build repeat customer visits and loyalty.

Comparable Maritime Communities

The following case studies present a summary of comparable maritime municipalities and their downtowns; a description of their current state along with observations which provide examples of sound practices and growth opportunities.

The communities selected were done so with criteria which are considered relevant in that they mimic the environment in which the SDBA competes. There are no identical municipalities or downtowns available for comparison however similar ones do exist.

The key criteria used include;

- Trade area size
- Agricultural base component to the community and its economy
- Is centrally located amongst larger adjacent municipalities
- Walmart and "Big Box" development is present
- Primarily Anglophone community

The markets selected as most comparable to Sussex were; Truro & Amherst, Nova Scotia as well as Woodstock, New Brunswick.

2.4 Comparable Communities



Amherst, Nova Scotia

Amherst Nova Scotia is located between Truro, Nova Scotia and Moncton, New Brunswick. Travel time is approximately one hour to each market. Its trade area is estimated to be approximately 40,000 and is primarily Anglophone. Walmart and the typical "Big Box" offerings are present in the market place, adjacent the highway several kilometers from the downtown. This configuration is very similar to that of Sussex albeit with greater separation of the two commercial districts. Finally, Amherst enjoys a significant agricultural base that contributes to its economy.

Differentiating Elements

Downtown Amherst has additional depth in offerings when compared with Sussex. These uses include but are not limited to a downtown grocer, a wellness complex, high end mens wear, a jeweler, and a family owned department store as well as a multitude of restaurants, pubs & cafes. Amherst endures a neglected urban design; there has been significant loss of era correctness in its store fronts, facades and signage. The streetscapes are tired, minimal attention is being directed towards pedestrian elements, amenities or downtown beautification. There isn't a feeling of residential density around the core when compared with Sussex and there is notable vacant downtown space and undeveloped lots acting as ad hoc parking.

Amherst Takeaways

As indicated, downtown Amherst has solid depth of offerings, most notably the downtown grocer and department store which act as anchors. Walmart and the "Big Box" offerings haven't significantly eroded the downtown core, although vacant space and sites are evident. Amherst also offers a clustered wellness center which creates an interesting one stop health and wellness location. Overall Amherst downtown is not vibrant and leaves the visitor with a negative impression. Amherst does not have the benefit of a BIA which contributes to the neglected feel of its downtown.

Truro, Nova Scotia

Truro, Nova Scotia is the hub to Halifax, Moncton and the New Glasgow area. Travel time to the markets ranges from as little as 50 minutes (Halifax) to 1 hour and 30 minutes (Moncton). Truro has an estimated trade area which extends upwards of 50,000. It is primarily an Anglophone market which boasts a significant agricultural base although it should be noted this base is complimented by other significant economical drivers (community college / Stanfield's and others). Walmart and the typical "Big Boxes" are located adjacent the highway.

2.4 Comparable Communities

Differentiating Elements

Downtown Truro has 40% more offerings (over 200) than downtown Sussex, including large educational and arts / culture facilities as well as an established site to host its weekly farmers market which also doubles as a downtown parking venue throughout the week. The downtown is anchored at both ends by big grocery stores paired with Nova Scotia Liquor Stores and has an emerging café, wine-bar and boutique restaurant scene. There has been recent investment in this vibrant core; specifically an urban design show case improvement to Elgin Street complete with granite curbing, wide sidewalks, plantings, benches, fully awned storefronts with historical era correct signage. The downtown is separated from Walmart and the box offerings by a larger distance and increased travel time when compared to Sussex. There is an emerging pedestrian focus in the Truro downtown combined with recently built, as well as additionally planned, housing density in and adjacent the core.

19

Truro Takeaways

Truro downtown is a vibrant growing entity which doesn't show any ill effects from the Walmart and Big Box offerings which are distanced from the downtown. Its pedestrian focus is increasing, more housing density is being created and anticipated in the core with pedestrian friendly infrastructure planned. Its educational and arts / culture facilities generate significant traffic and activity which compliments the existing retail and service uses. This downtown vibrancy is not occurring by chance; investment and commitment by the Downtown Truro Partnership is evident.

Nova Scotia Takeaways

It is apparent the Walmart / "Big Box" developments have not eroded these downtowns as the depth of offerings found in these downtown cores is substantial. They are well anchored and enjoy the following uses not currently offered to any significant level in Sussex; Downtown grocers, Community College, Multi purpose community / meeting / theater screens space, Arts & Culture space. Emerging trends include dense residential infill, increasing cafes and boutique restaurants as well as wellness clustering. It is evident Downtown Truro has a plan, supported by an association driving its strategy; not so in Amherst.

Woodstock, New Brunswick

Woodstock, New Brunswick is centrally located between Fredericton/Oromocto and Grand Falls, with approximately 1 hour travel time to each. Woodstock is also proximate to Houlton, Maine creating a quasi hub type scenario. Its trade area is very similar to Sussex and is primarily Anglophone. Walmart and the typical "Big Box" offerings are present in the market place, adjacent the highway several kilometers from the downtown. This configuration is very similar to that of Sussex, again with greater



2.4 Comparable Communities

separation of the two commercial districts than that found in Sussex. Finally, Woodstock enjoys a significant agricultural base that contributes to its economy.

Differentiating Elements

Downtown Woodstock is smaller than Sussex physically and offers fewer stores and services overall. Federal and Provincial government offices represent a significant portion of the downtown tenancy. Woodstock also enjoys the proximity of a Community College as well as a significant residential area which has a growing density element to it; apartments and large homes converted to boarding houses are in abundance. This customer base is linked into the downtown via a converted rail bridge which also extends the pedestrian infrastructure along the neighboring St. John and Maduxnekeag Rivers. There is significant vacancy in the downtown as well as a notable loss of historic elements and a general lack of urban design and form. There is no BIA type association representing the best interests of the downtown, only the Chamber of Commerce which is run by a part time manager and has adopted a broader scope of economic growth and tourism based initiatives which are not necessarily downtown focused. Downtown Woodstock does have a recently opened urban grocer. This retailer features approximately 200 skews and offers a small lunch counter food service with a surprisingly well appointed menu. This grocer is approximately 7,500 sq. ft. and focuses on everyday staples complimented by entertaining type foods, smaller portions of prepared meals to go with plenty of unique food stuffs.

Woodstock Takeaways

As indicated, downtown Woodstock has a regressing depth of offerings which is seemingly being propped up by various governmental offices. The downtown grocer acts as a traffic driving anchor which attracts a surprisingly wide range of customers; local governmental employees, residents proximate to the downtown core, students and seniors. The store has been open for more than a year and is growing its customer base with a commitment to tweaking the product mix to meet the needs of the wide variety of clientele it is attracting. Walmart and the "Big Box" offerings have seemingly impacted the downtown core negatively and ongoing erosion of the downtown offerings will continue in 2009 with the relocation of the New Brunswick Liquor Store from downtown to the "Big Box" development adjacent the highway. Overall Woodstock downtown is not vibrant and leaves the visitor with a negative impression. Woodstock too does not have the benefit of a BIA which contributes to the deterioration of its downtown.

2.4 Comparable Communities

Downtown Sussex Business Profile

Downtown Sussex businesses are predominantly located along one side of Broad Street and Maple Avenue and both sides of Main Street. The Downtown business face is similar to many small rural-service communities with numerous Sussex/area resident-owned small retail and service businesses and a robust financial sector that consists of numerous banking, insurance and other related financial businesses, many of which have been present in the community for a number of years and are well-respected and loyally patronized by community and primary trade area residents. Unlike many examples of deteriorating central business districts in small North American communities, Downtown Sussex is a hive of activity with approximately 15,000 vehicles traveling Main Street daily, evident pedestrian traffic along the core retail/service streets and a vibrant ambiance of small town friendliness. While there are a number of reasons for this downtown impression, credit must go to business owner/merchant provision of unique offerings and a focus on customer service (customer and product knowledge, special orders, high levels of service, etc.) as a strategy to differentiate their business from that of box stores recently established in the Sussex market.

21

How does this affect my business?

Sussex business owners are encouraged to visit comparable towns and identify competitors and investigate their business practices. Creating relationships with these counterparts in other markets can broaden your support structure.

- Do I invest time identifying trends in my business?
- Have I visited other communities to see my competitors?
- How is that market different from Sussex?
- What services or products are my competitors offering that I am not?
- How do they promote their business?
- Are they prosperous?
- If so why?
- Are they inferior operators?
- If so why?
- Is there successful elements of my competitors business I can incorporate into mine; product mix, storefront, merchandising etc?
- Is my business physically larger or smaller than my competitors in other markets?
- If so why?

2.5 Human Resource Analysis

2.5 Human Resource Analysis

In positioning Downtown Sussex for strategic growth, human resource capacity to fulfill current business demand and projected future demand will be critical.

Workforce Supply And Demand

Workforce Supply

There are two primary sources for workers available to Sussex businesses: current long time residents of the Sussex primary trade area and the influx of projected new workers into the area and their respective family members (e.g., new PotashCorp employees and their families). While the capabilities of these potential workers is yet to be determined, they will no doubt bring diverse knowledge, skills and experiences that will be incredibly valuable to the Sussex business community.

Sussex is the dominant commercial center for both Town residents and rural residents within a radius of approximately 25 km (the primary trade area) and, to a lesser extent, rural residents within a radius of 25-50+ km (secondary trade area) drawn by specialized, notably agricultural, products and services. Not surprisingly, the Sussex labour force supply aligns with the primary trade area.

A review of recent (2006) census data for the Town of Sussex and the numerous surrounding villages and parishes that constitute the primary trade area have been identified previously on page 3 in Section 2.1 of this report.

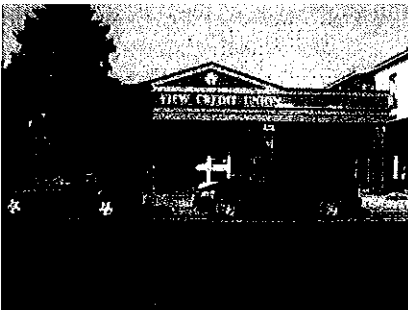
It should be noted that census data provides not only a profile of labor force supply, but also of the consumer market that Downtown Sussex services.

Workforce Demand Analysis

While census data provides an overview of indicators, it does not provide all the quantitative and qualitative labour force information including, but not limited to:

Quantitative

- Resident interest in full time and part time work.
- Relevant direct experience.
- Transferability of previous work experience.



2.5 Human Resource Analysis

Qualitative

- Attitude.
- Motivation.
- Inherent friendliness/customer centric approach.
- Skills available/lacking.
- Trainability.

For this reason, Amulet conducted key informant interviews with a random selection of Downtown Sussex business owners to better understand the current employee and management base, business attraction, recruitment and retention capacity, human resource competitors to Downtown Sussex businesses, labour force challenges, business human resource strategies in play, etc. to enable a more comprehensive perspective on Downtown Sussex workforce issues and identification of potential solutions.

23

Workforce Demand

Downtown Sussex businesses are generally not challenged in securing employees due to the small size of their respective businesses, the corresponding few number of employees required and the low turnover in employees. Because downtown businesses rely more on part-time than full-time employees, there is a somewhat higher demand for part-time staff but this is not a challenge in attracting or recruiting suitable employees. The exception to this low workforce demand is the hospitality sector (food, beverage, accommodations, etc.) that is continually challenged to attract and retain experienced employees: but this is not unique to Sussex as this sector is challenged across North America.

Employee Base

Downtown Sussex businesses typically employ 2-8 staff, dominantly part-time, female, married, with children, average age 25-50 and resident of the primary trade area.

The small size of the majority of Downtown Sussex businesses and the high proportion that are locally owned and owner-managed precludes a significant number of management positions. In general, non-owner managers are long-term employees who have been promoted, and, hence, are similar in profile to the typical Downtown Sussex business employee.

Attraction, Recruitment and Retention

As noted, Downtown Sussex businesses do not presently encounter difficulties in attracting, recruiting or retaining full-time or part-time employees. When required, businesses typically source new employees through existing employee word-of-mouth, from current customer/client base who are enthused/passionate/ owners/users of the business products/services or walk-in enquirer and, if necessary, use the Kings County Record, BaseJobs.com,

2.5 Human Resource Analysis

Government of New Brunswick/Canada Job Bank, etc. Some businesses target older workers, particularly women given primary trade area demographics, who seek opportunities for socializing, mental stimulation and a sense of community belonging and some businesses, particularly in the hospitality sector, target single parents who *need* the work.

The influx of west end box stores has not negatively impacted Downtown Sussex business capacity to attract and retain employees. In fact, few Downtown businesses view west end development as a competitor for employees or customers: new retail development has broadened Sussex catchment that has benefitted Downtown Sussex.

Saint John and Moncton work opportunities have and continue to draw some Sussex primary trade area workers because of higher wages and more hours of work but fuel and travel time costs have tempered this competition.

To retain employees, some Downtown Sussex businesses utilize a variety of tactics, to varying degrees, such as paying at a higher than minimum wage, providing for employee benefits, particularly health care and providing job perks such as product discounts.

Current Workforce Challenges And Strategies

Workforce Challenges

Downtown Sussex businesses are, in general, satisfied with the quantity and quality of their workforce. Despite Downtown Sussex capacity to attract, recruit and retain workers, there are a number of issues that do/can impact current and future business success including:

- The capacity of businesses to source employees and offer permanent part-time and/or full-time positions due to seasonality and/or busy/slow variations in individual business operations.
- The scale of the primary trade area limits the depth and diversity of knowledge/skill sets available.
- The dual impacts of declining numbers of younger workers and the draw of higher education to secure employment in professions (bookkeeper, legal secretary, esthetician, teacher, nurse, etc.) with higher salary levels that furthers the exodus of young workers to urban centers. Alternatively, as younger workers achieve higher levels of education/training and certification, this strengthens the workforce talent pool, and benefits the entire Sussex business community as many wish to settle in the Town/region.
- The impact of broad societal trends and social system safety nets that act as disincentives for people to work but this is a New Brunswick and Canadian challenge.

2.5 Human Resource Analysis

- The impact of alternative work options, particularly contact centres that offer higher paying/salaried positions for Sussex and regional residents.
- Downtown Sussex business capacity to pay higher than minimum wage due to price sensitivity of the primary trade area (i.e., older consumers with lower than provincial average income and earnings levels), offer benefits, more hours of work and full-time positions that are available in urban centres (i.e., Saint John, Moncton, etc.).
- Business investment costs to orient and train new employees to full capacity and retain long enough to recoup investment.
- Identified worker skill sets that would benefit from training to up-skill, coaching and mentoring include:
- Customer relationship management: customer-centric attitude, motivation and knowledge, communication and service skills to broaden and deepen the customer relationship, etc.
- All facets of retail sales including up-selling and cross-selling.
- Product knowledge.
- Organization skills.
- Specific occupational knowledge and skills in the hospitality sector: serving/waitress, cook, wine product/service, housekeeping, front desk management, etc.
- Identified management skill sets that would benefit from training to up-skill, coaching and mentoring include:
 - Coaching and mentoring employee to enhance attitude and motivation.
 - Developing and executing customer-centric vision, values, mission and strategy throughout the business.
 - Employee performance management including orienting, coaching and mentoring skills, setting performance targets, conducting performance reviews, terminating an employee, etc.
 - Time and financial costs to both access training for management and employees and to implement best practices.
 - Training solutions that are geared to large scale operations/companies or start up/new entrepreneur that do not meet the needs of small, established businesses. There is a need for established small business manager and employee training that addresses not only priority knowledge and skills development needs but also time and cost restrictions to both participate in training as well as to implement new approaches/ideas back in the business.



2.5 Human Resource Analysis

Current Workforce Development Strategies

Downtown Sussex businesses generally do not have comprehensive orientation, training and performance evaluation plans for employees or managers. To varying degrees, business owners address workforce challenges by:

- Paying at a higher than minimum wage, providing for employee benefits, particularly health care and providing job perks such as product discounts (see Attraction, Recruitment and Retention).
- Providing new employee orientation and ongoing staff on-the-job training coaching and mentoring by the business owner/manager.
- Tapping into externally sourced face-face training made available by Enterprise Fundy, Chamber of Commerce, etc.
- Where applicable, accessing brand product knowledge training (sales reps, online, etc.).
- Cross training to stimulate/enhance motivation and interest in the job/business, to broaden employee knowledge and skills, to prepare individuals for promotion opportunities and to reduce reliance on a single employee.
- Tapping into externally sourced face-face training made available by Enterprise Fundy, -Chamber of Commerce, etc.
- Where applicable, accessing brand product knowledge training (sales reps, online, etc.).

2.5 Human Resource Analysis

Why are my employees critical to my business success?

Strong downtown operations rely on the capacity of employees to reflect the brand promise of the business by proactively interacting and communicating with your customers. Professional, friendly, courteous service is a given, however, the product knowledge and sales skills of your sales associates to manage sales objections, cross-sell, up-sell and close the sale are crucial to enhancing the customer experience, retaining customers and generating sales to sustain your business.

- How do I and my employees represent my business / brand?
- Are my sales associates courteous, friendly and professional?
- What is the depth of product / service knowledge by my sales associates and employees?
- How do I and my sales associates interact with my customers?
- How do I orient and train sales associates and other employees?
- Is it effective?
- How well and frequently trained am I and my sales associates?
- Am I taking advantage of training programs offered locally or available on line from product suppliers to train employees?
- Do product sales representatives support my employees with product knowledge and training?
- Are my employees aware of promotions and activities initiated by the SDBA?
- Does our business cross-sell other businesses in Downtown Sussex?
- What motivational techniques do I use successfully to incent sales associates and enhance their productivity?
- Am I maximizing my sales associates capabilities so that I am able to focus on other aspects of growing my business?
- How can I recognize strong employees and what are my strategies to retain them?
- Have I considered and planned for business and/or employee succession?

2.6 Organizational Structure Analysis

2.6 Organizational Structure Analysis

Current Situation

There are presently four organizations engaged fully, partially or peripherally in Downtown Sussex BIA development, marketing and/or improvement initiatives:

1) Sussex Downtown Business Development Association (SDBA): formed in 1983 when the Sussex Business Improvement Area (SBIA) was created under the 1981 New Brunswick Improvement Areas Act. As the non-trading corporation of the membership, the SDBA is the single organization solely focused on the SBIA with a mandate to:

- Promote the BIA as a business/shopping area.
- Improve, enhance, beautify and maintain municipally owned land, building and structures in the BIA with the consent of Town Council, beyond the level ordinarily provided by the municipality.
- Construct, operate and maintain public parking facilities on municipally owned land.
- Maintain an administrative structure capable of carrying out the program of cooperation within the BIA.

As such, the mission of the SDBA is to represent and promote the interests of its members and create a unique business environment that welcomes customers.

The SDBA is governed by a Board of Directors that has the authority and responsibility to direct the business of the SDBA on behalf of the members. BIA Boards typically have six to twelve members with at least five members who are non-residential users of the BIA. The SDBA employs one part-time (30 hours/week) Executive Director to manage the SDBA.

The SDBA budget is fully based on the primary funding source for all BIA's: the business improvement levy on non-residential real property owners within the boundary of the BIA. SBIA non-residential real property owners number approximately seventy-five (75) with several (estimated 15) owning two/multiple of the 90 properties in the BIA. A number of non-residential real property owners also own/operate a business in the BIA. Currently there are a total of 138 businesses in the Sussex BIA: 26 or 18.8% retail and 112 or 81.3% service-based (e.g., banks, lawyers, health care, accounting, etc.).

The SDBA operational budget is minimal given its mandate: in 2008 its revenue was \$26,000 based solely on the levy of non-residential real property owners. Operational expenses balance revenue and are largely committed to wages for the part-time Executive Director (61.5% of total SDBA expenses),

2.6 Organizational Structure Analysis

association operations (insurance, office supplies, rent, telephone and misc: 26.5% of SDBA expenses), SDBA business promotion and advertising (8.9% of SDBA expenses) and economic development related partnerships/memberships in Downtown New Brunswick, etc. (3.0% of SDBA expenses).

Alternative sources of funding for any BIA are seriously limited but include:

- Government of Canada payment in-lieu-of-taxes as a property owner in a BIA: negligible for Sussex.
- Environment Trust Fund (ETF): accessed by the SDBA in the past for beautification projects (e.g., sidewalks, lights, landscaping, flowers, etc.) that the Town of Sussex on occasion provided matching funds. '08-'09 severe reductions in fund beautification projects has virtually eliminated this project resource and the severe cut in overall ETF spending precludes significant support for BIA's in future years.
- Heritage Tax Abatement: for property owners to undertake restoration of a designated heritage property.
- Student Employment and Experience Development Program: for summer employment placements and coop work term.
- Municipal funding: Note the Town of Sussex has contributed on occasion to SDBA promotional initiatives/activities and municipal public works efforts in the BIA.

29

2) Town of Sussex: began as a small settlement prior to the arrival of Loyalists in 1784. Today the Town has grown to a community of 4,241 residents, provides commercial services for a primary trade area approximately 25 km radius that has an estimated 20,000 residents, is governed by a Mayor and Council under relevant Government of New Brunswick local governance acts and is managed by a Town Manager, administrative and functional personnel. As with most municipalities, the Town mandate relates to the management and administration of municipal protective services, public works, human services, economic, industrial and community development and land assembly, long range planning and finances. As such, the Town has a direct, but not sole, interest or impact in the Sussex BIA as an owner of property, buildings and structures, as a provider of public services and maintenance and from an economic/business and community development perspective. To facilitate downtown development and enhancements, the Town supported the creation of the SBIA and the incorporation of the SDBA in 1983 and has contributed to SDBA promotional initiatives/activities on occasion.

2.6 Organizational Structure Analysis

3) Enterprise Fundy: is one of 15 regional non-profit Enterprise Agencies in New Brunswick that champions and facilitates economic development in the Fundy Region by linking the Region to all levels of government and providing services in the areas of:

- New business starts
- Strengthening and diversifying business from outside the region
- Coordinating strategic projects across the region
- Acting as an advocate for the business interests of communities within the Fundy Region that include:
 - Sussex
 - Sussex Corner
 - Hampton
 - Norton
 - Salisbury
 - Petitcodiac
 - Alma
 - Riverside-Albert
 - Hillsborough

Like the Town of Sussex, Enterprise Fundy is not solely responsible for the SDBA but can be engaged as a partner in fostering economic, business and workforce development.

4) Sussex and District Chamber of Commerce: is a voluntary federation of the business community to enhance socio-economic benefits to the entire community. Its primary goals are based on five critical success areas: advocacy, membership, economic growth, communication and leadership.

The Chamber presently represents approximately 115 businesses that range from commercial to industrial to professional and collectively employs an estimated 1,837 employees. (1,445 full-time and 392 part-time). The Chamber employs a part-time Administrative Assistant who works from the same office location in Downtown Sussex as the SDBA Executive Director.

Like the Town and Enterprise Fundy, the Chamber is not exclusively focused on economic/business development in the BIA but many of its members are Downtown Sussex businesses.

2.6 Organizational Structure Analysis

Current Issues

In terms of executing the Downtown Sussex Strategic Plan, there are significant challenges including most notably:

- SDBA budget and the restrictions of a part-time Executive Director.
- The availability of public infrastructure development funding.
- Limited financial capacity by any one organization to execute the strategic plan.
- Four organizations that, to varying degrees, have mandates that relate to economic/business development of the BIA.

How does this affect my business?

Downtown Sussex business directly benefits from the abundant, diverse and strong base of retail / service offerings, BIA stakeholders committed to the Downtown and the existence, functions and cooperation / collaboration of support agencies including the Sussex BIA, Enterprise Fundy and the Town of Sussex. In the Comparable Community section (2.4) it was evident downtowns which did not have an active BIA suffered the effects of a deteriorating, consumer-unfriendly downtown core. The future success of Downtown Sussex will be a result of the commitment and collaboration of commerce and support agencies to develop and continuously enhance Downtown Sussex as a friendly, customer-focused environment that is unique in today's big box marketplace.

- How involved am I with the Supporting Agencies?
- Do I take advantage of the programs/offers by each of the Supporting Agencies
- How can I ensure the Supporting Agencies are relevant to my Business?
- Are my employees aware of each of the Supporting Agencies, their functions and impacts on Downtown Sussex and their employment?
- Am I aware of and participate in upcoming initiatives of the Supporting Agencies?
- Do I provide constructive feed back to the Supporting Agencies after an event?
- Given the small budget of the SBIA, do I advertise as well as participate in their promotions when relevant to my business?
- Do I now or can I benefit from being a member of the Sussex Chamber of Commerce?

2.7 Urban Design Analysis

2.7 Urban Design Analysis

Urban form is the pattern and relationship of buildings, roads, sidewalks, and open space that make up a community. The urban form of a successful downtown includes:

- 1) a streetscape with broad sidewalks, street trees and amenities such as benches, planters, and lights to establish the infrastructure and ambiance that will encourage people to spend time downtown.
- 2) continuous building storefronts along the street to create a strong destination and encourage people to spend more time downtown and walk from store to store. Storefront building details and signage at a pedestrian scale.
- 3) adequate parking to include on street spaces and interconnectable parking lots behind the buildings.
- 4) green spaces such as plazas, parks, and gathering areas.

The urban form of downtown Sussex is generally good. The streetscape and buildings form a very positive first impression. The town has a stock of significant historic buildings that set the tone.

The Railway Station and Town Hall are specific examples of restored historic buildings. The traditional commercial downtown building is two storeys with retail or office on the ground floor and residential above. This building form is a strong character defining element in the downtown.

Some of the more recently constructed building are only one storey which weakens the overall character of the downtown. Any new construction should follow the traditional two storey model.

Many of the building facades and storefronts have a historical character which includes architectural details, paint color, and signage. This is particularly evident on Broad Street. The building facades on Main Street could be improved. One simple but effective method is to introduce overhanging and building face signage that has historical character.

Downtown has an adequate supply of parking. Broad street has good on-street parking with the potential to expand along the railway tracks beside the Sussex Hotel (an agreement would be required). This could be used for staff that currently use on-street spaces. Main Street has on-street parking and a

2.7 Urban Design Analysis

good supply of parking back lot. Direct well lighted walkways from the parking lots and directional signage to the lots from Main Street would improve access.

The streetscape in downtown Sussex (sidewalks, trees, and pedestrian amenities) is good and the town is continually upgrading and improving it. An ongoing improvement and maintenance budget for downtown is essential. The character of Broad Street across from the railway station is often cited as a model streetscape. With the introduction of trees, the block closer to Main Street would take on this same character. Lighting on Main Street has been identified as an area that could be improved. This could involve additional pedestrian scale lights to supplement the existing street lighting. The urban form of the intersection of Main and Summer Street is very weak. The buildings are set back from the sidewalk with parking lots in front of the buildings. The intersection is not pedestrian friendly and lacks a distinct character, it is strictly designed for vehicles.

The Sussex Mall property is linked to downtown through this intersection, the pedestrian space in this intersection should be redesigned to set a new tone and to encourage access to the mall property and its essential redevelopment.

Downtown Sussex lacks quality green space parks and hard surface plaza areas for public gatherings. A successful downtown typically has a public square often associated with the Town Hall. This space is used for ceremonies, small gatherings, and proclamations. These spaces also double as an urban park with seating and landscaping.

Successful downtowns also have linear parks often along the waterfront (i.e. Saint John, Moncton, and Fredericton) that support trails and open spaces for larger gatherings. Parks and open spaces are essential elements to hold and entertain people in the downtown.

2.7 Urban Design Analysis

What does this mean for my business?

Landlords and Tenants

- Have I taken advantage of the historic nature of my building?
- What kind of exterior signage do I have?
- Could I incorporate a projecting over hanging sign?
- How well lit is my business at night?
- How well lit is my signage at night?
- Does my business have curb appeal?
- How does the second floor of my building look from across the street?
- When was the last time my store front was painted or washed?
- How often do I change my window displays?
- Is my store front painted with heritage colors?

3.0 Vision

35

Specific attention was given to the task of creating a SDBA Vision which would serve as the foundation for the strategic plan going forward. Input was solicited during the October 22, 2008 Public Stakeholder meetings; visioning exercises were complimented with Strength, Weakness, Opportunity and Threat input and analysis as well as an effort to identify the SDBA values.

At the November 5, 2008 Public Stakeholder meeting the October 22 feed back was reviewed; new input was solicited and deletions or re-categorization of inputs was completed where appropriate. Focused exercises geared towards the creation of a vision to guide the SDBA were performed by four break out groups referencing the data / input accumulated during the first two meetings. Each group presented its vision statement and explained the various elements which comprised it. The final four draft vision statements were reworked into one unified statement by the four group appointed spokespersons. The resultant efforts culminated in the following vision statement:

“Downtown Sussex is a vibrant, pedestrian friendly destination offering a unique downtown experience to citizens and visitors alike.”

This vision statement encompasses many of the common themes and topics discussed in the public meetings. **Vibrant** speaks to a clean, green, safe core with evidence of development activity against the backdrop of brisk commercial activity. **Pedestrian friendly** implies easy and safe access to the stores and services via well identified and developed 'pedestrian first' infrastructure. **Destination** addresses the exceptional depth and scope of the merchant mix in the SDBA as well as the expertise and service oriented niche offerings. **Unique downtown experience** talks of the SDBA historic character, its small town feel, charm and quaintness. **Citizens first** confirms

3.0 Vision

the priority is local, while visitors are considered a key opportunity which rounds out the target market.

*The final Strength, Weakness, Opportunity, Threat and Visioning data is attached as Appendix A.



3.0 Vision

How does this affect my business?

Realization of the vision is dependent on the buy in from the various stakeholders. SDBA operators are at the center of the strategic plan and can lead by example. SDBA business owners and operators should ask themselves how they can contribute towards making the vision a reality?

- Do I consider my business vibrant?
- Am I up to date with the latest environmental programs for my industry / business?
- Am I up to date with the latest trends in my business?
- Do I offer my customers the latest ways of paying?
- Do I have a website and do I keep it relevant?
- Is my business pedestrian friendly?
- Is my business handicap accessible?
- Is my entrance warm and inviting?
- Am I alienating some customers due to poor signage or blocked window displays?
- Do I consider my business a destination?
- Do I offer superior service to my competitors in other parts of town?
- Are my employee's well trained?
- What is unique about my service or business?
- Why would a customer choose to visit my business over my competitors?
- Do I appeal to locals and visitors?
- How flexible and effective am I when targeting different customers?
- Is my business clean and safe to customers expectations?
- Is my business professional and prosperous?

3.0 Vision

4.0 Recommendations

39

Over the course of the strategic planning exercise many goals have been identified for the SDBA. These goals will help determine the actions required to ensure the strategic plan is realized. The following section will outline the recommendation from the five disciplines contained in this report; development, marketing, human resources, organizational structure and urban design. The chart below summarizes the recommendations from the five disciplines and organizes them in a time frame for execution or rollout.

Immediate

Organization	Responsibility
Continually develop strategic vision and mission for this region	Downsview
Establish key operational relationships with like-minded organizations and development partners	Downsview
Organize information for effective communication	Downsview
Develop a "Downtown Sussex Working Group"	Downsview
Apply the results of the research from the previous studies to the development of the region	Downsview
Develop a "Downtown Sussex Working Group"	Downsview
Economic and Business Development	Responsibility
Develop a strategic plan for the development of the region	Downsview
Establish a "Downtown Sussex Working Group"	Downsview
Develop a "Downtown Sussex Working Group"	Downsview
Develop a "Downtown Sussex Working Group"	Downsview
Develop a "Downtown Sussex Working Group"	Downsview

4.0 Recommendations

Short Term

Economic Development	Responsibility
Secure disinvestment with the purpose of covering off the Central Business Area	Lowerdown Urban Regeneration Corporation
Encourage development opportunities for small business units	
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Physical Planning and Urban Design	Responsibility
Secure the planning and design of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Marketing	Responsibility
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation

Medium Term

Economic Development	Responsibility
Secure the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Physical Planning and Urban Design	Responsibility
Secure the planning and design of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation
Encourage the development of new and improved shops and services	Lowerdown Urban Regeneration Corporation

4.1 Development Recommendations

Long Term

Economic Development	Responsibility
Start recruiting development operators for businesses (retail and food/beverage)	Downtown Sussex Working Committee
Start recruiting a community college business	County of Sussex
Physical Planning and Urban Design	Responsibility
Secure all development is completed	Property owners and developers

4.1 Development Recommendations

41

1. Build on Existing Strengths

The SDBA is healthy. There is traffic, depth to the offerings and sales growth. There are local operators who have recently entered the market or who have expanded or are planning expansion. There are few vacancies and limited infill opportunities between Broad Street and the Main Street and Summer Street intersection to support expansion. This commercial stretch is exemplary. There are however a couple of sites which might be targeted for infill to leverage the existing traffic as well as complete the continual commercial activity flow. Disruptions in the flow will lead to breaks in the corresponding commercial activity i.e. shopping or exploring.

Infill Opportunities

The following two sites should be championed for development or improvement to add synergy to the existing offering;

Broad Street, between Stile's Plumbing and Winterwood.
Main Street, between Cathy's Chinese Restaurant and Misty Waters Scrap-booking and Wine.

These locations are not targeted for anchor type uses but for smaller infill type initiatives; restaurants, cafes, delis and bakeries with upper level office or residential space.

Local Operators

The majority of the existing SDBA business base is local. These local business people, entrepreneurs and independents have been and continue to successfully grow their businesses. Often this growth manifests itself in the form of expanded or new space requirements. These strong local operations have been and remain a critical strength of the SDBA and should be leveraged.

4.1 Development Recommendations

Enterprise Fundy plays a large role in the development and growth of local business through a variety of services which support small business growth. Services include; Business and HR plan development, Information regarding funding assistance, labour market and market information and more. This support is critical, Enterprise Fundy is very focused and effective in this role.

There are other emerging possibilities for local growth; the repatriation of locals returning from away offers a pool of new ideas and investment capacity to the community. Young retirees or packaged off employees creates candidates with expertise and money. These people are actively seeking opportunities.

The local business operators and residents are a natural base of entrepreneurs who can add depth through expanded or entirely new offerings. There is no reason to wait for a national operator to locate in the SDBA and do what can be done better by local business people. The business opportunities in this document are real and can be accomplished with the support of the various agencies who play a role; Enterprise Fundy, the Town of Sussex and the Sussex BIA.

2. Increase Downtown Residential Density

Many of today's professionals seek a work, live, and play lifestyle. A vibrant downtown will attract this type of resident. High end apartments, tasteful townhouses and business / residential condominiums all satisfy these demands. Seniors are also gravitating towards safe, pedestrian friendly areas which offer the desired amenities that reflect their needs and wants. This demographic is looking to simplify their lifestyle and relocate. Apartments, seniors complexes and semi detached garden house type offerings meet the demands of this demographic. Empty nesters also seek the downtown residential offering; a desire to enjoy life and relinquish the traditional responsibilities of maintaining a dwelling and associated grounds is emerging as this demographic segment moves into the golden years. Condominium development and semi detached units often attract this type of resident.

Every sixteen (16) new residents attracted to the downtown area creates an additional 1,000 square feet of commercial demand. Downtown growth and expansion not only depends on leveraging its existing traffic it must also add density to the downtown residential component. The municipality must encourage this type of development not only to support its downtown and capture the residential opportunity created by the Potash expansion or other economic drivers but also to maximize its return on its infrastructure investments furthering its sustainability. The increased tax based generated by more intense residential development utilizing the existing roads, water and sewer and related services is critical to municipalities competing in today's difficult fiscal environments.

4.1 Development Recommendations

3. Redevelop the Sussex Mall Property

This recommendation is the key growth priority for the SDBA. The future commercial growth of the town is linked to this area. Having this strategic plan in place will attract and focus a number of potential investors who are currently looking to invest or locate in the area but have not seen its potential based on the existing configuration. The property owners must be encouraged to consider creative ways of reconfiguring their properties, not just the mall property itself but the areas adjacent the mall and along Summer Street leading into the shopping center. The municipality for its part must also be prepared to look at infrastructure required at the time of redevelopment of this entire area and consider its role in the revitalization. Federal and Provincial funding programs are available to support green developments and ensure the highest and best use of the land is realized. The opportunities based on already built properties are many and offer exceptional value to prospective retailers and commercial operations.

43

The inventory gap analysis (Section 2.3) identified several large scale uses not currently offered in the downtown; small format urban grocer, gym, meeting / entertainment space, Farmer's Market, business center, boutique hotel etc. These opportunities when co-located and clustered will create a traffic generating anchor for the SDBA. Again, Summer Street and the Sussex Mall are the only sites which offer the necessary land mass to facilitate meaningful clustering which will benefit from the strong existing traffic (see Section 4.4.1 - the redevelopment can take on a number of different uses).

Attraction of private and public investment to the SDBA is necessary recognizing there is an element of market readiness which must be respected. There has recently been incredible retail expansion in Sussex, it will take a period of time for the market to breathe prior to expanding again. However, as stated, Southern New Brunswick is enjoying an industrial driven economic expansion and Sussex finds itself in the middle of it all. Sussex remains a diversified growing economy; strategically located in Southern New Brunswick between the Province's three largest municipalities. Neighboring communities such as Petitcodiac and Hampton find themselves with a weakened competitive position as the commercial growth is happening outside of their communities. Sussex has momentum.

4.2 Marketing Recommendations

4.2 Marketing Recommendations

1. Leverage Existing Visitor / Tourism Traffic

Sussex already has a very inviting and successful visitor / tourism program in place; the key is to utilize the existing ongoing events. There are four key elements to this strategy. Understanding what they are, and how to leverage them will help to stretch the small BIA marketing budget.

The four key elements are;

- The Show Barns
- The Farmer's Market
- The festivals
- The murals

These four elements offer increased regional traffic to the downtown core. There is a special event in SDBA, on average, once every three business days throughout the year. Any marketing strategy must take advantage of these events to increase downtown business.

There are approximately 295 business days in each year, less Sundays and holidays. There are at least 9 festival days, 32 Farmers Market days and approximately 60 days of events at the Show Barns. All this equates to more than 100 special event days in Downtown Sussex every year. More clearly stated, 33% of the business days each year have increased regional traffic. This does not take into account the mural traffic or other seasonal events, i.e., Christmas, Easter and other traditional retail sales events.

Retaining regional traffic on these key dates, and distributing it throughout the downtown will generate new business revenue and help attract more retailers and services to the area. The permanent walking bridge to be located behind the Royal Bank will be very important to the overall strategy. Well signed and well lit this walking bridge becomes a gateway to and from the festivals, the show barns, and the walking trails to the downtown. The bridge will move visitors around town and make the town more pedestrian friendly. This bridge plays a key role in tying in events with downtown businesses.

A critical component to this marketing initiative will be the implementation of a regional marketing committee to ensure the coordination and communication of events, dates and details by and between the various stakeholders. The regional marketing committee would ideally have representatives from the Farmer's Market, Sussex Golf Course, Poley Ski Hill, SDBA, Town of Sussex, Show Barns, Balloon Festival and the Giant Flea Market.

4.2 Marketing Recommendations

The key events or regional draws which are critical pieces for the SDBA to leverage are expanded upon in the following subcategories.

Show Barns

The continued success of the Show Barns, with numerous events throughout the year, offer the downtown merchants a ready made market. Cross promotions with the Show Barn events should be encouraged and support of the events should be prominent in the SDBA. A banner program for these events can be put in place; a simple banner across main street welcoming the visitors to town will invite the visitors. Programs for each event should feature downtown merchants as each event will appeal to different retailers and businesses. This promotion can be coordinated well in advance of the event.

Sussex Farmer's Market

It is essential that the Sussex Farmer's Market take permanent residence in the downtown core, a perfect compliment to an established, deep wellness oriented offering. The Sussex Farmer's Market needs the downtown and the SDBA needs the Farmer's Market.

This one day event generates great regional traffic, 1500 to 1800 visitors. Each Friday, the downtown needs to work closely with the Farmer's Market to the extent that they should keep the same hours of operation on that day to make full use of the additional traffic.

The downtown and the Farmer's Market are not in competition with each other, they will create synergy and both compliment the shopping experience. Fridays can become the biggest day of the week for all businesses in Sussex with the right cross promotion and advertising packages.

Festivals

Although several of the festivals in Sussex have been established for some time now, there is always something new to learn and garner from the traffic they generate. The Giant Flee Market may not be the ideal time to get people to shop in the SDBA, however it is a great time to promote what the town has to offer to visitors, inviting them to return again to enjoy the downtown Sussex experience. Identifying the dates which these events are scheduled will permit the retailers or the BIA time to create a program and message to invite these visitors back to the community for another visit.

The Atlantic Balloon Festival, like many events is weather sensitive. Winds can derail the event. Further promotion of the murals during this time and promoting a walking tour of the downtown would be very well received. This event more than others offers a great chance to bring pedestrian traffic into the core, some of the techniques used in moving people from the Show Barns to the SDBA can be used during this festival as well.



4.2 Marketing Recommendations

Murals

Although it is cost effective to charge for the Mural Maps, this is prohibitive to enjoying the experience. These maps should be better distributed, at no charge to ensure the interpretation and appreciation of the murals is maximized. Ideally the map should be downloadable from the website. Keeping people in the core longer results in more expenditures. The Murals are part of what will entice people to walk around the core, the murals are a visitor attraction, not a local attraction.

The Murals are an important first step in the SDBA recognizing its role in the Arts and Culture arena. Further expansion of this initiative is required. The arts and culture initiative will leverage the existing depth of renowned local artisans and provide the bohemian element "hip" downtowns covet. Public spaces should be designed and identified with an opportunity to present the vast array of existing and emerging work in this field. A decided edge is given to the downtowns which embrace the arts and culture when competing for urban dwellers and experiential visitors.

All aforementioned pieces of the visitor puzzle as they relate to marketing already exist in Sussex. The SDBA is encouraged to partner with as many outside groups as possible. This is very cost effective and cross promotion with these groups is essential to both. The mural maps should be downloadable, pictures of each are already available on Google Earth.

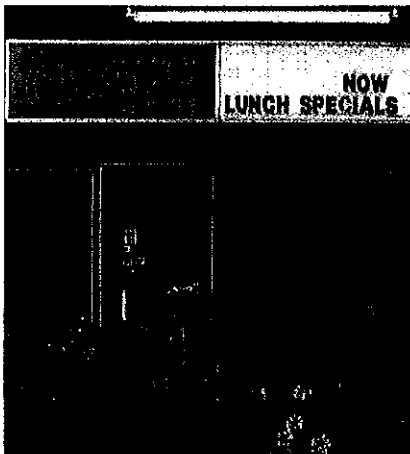
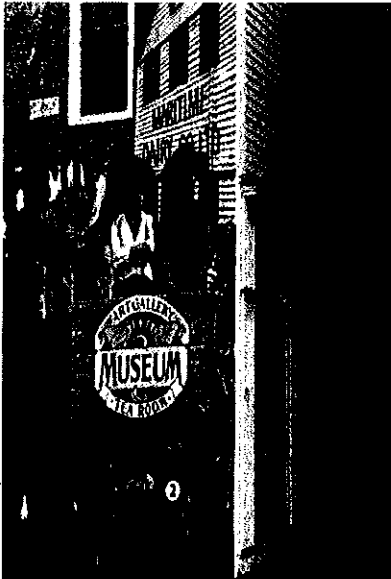
This marketing strategy builds on a solid foundation which already exists. The traffic is already here, individual retailers must take advantage and participate in the many events that draw their target demographic.

2. Build the Brand

Sussex and the SDBA must improve its identity and tell the world what it has to offer; a premier quality of life. The Town of Sussex should revisit its brand and position itself aggressively as the work, live and play community. Sussex is a charming town with all the amenities of larger municipalities and a quality of life second to none.

Sussex embodies a self sustainable position; from commerce to food supply, from recreation to occupation it all happens in and around Sussex. The downtown brand should align itself with that of the Town. Again the downtown can talk about the existing depth and selection of offerings and the impending opportunity for further development and growth which is emerging.

The use of the Sussex Downtown Strategic Plan and Sussex market data compiled by the municipality in combination with a business attraction program



4.3 Workforce Recommendations

designed to garner the desired uses not currently found in the market place will establish the impetus and direction for downtown growth. From a municipal perspective this strategic direction should be shared with all potential commercial and residential users or developers who approach the municipality for direction and information. A stand alone package can be developed to bring the various landowners together, and may be shared with prospective builders of residential, commercial and retail space.

The Municipality of Sussex should create and deploy an advertising campaign, presenting a vibrant Sussex economy with growth opportunities. Inquiries shall be directed to Town Hall where the Town Manager can lead prospects to the appropriate support agencies, developers and landlords. Sussex must also ensure it is found on Google Earth; currently it is not offered with any significant level of resolution. This powerful medium allows potential residents and investors to understand how the community and market works, what its business areas look like, how they are situated. Google mapping has become a powerful tool in the investment process. The recommendation is not to throw thousands of dollars recklessly to promote the immediate opportunity, it is to slowly and continually remind the region of Sussex's strength and the corresponding opportunities as well as implement development tools such as Google Mapping to ensure there is electronic support for market investigation which compliments the existing data and information.

4.3 Workforce Recommendations

4.3 Workforce Recommendations

Context

While it is often said that people are an organization's greatest asset, at no time in history has this ever been more important than today – and their value to a business and a jurisdiction (community, province/state/country) is going to accelerate exponentially.

Global demographics are driving dramatic changes in the workforce at the same time as a host of factors are dramatically impacting the workplace. The workforce in developed countries is showing significant fluctuation largely due to skills shortages as a result of too few next-generation workers compared to current-generation workers, dominantly Baby Boomers who are in or moving rapidly into/planning retirement, a sandwich generation of older workers with double care responsibilities for children and older family members, entrant Generation X and Y workers with different values, work expectations, styles and cultures and a more diverse workforce. At the same time, the workplace is under pressure from globalization, new competitors, technology, economic downturns, erratic markets, unpredictable resource needs, etc., all demanding smarter ways to operate and the talent to lead, manage, develop and apply new approaches to fulfilling target market needs, operational productivity and customer/client satisfaction.

Human capital is but one, albeit an important one of a business and jurisdiction's intangible assets: other intangibles include brand, customer relationships, operational processes, etc. Human capital, all of the people-oriented capabilities required by a business/jurisdiction is, however, only an asset if people have the relevant knowledge, skills and talent coupled with commitment to invest/contribute. By extension, the corollary is that a business/jurisdiction understands and values the contributions of human capital and comparably commits to investments in attracting, recruiting, selecting, measuring, managing and acknowledging people effectively to retain their talent. In essence, human capital management is a reciprocal supply: demand relationship: the workforce (employees, contractors, consultants, etc.) seeks fair/appropriate return for their competencies in the form of financial compensation (salary and financial incentives), benefit programs, professional development, acknowledgment, etc. while the business/jurisdiction seeks maximum return on its investment in the form of worker motivation, attitude, knowledge, skills and productivity.

4.3 Workforce Recommendations

The macro-economic factors that have impacted both the workforce and the workplace have had a profound impact on employer-employee relationships and workplace values and norms. Because the war for talent in the human capital marketplace means employers cannot take for granted that individuals will want or choose to invest their knowledge and skills in their business, employers have had to increasingly adopt flexible and efficient staffing practices to be both viable and attractive to employees. Simultaneously, employees have adopted assertive attitudes, expectations and behaviors. Gen X (born 1975-1985) and Y (born 1986-1996) are supplanting the Silent Generation (born before 1946) and the Baby Boomer Generation (born 1946-1964). Generational shifts evident in the past 10 years and predicted to continue include:

49

- Shift #1: Work has become more demanding on employees.
- Shift #2: Employer-employee relationships have become less hierarchical and more transactional.
- Shift #3: Employers are moving away from long-term employment relationships.
- Shift #4: Employees have less confidence in long-term rewards and greater expectations for short-term rewards.
- Shift #5: Supervisors are now the most important people in the workplace.
- Shift #6: Supervising employees now requires more time and skill.



4.3 Workforce Recommendations

While Downtown Sussex may not yet be experiencing all/some of the shifts in workforce, the demographic realities of New Brunswick and the Sussex primary trade area clearly point to future challenges for the Fundy Region and individual businesses throughout the Region in attracting and retaining the necessary skills to support economic development and business growth. Although beyond the scope of this project select longer term workforce development recommendations are made for the Fundy Region because workforce recommendations for Downtown Sussex are by nature short term and will not resolve impending longer term workforce issues.

Workforce Recommendations

Fundy Region Workforce Recommendations

The Fundy Region assess current and projected workforce demand-supply for the purposes of defining and executing a workforce development model.

1) Attraction-recruitment-selection-retention are integrated functions of the workforce development process. A workforce development model based solely on more-of-the-same functional tactics and processes will not generate the numbers of quality of workers Fundy Region will require to grow economically. Fundy Region must define a value-proposition for workers as the foundation for workforce competitiveness: then, and only then can the Region determine its attraction-recruitment-selection-retention strategies. In doing so, the Fundy Region workforce development model should reflect the fundamentals of marketing:

- What are the current and future Fundy Region workforce requirements?
- Who are the Fundy Region target customers to fulfill the Region's current and future needs – the target workforce talent and skills required, their needs, values and hesitations?
- What is the Fundy Region competition for workforce?
- What are the Fundy Region responsive Product, Place, Price and Packaging value propositions that exceed the expectations of the target talent?
- What is the Fundy Region's market position and brand?
- How can the Fundy Region meaningfully promote and communicate directly with the target talent?

4.3 Workforce Recommendations

2) Within the workforce development model, Fundy Region should identify and execute specific resident workforce development tactics, including but not limited to:

- Improving literacy and high school graduation rates.
- Promoting post secondary options to high school graduates and the general population.
- Partner with the business community to integrate innovative career education and school-work experiences into school programming.
- Develop core employment skills (attitude, organization, work ethics, responsibilities, etc.).

3) Enterprise Fundy partner with NBCC Saint John and relevant industry associations (e.g., Tourism Industry Association of New Brunswick, etc.) to host specific upgrading, pre-employment and occupational training programs and ongoing professional development/occupational certification programs that meet industry/business needs.

51

Downtown Sussex Workforce Recommendations:

1) SDBA host/facilitate a Downtown Sussex marketing workshop(s) for it's members that builds on the Downtown Sussex Strategic Plan to collaboratively define:

- A marketing vision, values, mission, driving force(s), distinctive competencies, market differentiator(s) and unique selling proposition (USP) for Downtown Sussex.
- The Downtown Sussex brand.
- Techniques for the SDBA and each business to communicate the marketing vision and brand to employees, primary trade area customers/clients and select target market segments (e.g., festival audiences, horse show participants/audiences, Fundy outdoor enthusiasts, cruise ship visitors, Poley Mountain skiers/snowmobilers, etc.).
- Innovative but inexpensive Downtown Sussex promotional tactics to attract and retain current and new customers/clients and select target market segments (see above).
- Internal coaching and mentoring tactics for each business to continuously enhance employee understanding and commitment to the Downtown Sussex vision and brand.

4.3 Workforce Recommendations

- Downtown Sussex promotional tactics to encourage downtown business owners and employees to experience and shop (e.g., incentives, etc.) other downtown businesses, to develop product/service knowledge about downtown offerings, inter-business networks, etc.
- Downtown Sussex tactics to cross-sell other businesses in the BIA.

2) SDBA, in partnership with business owners, host monthly meet-greet social sessions (2 hours) at an individual business for all Downtown business owners and employees to learn about the business, its products/services, meet the business owner/ manager(s) and employees, etc. This effort will strengthen internal capacity to cross-sell Downtown Sussex.

3) SDBA, in partnership with Enterprise Fundy, Chamber of Commerce and the Town of Sussex, host externally sourced, customized, monthly mini (2 hour) workshops for business owners/managers that address specific management knowledge/skills/ best practices required to effectively and successfully operate a small business including, but not limited to:

- Communicating the Downtown Sussex vision.
- Developing a customer-centric sales and service business.
- My role and responsibilities as manager.
- Enabling my employees to be customer-centric.
- Transitioning to a trusted advisor relationship with customers/clients.
- Understanding the customer buying cycle.
- Customizing how my sales associates sell.
 - ♦ Coaching for sales effectiveness.
 - ♦ Empowering my sales associates.
 - ♦ Developing a customer service satisfaction program.
 - ♦ Tracking our customers.
 - ♦ Fostering long-term customer relationships.
 - ♦ Celebrating the sales process.
 - ♦ Rewarding good sales attitude and success.
 - ♦ How to increase business productivity.
 - ♦ Innovative ways to trim expenses.
- Developing product knowledge by employees.
- Employee recruitment and selection to hire the best.
- Employee orientation.
- Coaching and mentoring a new employee.
- Coaching and mentoring existing employees.

4.3 Workforce Recommendations

- Influencing employee attitude and motivation.
- What is performance management?
- Setting performance targets.
- Establishing collaborative sales goals.
- Holding sales associates accountable.
- Terminating an employee.
- After sales service.

4) SDBA, in partnership with Enterprise Fundy, externally source 1:1 consulting for downtown businesses seeking personalized assistance with operational, human resource, marketing and promotion, financial, etc. challenges. NOTE: Profit Learn has a consulting component that might be customized to fulfill Downtown Sussex business needs.

53

5) SDBA continuously investigate and assess online sales and service related web information and training (online modules, video-based, e-newsletters, etc.) sites to make available to its members for their internal use with employees. Examples of relevant sites include but continuous investigation will identify others:

- Graffretail.com
- Forum.com
- Evancarmichael.com
- Streetsmartmarketer.com
- Achieveglobal.com
- Nevercoldcall.com
- Salesandmanagement.com
- Succeedinginbusiness.com
- Trainup.com/online-training.htm
- newsletter@donaldcooper.com

6) SDBA investigate the Government of New Brunswick (Post-Secondary, Education Training and Labour Department) Labour Force Adjustment program available to support workforce innovation in Downtown Sussex.

The Adjustment Services component of the Employment Services program is used to encourage, support and facilitate human resource management and labour force adjustments. Applicants eligible for funding include, but are not limited to:

- Employers
- Employee/er Associations
- Communities and community groups
- Industry Associations

4.3 Workforce Recommendations

Adjustment Services activities:

- Must involve partnerships
- Should promote ongoing capacity to address a labour market issue or issues
- Assistance is finite. Although a series of agreements may be signed with the same sponsor, the agreements must state specific project outcomes and time frames and not be reliant on a future agreement for success
- Should affect people who are in the labour market or about to enter or re-enter the labour market

Adjustment Services provides funding to improve capacity for dealing with human resource requirements, to implement labour force adjustments and to address labour market issues such as an imbalance between the supply and demand sides of the labour market -- typically unfilled jobs and high unemployment that result from such situations as:

- Company difficulties resulting in jobs being threatened
- Industry downsizing
- Industry up sizing, new development, relocation
- Impact of new technologies
- Labour shortages
- Shortage of year round opportunities
- Lack of community and organizational capacity for human resource management

7) SDBA investigate delivery of a customized pre-employment small business retail sales associate training program to be offered by the New Brunswick Community College annually in Sussex for residents of all ages from the Sussex primary trade area.

4.3 Workforce Recommendations

8) SDBA, in partnership with Enterprise Fundy, Chamber of Commerce and the Town of Sussex, host externally sourced, customized, monthly mini (2 hour) workshops for sales and customer service employees at a convenient time (early morning, late afternoon, etc.) that address specific customer service and sales knowledge/skills to enhance current and future employment success including, but not limited to:

- What motivates me?
- My sales/service attitude and my success.
- What is a customer-centric focus and why is it important?
- My role and responsibilities as an employee and sales associate.
- Knowing and understanding my customer/client.
- Segmenting my customers and understanding their needs.
- What is a sales and/or customer-based culture and why is it important?
- Performance goals – why and how do I set goals and measure?
- My responsibilities in knowing my business products/services.
- What does it take to be effective in sales/service?
- Old and new model of selling.
- The customer buying cycle.
- What do customers want the most of? And the least of?
- How do I solve customer/client problems?
- Understanding my product/service features, benefits and values.
- Understanding my customer/client buying motives.
- Listening to my customer/client.
- Asking my customer/client key questions.
- Presenting solutions to my customer/client.
- Cross-selling techniques.
- Up-selling techniques.
- Handling objections.
- Closing the sale.
- After sales service – why is it important? And how do I deliver?
- Managing a long-term relationship with my customers.

4.3 Workforce Recommendations

56



4.4 Urban Design Recommendations

4.4 Urban Design Recommendations

This section outlines the urban design improvements required to enable Sussex to achieve the vision developed in section 3.0. The vision is to position Sussex as a destination with a unifying character as a compact, walkable historic downtown. Not only a destination for shopping and doing business but a location to walk, meet people, and as a destination for community gatherings. The downtown will also include a residential neighbourhood offering a full range of living options.

The downtown serves as an important icon for the community. A healthy town center is a key indicator of the vitality of the town which is one of the measures used by people in deciding to locate in a community. This section also includes the urban form and infrastructure to support the target market opportunities identified in Section 2.3.1.

57

Four broad urban design improvements have been identified to enable downtown Sussex to achieve the development vision:

- 1) Public infrastructure improvements
- 2) Riverfront Park
- 3) Building improvements
- 4) Sussex Mall redevelopment

Public Infrastructure Improvements

These projects are designed to improve the quality of the pedestrian experience and reinforce the heritage and small town character of downtown Sussex. They include:

- Small scale green improvements
- Street trees on Broad Street
- Town square
- Pedestrian and lighting improvements on Main Street
- Main Street and Summer Street intersection improvement
- Signage

4.4 Urban Design Recommendations

Small Scale Green Improvements

Continue with streetscape improvements identified in the 2006 Sussex Downtown Business Association plan. These include reclaiming unused space for trees and landscaping. A successful small town downtown includes generous green areas and trees. Replacing unnecessary asphalt and gravel areas with green is a simple technique to improve the quality and experience of using the downtown. A well landscaped downtown is a necessary aspect to attract patrons.

These improvements are eligible for funding through the Provincial Environmental Trust Fund grant for projects that meet the double criteria of improving downtown function and improving the environment. The town completed several projects in 2007. Funding is 50% grant and 50% Town contribution.

58



Park Street



Main Street and Maple Avenue

4.4 Urban Design Recommendations

Street Trees on Broad Street

The streetscape on the block of Broad Street around the train station has been identified as an example of the small town historic character that forms the vision for downtown Sussex. Street trees are required in the second block (Stiles Plumbing to Sharp's Drug Store) to provide continuity to this streetscape. The tree pit is positioned on the angle of the parking space that is not used ensuring no loss of parking.

The parking on Broad Street must be reserved for customers and not be used by staff. An arrangement with CN to use the area west of the train station is recommended as a staff parking area.

59



*Broad Street tree pit detail
to ensure no parking spaces
are removed*

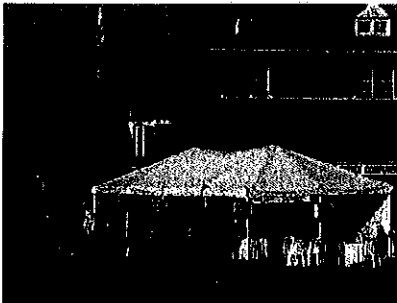
4.4 Urban Design Recommendations

Town Square

Successful downtowns include a centrally located hard surface plaza that is a location for outdoor public ceremonies, commemorative elements, public art, fountain as a focal point in the community. The space between the Town Hall and the Sussex Art Gallery and Museum is an ideal location for a Town Square. The strength of this location is the relationship that could be developed between town square and the town hall on one side and the Gallery/Museum/Restaurant on the other side.

The public and stakeholder input sessions undertaken to develop the downtown strategy identified the need for a downtown gathering area, outdoor amphitheater, and public space.

60



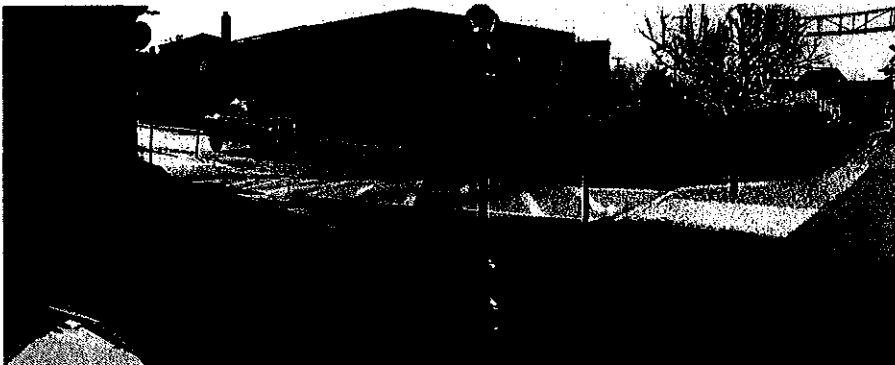
4.4 Urban Design Recommendations

Pedestrian and Lighting Improvements on Main Street

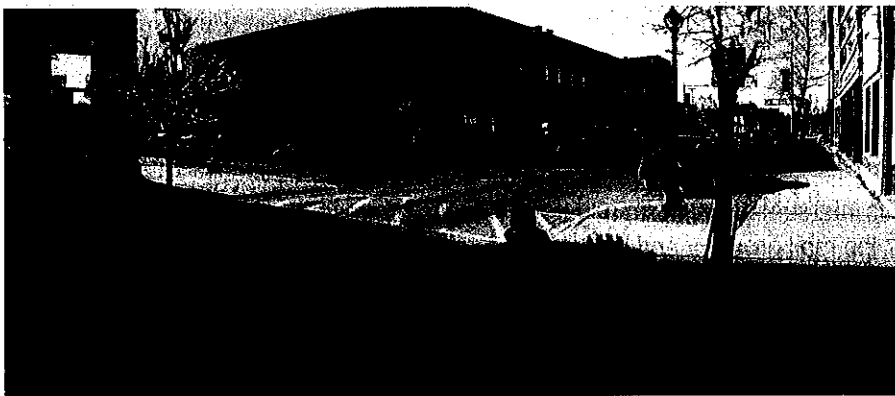
The pedestrian experience and streetscape character along Main Street needs improvement. The introduction of 'pedestrian safe crossings', an expanded section of sidewalk at crosswalks to shorten the crossing distance, is an easy method to change the character of the street. These areas of expanded sidewalk support benches, planters, lights, and other pedestrian amenities. The design of these areas must not reduce on-street parking spaces.

Main street is a somewhat under-lighted in the winter evenings and as such it is not presenting a welcoming impression. The safe cross areas will include lighting, the redesign of Main and Summer Street will include additional lighting and additional lighting will be required at the crosswalk mid block between Peter and Summer Street.

61



Pedestrian Safe Crossing - Main Street and Church Street



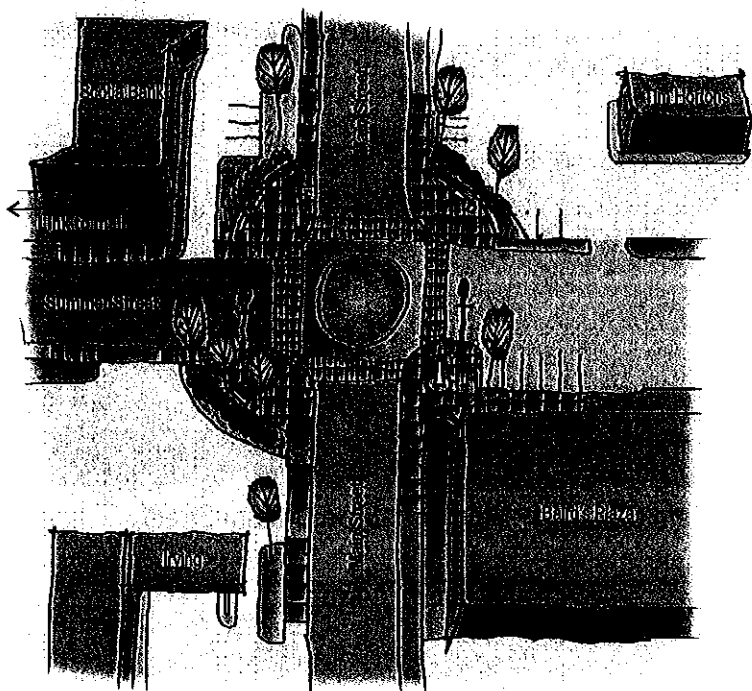
Pedestrian Safe Crossing - Main Street and Peter Street

4.4 Urban Design Recommendations

Main Street and Summer Street Intersection

This is a focal intersection in downtown Sussex forming the main access to the former mall and access to parking and the Riverfront Park. This intersection lacks pedestrian scale and urban features that would indicate the importance of this space.

Improvements such as expanded pedestrian space on the four corners (plazas), decorative lights, fountain or sculpture, landscaping and gardens (four seasons), special paving in the intersection and other urban features are required to articulate this area.



This intersection will form a 'gateway' to the proposed redevelopment project for the mall property and requires a redesign to fulfill this role. This intersection will anchor the east end of Main Street which needs a stronger urban form.

4.4 Urban Design Recommendations

Directional Signage

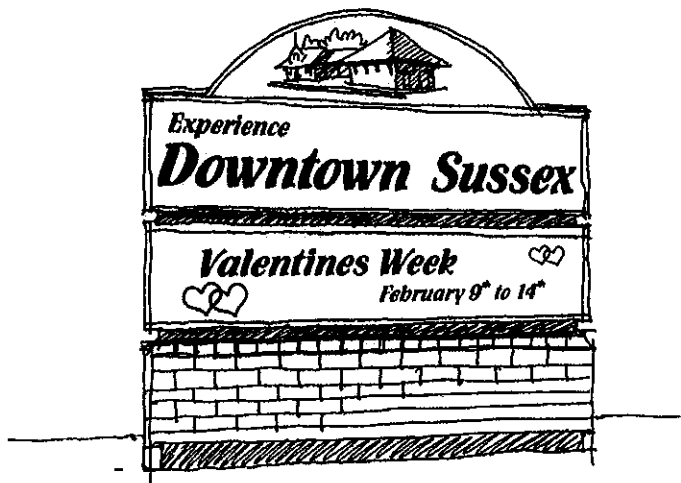
Two public sign programs are required as part of the downtown strategy:

A) Downtown sign at the west entrance to town

This is the main entrance to town from the highway which is the same entrance used by the patrons of the box stores. A sign inviting people downtown is recommended at this location.

- The sign is to be located in the small parkette in front of Shoppers Drug Mart
- The sign is to be a heritage character to reflect the downtown brand
- An interchangeable sign board that can be used to advertise festivals and other downtown events is to be included in the design

63



B) Parking Signage

Downtown Sussex has adequate parking that includes on-street spaces in front of the stores and parking lots behind the stores. Better directional signage along Main Street indicating access to the parking would encourage more patrons to park in the rear lots to conduct business or shop downtown. Signage in 2-3 locations is recommended. These can be simple international signs with a white 'P' on a blue background on a circular background.

4.4 Urban Design Recommendations



Riverfront Park and Footbridge

Trout Creek is the major natural feature of Sussex and runs through the central area of town. The north side of the creek is part of Princess Louise Park and includes a trail and grass areas. The south side of the creek backs on the downtown and is undeveloped. This side of the creek has a potential to become a downtown park.

Greenspace and parks are essential ingredients of a successful downtown. They provide:

- seating areas with a view of the river and bird life
- places to eat lunch
- trails for walking and strolling

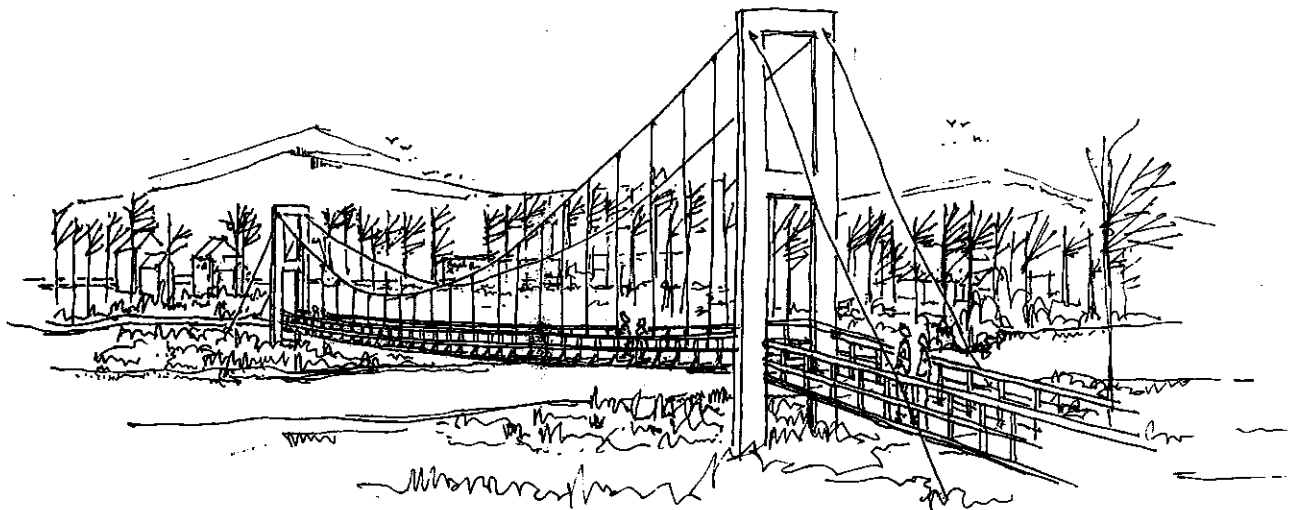
64



A footbridge crossing Trout Creek has been proposed for a number of years. It will provide two important advantages for the downtown development strategy.

A) Linking downtown with Princess Louise Park allows potential downtown customers (balloon fiesta, flea market, baseball tournaments, horse shows, etc.) easy access to main street.

B) A well designed bridge will become a downtown icon and attraction.



The Sussex Suspension Bridge
Linking Downtown to Princess Louise Park

Building Improvements

As discussed in the urban design analysis section, downtown Sussex is fortunate to have a number of significant heritage buildings that sets a tone for the built environment of downtown. Buildings are the walls that form the downtown urban space. The scale and detail of the building facades contribute to defining the character of downtown. The following improvements are recommended to reinforce the small, walkable, historic town.

Storefront Improvement Guidelines

In the 1990's the Province introduced a building facade improvement program that included a grant to assist building owners to upgrade their storefronts. To be eligible for the grant the owners needed to comply to guidelines that were established through consultation with the owners (Sussex Business Improvement Area Facade Guidelines, June 1992). Many owners took advantage of this program to upgrade their facades and as a result the overall image of the buildings downtown reflect a historic character that is quite cohesive. The following is a summary of the three key elements of the facade guidelines which should be applied to buildings that were not updated.

- Repair or replace historic storefront details such as pilasters and signage lintel. These are often removed during renovations and can be easily replaced. On newer buildings these details can be added in a more modern style.
- Add awnings to the storefront. These provide sun protection to the storefront, rain protection to customers, and add color and detail to the building.
- Signage guidelines include two aspects:

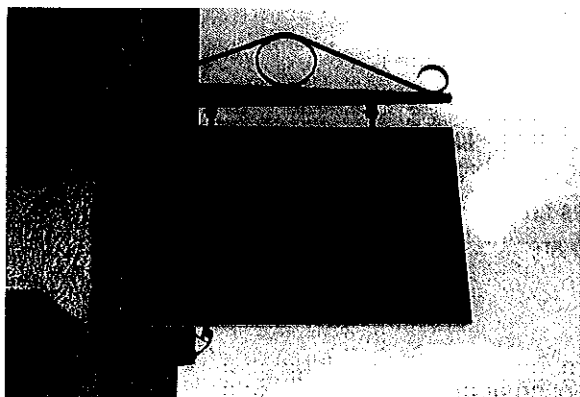
Sign boards

Consisting of a painted board with cut out letters or painted letters with the name of the business. The signboards are applied directly to the buildings on the signage lintel which is over the storefront windows. Lighting can be provided with projecting fixtures. These signs are to replace the backlit sign boxes.

Projecting signs

These are hung perpendicular to the building facade and are used to display the store logo. They can be designed in many shapes and hung with attractive brackets. The town has established standards for size, height, etc. in the bylaws. This

4.4 Urban Design Recommendations



is a relatively inexpensive item that has a strong positive visual impact on the overall downtown streetscape. If all the stores were to include overhanging signs, this would make a significant addition to the downtown character.

It is recommended the SDBA promote overhanging signs and initiate a signage implementation plan. This could include design workshop(s), source of materials, investigate financial assistance, potential of high school industrial arts program, etc. The SDBA had a successful window box program that could be used as a model.

66

Energy

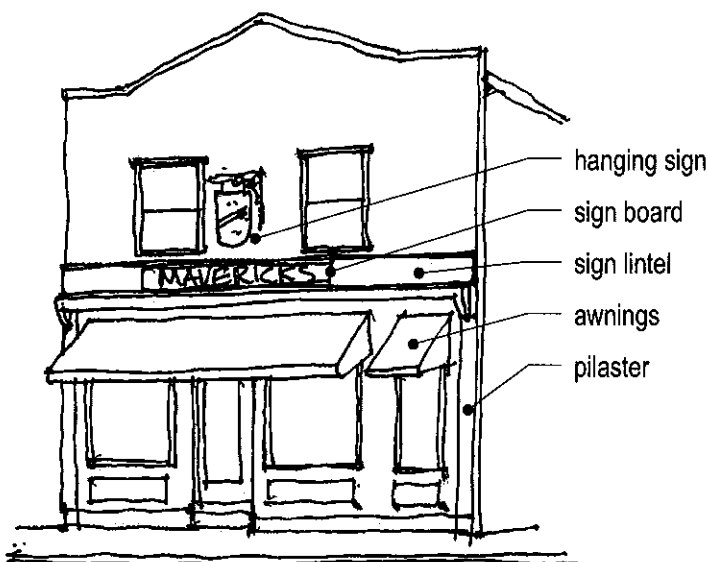
Most of the building downtown need an energy retrofit that could include new windows, doors, and insulation.

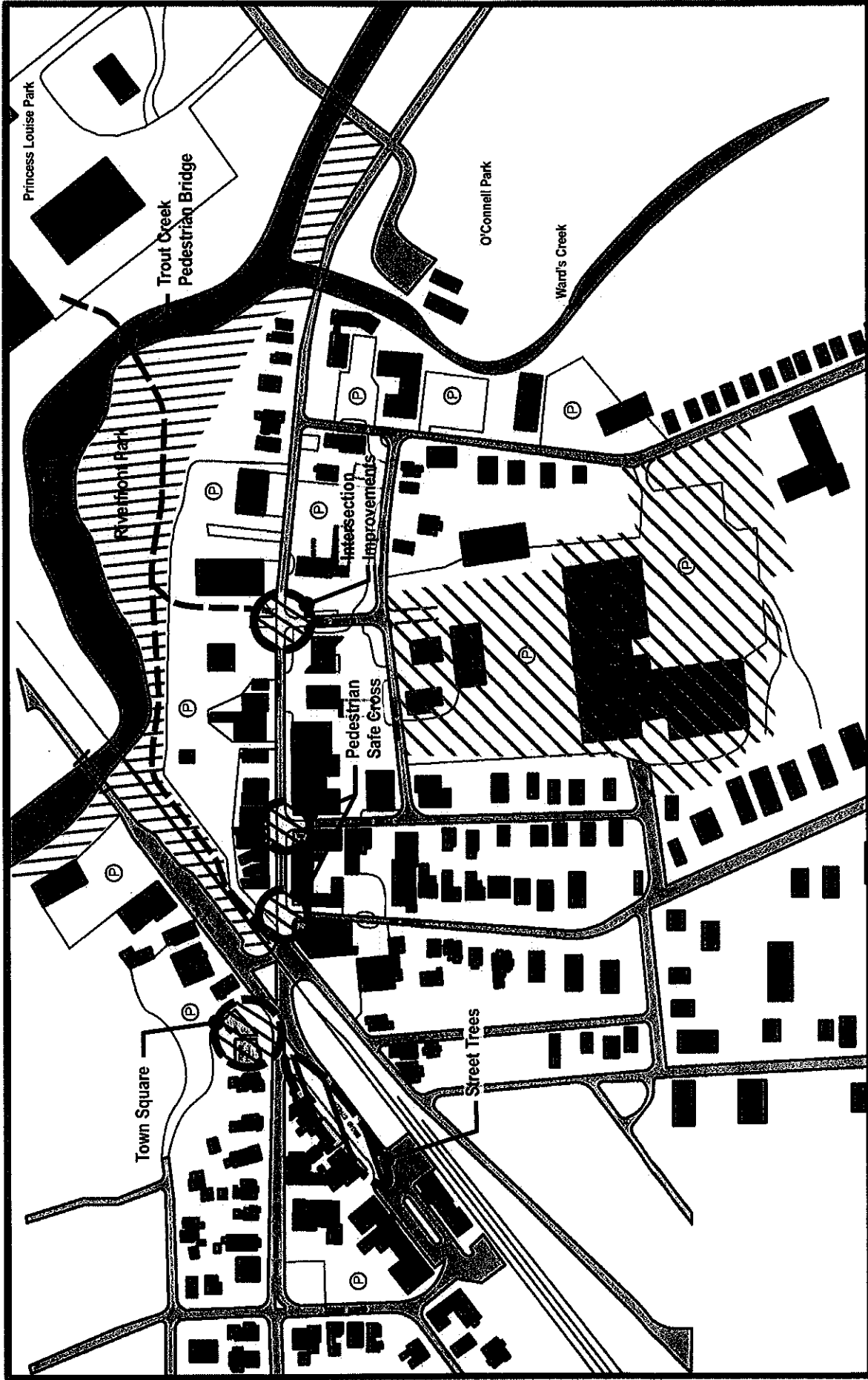
It is recommended the SDBA organize a workshop for building owners with participation of Efficiency New Brunswick to determine eligibility for grants to do an energy audit and for energy retrofitting projects.

www.energycnb.ca - Commercial building retrofit program

Building Infill

The following sketch illustrates guidelines for new buildings that may be built to infill the gaps in the streetscape (i.e. adjacent Winterwood and Cathy's Restaurant).





**Public Infrastructure Improvements
Downtown Sussex Development Strategy**

Drummond Consulting
BDA Ltd
Amulet Consulting
Urban Marketing Collaborative



December 2008
Scale: NTS

4.4.1 Mall Redevelopment

4.4.1 Mall Redevelopment

The downtown mall is a victim of the recent box store development in the West end of town. Most of the major tenants (Shoppers Drug Mart, Sobeys, Canadian Tire) have relocated to this area of town. The vacancy of the mall and the single ownership of this large property provides an exceptional opportunity to develop a comprehensive master plan to guide development rather than a piece meal uncoordinated effort. The location of the mall 1 block off Main Street positions the property as a major growth area for downtown.

The urban design approach to develop the mall property is to expand the urban form that exists on Broad and Main Street. This includes establishing a public sector street (extension of Summer Street) and streetscape with wide sidewalks, trees, lighting, on-street parking, and pedestrian amenities.

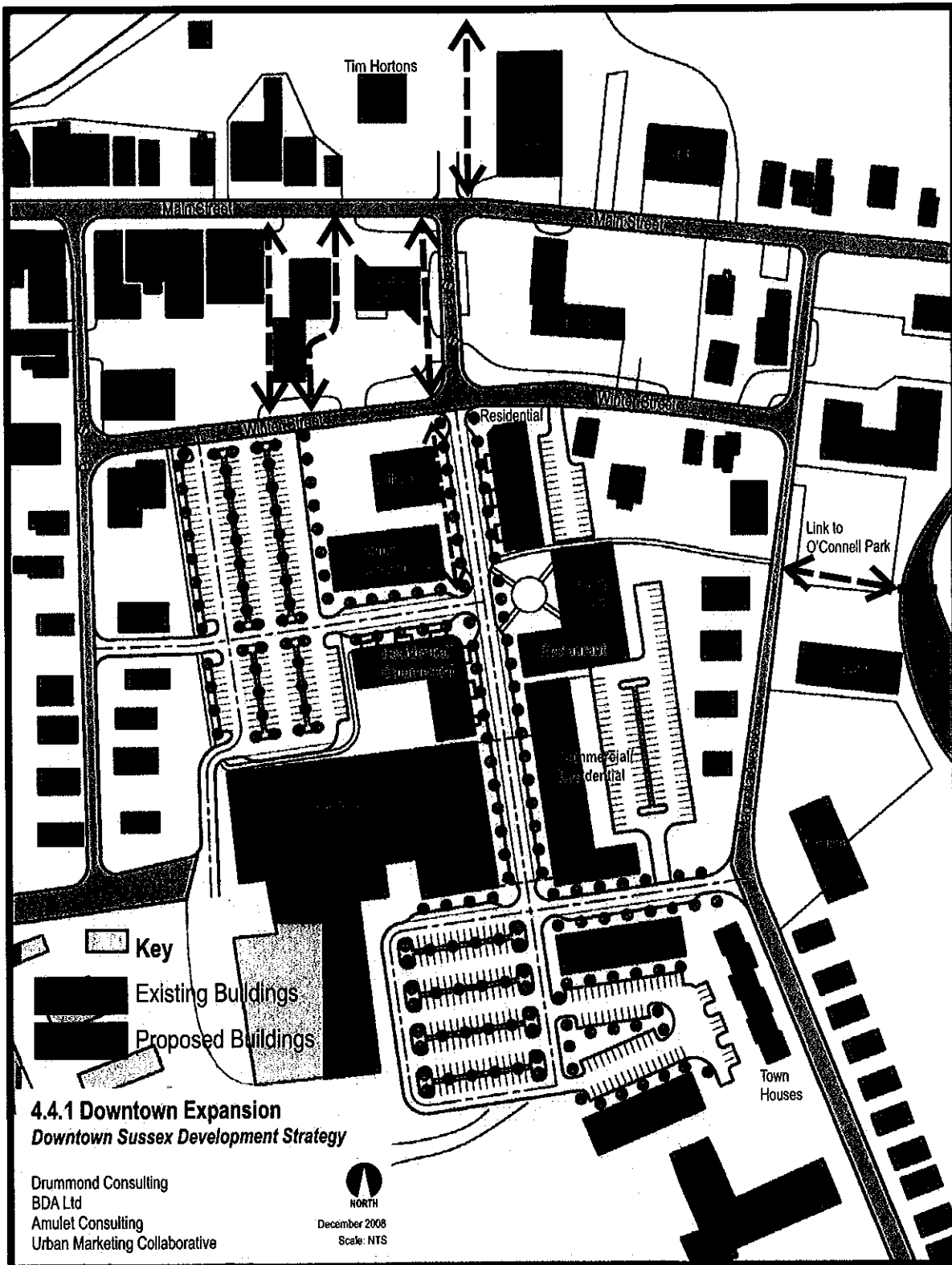
The anticipated retail demand for space in downtown Sussex will be but one category of use which will take the opportunity to occupy or take residence in and adjacent to the largely vacant Sussex Mall. The redevelopment strategy for this property (12 acres) involves establishing a new downtown neighborhood with a wide mix of uses including live, work, and play opportunities. This type of development is meeting current trends across North America and has been branded as a 'lifestyle neighborhood'.

The features of these developments include:

- Pedestrian dominated, walkable public realm
- Network of green space and outdoor amenities (plazas, cafes, parks, playgrounds, markets, etc.)
- Access to recreation and cultural amenities (library, theater, market, etc.). The proximity of the mall site to the Sussex Library, O'Connell Park, and Princess Louise Park make it an ideal candidate for a lifestyle neighborhood.
- Nontraditional housing opportunities (apartments, condos, townhouses, etc)
- Buildings with mixed uses (retail on ground floor and residential on upper floor).

The redevelopment plan should be a model of a 'green' downtown neighborhood by following the principles of sustainable development. This will establish the project as a 'development for the future'. This may also make the project eligible for public support as an innovative approach to downtown development (i.e. Infrastructure and energy programs).

4.4.1 Mall Redevelopment



4.4.1 Mall Redevelopment

The following sustainable development guidelines should guide the project:

Environmental goals

- water - storm water management, conserve domestic water, etc.
- waste - reduce, reuse, recycle
- energy - district heating, solar hot water, LED lighting, insulation, landscaping (shade and wind buffers)

Economic goals

- maximize opportunities for local entrepreneurs
- utilize local labour and materials (maximize local spin off)
- increase downtown tax revenue

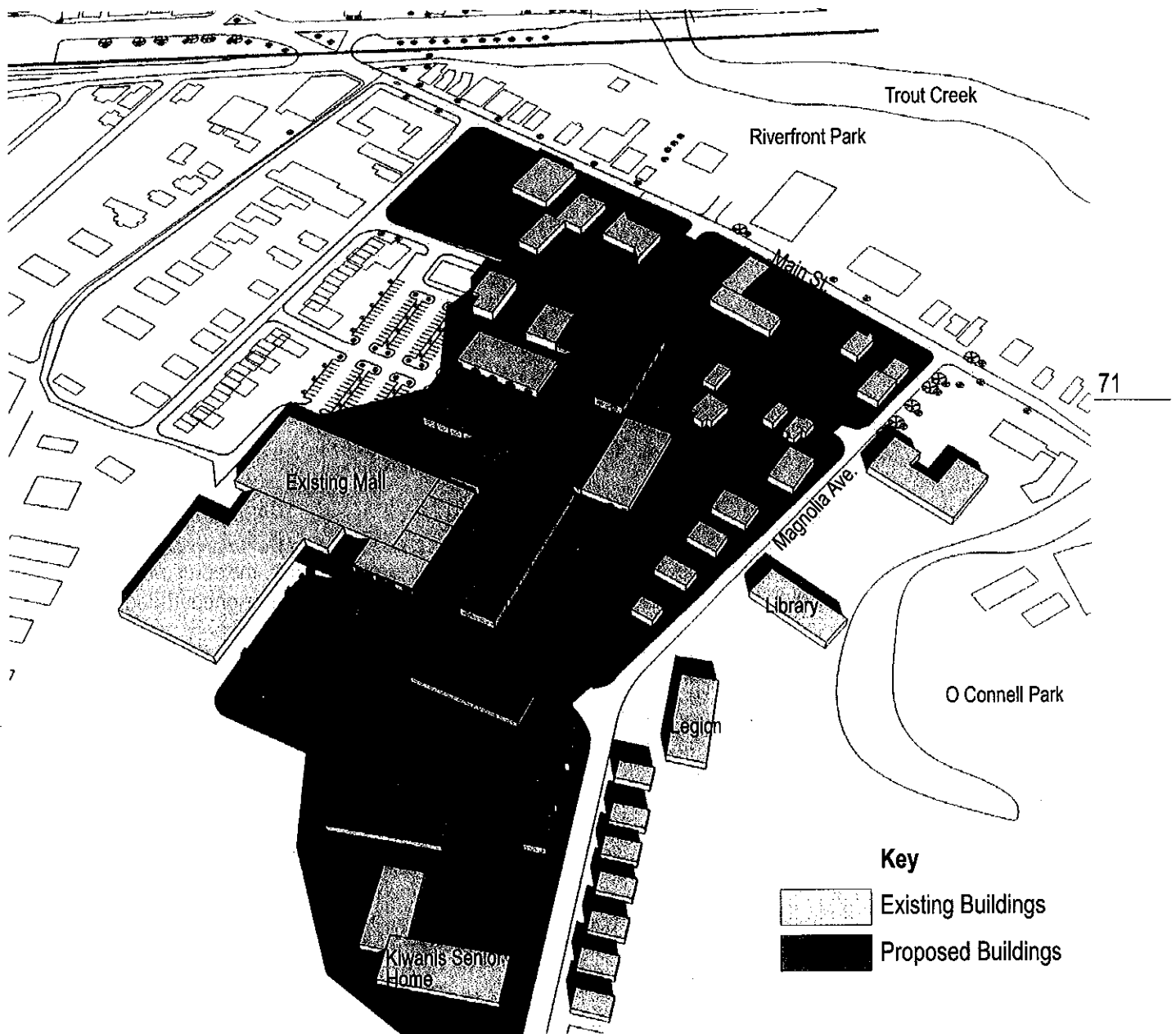
Social goals

- mixed use housing (various incomes)
- open space and parks for gathering and socializing



Summer Street extension - Streetscape detail includes widened tree lined sidewalks, pedestrian scale lighting and on-street parking.

4.4.1 Mall Redevelopment

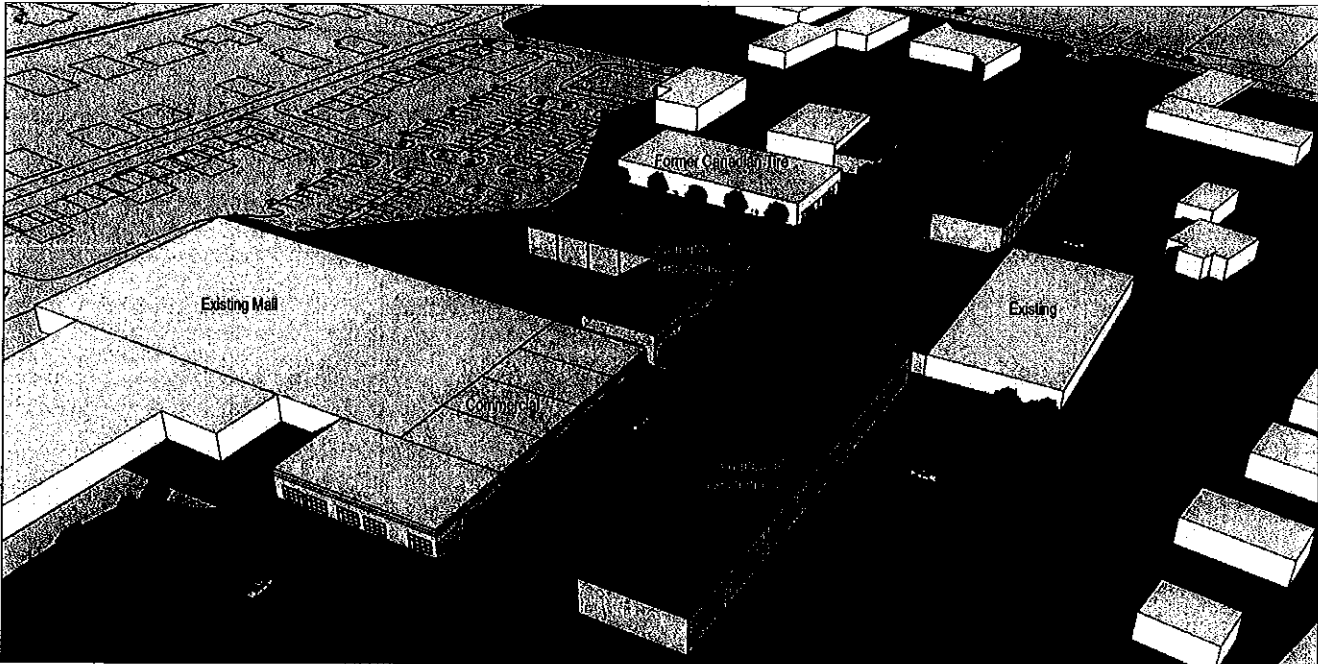


The extension of Summer Street into the mall property creates a new street to support a mix of uses such as retail, office and residential. The alignment of Summer Street also ties the 3 existing properties into the plan as a kick start. A portion of the mall will be demolished and store fronts installed along Summer Street.

New buildings built along Summer Street could be residential townhouses or apartments, a boutique Hotel and downtown mixed-use buildings with retail on the ground floor and office or residential above.

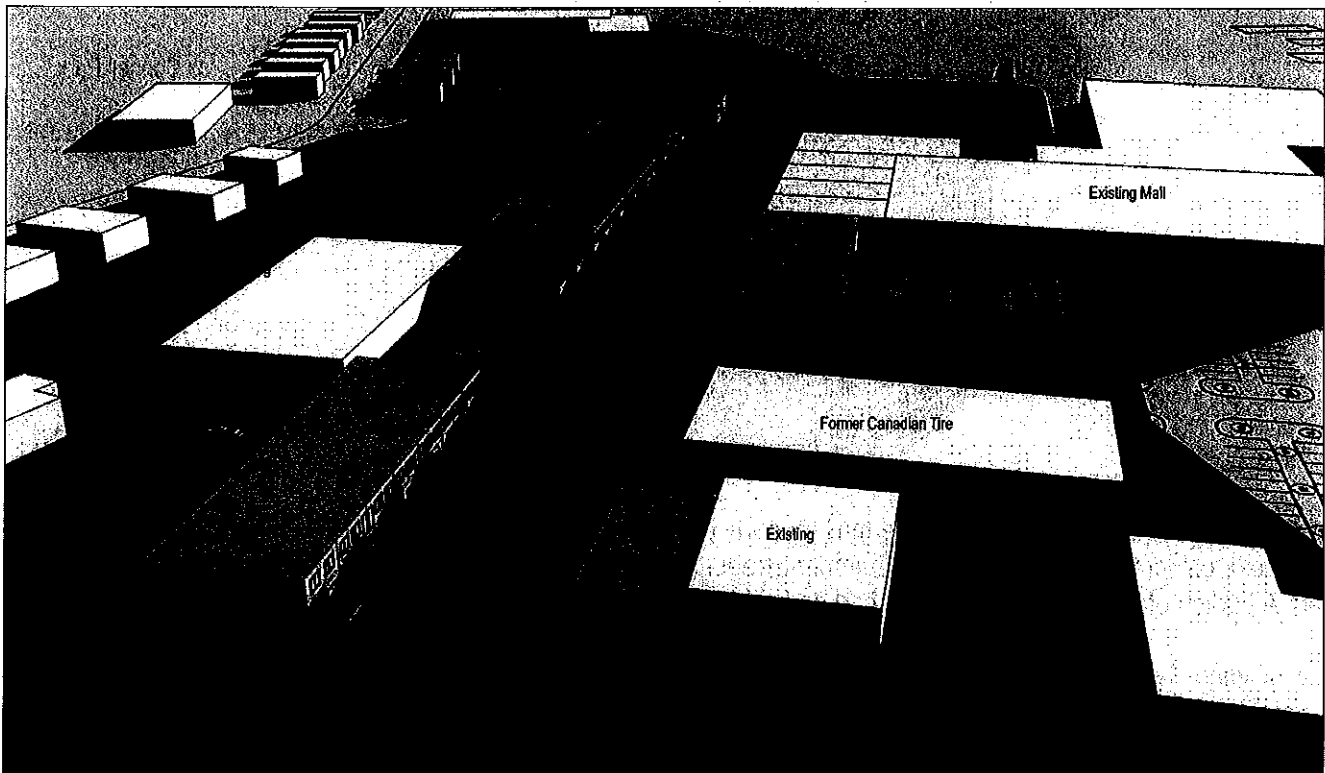
A cluster of stand alone residential is located on the south side of the property adjacent to the Lions Senior Home and Magnolia Ave.

4.4.1 Mall Redevelopment



72

New store fronts are proposed for the mall elevation along Summer Street extension. New mixed-use buildings including retail and residential will fill in both sides of the street to create a new downtown neighbourhood.



The existing buildings are incorporated into the redevelopment plan for the mall. Parking is provided on street and back lot.

4.5 Organizational Structure Recommendations

4.5 Organizational Structure Recommendations

The following section outlines the recommendations for the structure of the organizations:

- SDBA modify its mandate to clearly articulate that it is proactively engaged in economic and business development of the Sussex BIA.
- Secure a seat at the table with existing economic development groups.
- The Working Committee prioritize a high visibility location for the Farmer's Market in the BIA.
- SDBA continue an active presence in Downtown New Brunswick (DNB) and proactively work with DNB to accomplish its 2008-2015 objectives because of the complementary spin-off benefits for the SBIA and the profile for Sussex with federal and provincial government officials.
- SDBA aggressively pursue Student Employment and Experience Development Program funding to employ summer students and co-op work term students
- Enterprise Fundy take the lead on behalf of the Working Committee to:
 - Investigate a proposal to the Regional Development Corporation to invest in executing the Downtown Sussex strategic plan for rural community economic, business and workforce development.
 - Investigate ACOA funding programs suited to integrated economic, business and workforce development for rural communities.

4.5 Organizational Structure Recommendations

Appendix A

75

Appendix A

STRENGTH WEAKNESS OPPORTUNITY AND THREAT FEEDBACK

Resultant feedback from October 22, 2008,
and November 5, 2008, Public Meetings

76

Strengths	Weaknesses
Unique	Negative attitude
Historical	Parking signage
Character	Unsafe crosswalks
Major events	Weak promotional materials
Entrepreneurial	No downtown grocer
Proximity to water-Trout Creek	Limited affordable housing
Sports fields, golf course, ski resort	Limited supply of commercial space-weak housing stock
Fundy Experience	Educational restraints
Farming community	Poor highway signage
High paying resource based jobs	Lack of evening activity
Depth of wellness offerings	Beauracracy
Old money-spending power	Perception "not open for business"
Banking and Insurance base	Human resource weakness
Strategically located, three surrounding municipalities	Poor dialogue with government (voice not heard)
Mural program	Condition of storefronts
Wellness centric	Toothless signage by law
	Loss of era correctness, backlit box signs
	Poor window merchandising
Opportunities	Threats
Managed growth/development	Increasing gas prices
Increased community involvement/action	Credit tightening
Repatriation	Investment worries/concerns
Hotel and other gaps in downtown uses	Skill set shortage
Improved cross marketing	Labor shortage
Small business growth	Out migration of skilled labor
New housing development; condos, apartments, affordable, high end, seniors	Business closure-loss of future generations to run family business
Leverage west end box traffic	Government closure / negative affects
Increased training-improved skill sets of workforce	Loss of younger generations
Leverage Fundy gateway Fundy experience	
Bridge connectivity, fair ground to core	
Increased community investment	
Leverage outdoor amenities; golf, ski, bike tour, river outdoor experiences	
Fundy loop	
Improved lighting, pedestrian elements	
Leverage murals by way of interpretation	
Downtown evening events (i.e. "First Thursday" event)	

DRAFT VISION STATEMENTS

Created by breakout groups on November 5, 2008

1. In 2013 Sussex will be a hub of shopping, sight seeing, family oriented and festive activity. It will have parking, green spaces and improved traffic flow.
2. In 2013 the Sussex Downtown will be environmentally and pedestrian friendly, providing services to people such as entertainment, parking, shopping, wellness and banking in an enjoyable neighborhood.
3. In 2013 the Sussex Central Business district will be an attractive cozy downtown with plenty of green space, walking trails along the river, inviting our residents and customers to enjoy and open thriving diversified entertaining and cultural experience.
- 4a. In 2013 the Sussex downtown will exhibit country charm where seniors and young alike can enjoy a safe experience. it will be vibrant, clean convenient and green.
- 4b. In 2013 the Sussex downtown core will be a vibrant self sufficient community offering friendly personalized service for all ages in a safe and clean environment.

