

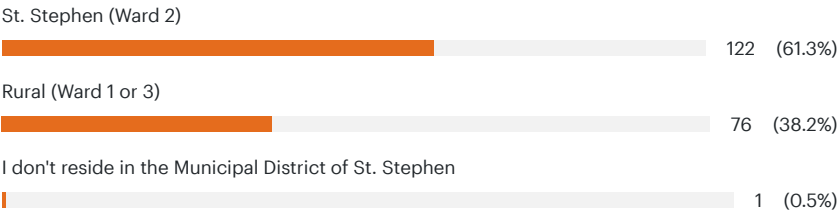




# 2026 Pre-Budget Community Survey has collected 199 responses

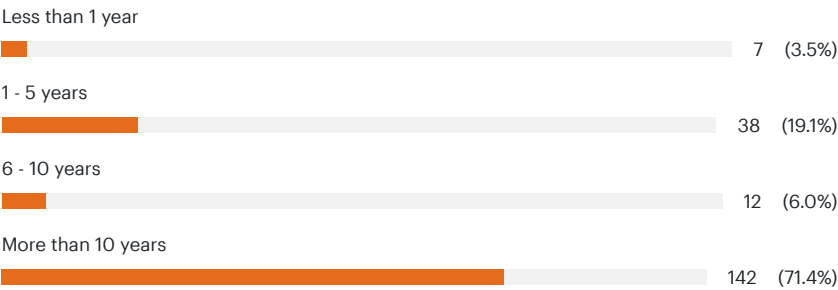
Question 1 has 199 answers (Radio buttons)  



## "Which part of our Community do you live in?"



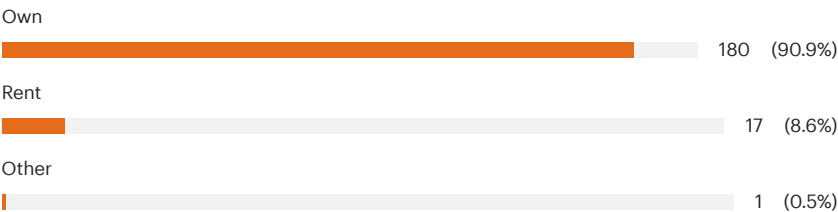
Question 2 has 199 answers (Radio buttons)  



## "How long have you lived in the Municipal District of St. Stephen"



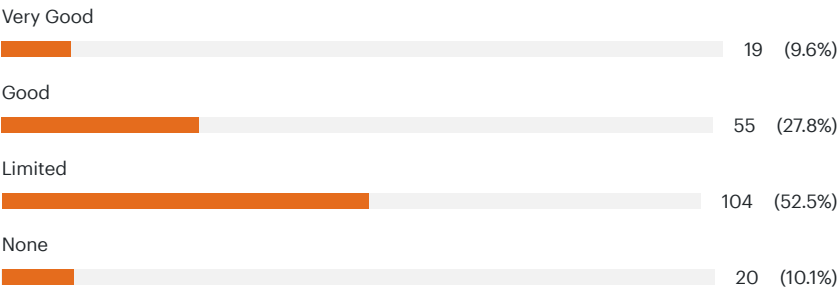
Question 3 has 198 answers (Radio buttons)  

## "Do you own or rent your home?"



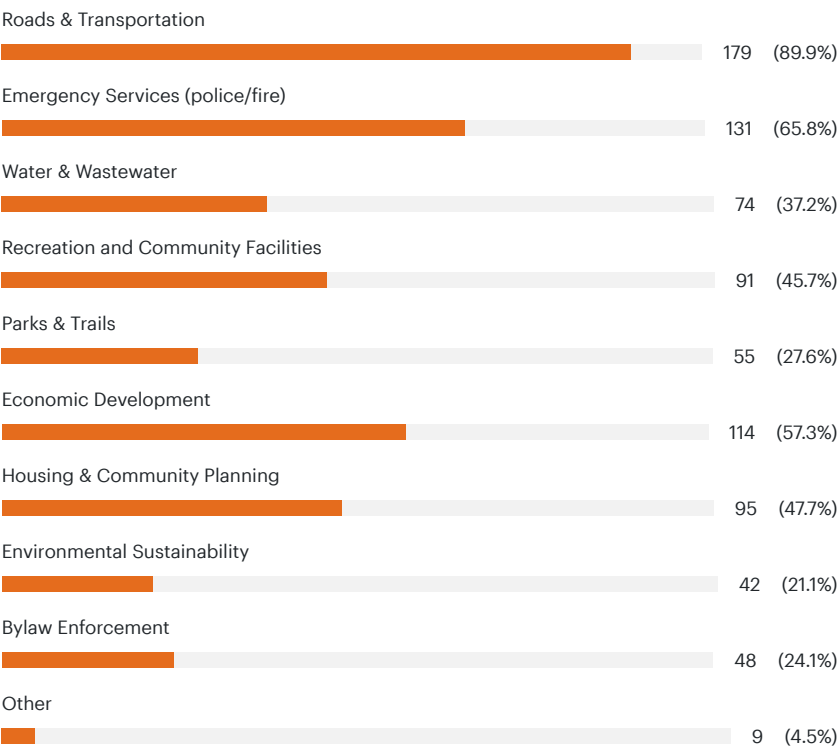
Question 4 has 198 answers (Radio buttons)  

# "How would you rate your understanding of the municipal budget process?"



Question 5 has 199 answers (Checkboxes) Download Print

# "Which municipal services are most important to you? (select up to 5)"



Open text responses to "Other":

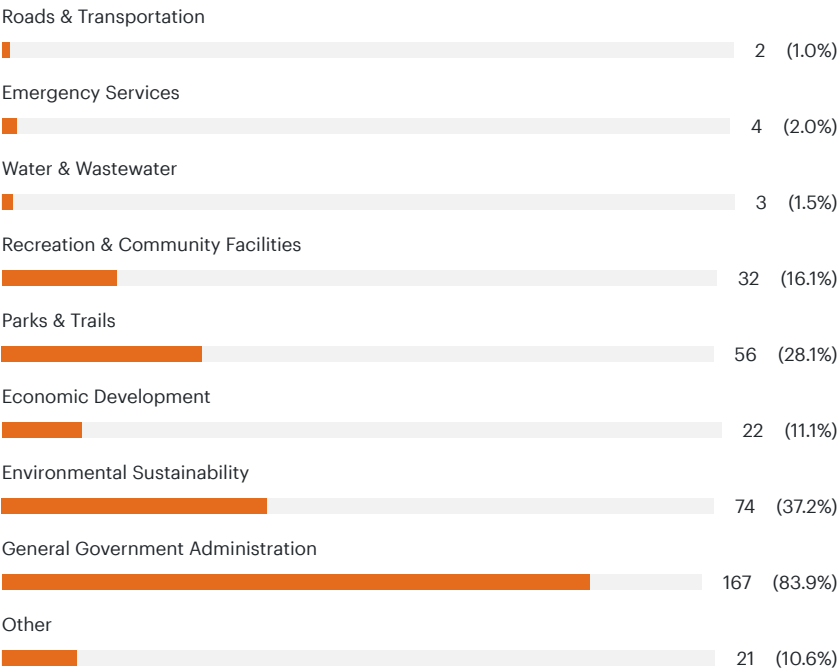
Unknown contact said:  
"The flower should be the icing n a beautiful cake - not to distract from the dilapidated shop fronts. ALL the flowers are beautiful but surely the money could be better spent. Maybe just concentrate on the square near 5 kings to Scotiabank plus a few more - we need potholes filled more than pretty flowers. Also, all empty shops could have window displays for other business and / or art/craft displays. "

Unknown contact said:  
"Environmental sustainability is something that should be integrated into all services as possible."

Unknown contact said:  
"Sports fields"

Question 6 has 194 answers (Checkboxes) ↓ 📅

# "If the municipality needed to reduce spending, which areas could see decreased funding? (select all that apply)"



Open text responses to "Other":

Unknown contact said:

"All of the unchecked items above have been underfunded for years therefore we do not feel reduction in spending is wise.  
General Administration has grown over the years."

Unknown contact said:

"Duplication of services, do it right the first time, no micromanaging."

Unknown contact said:

"Special study projects to shape and grow our community which seem to have wonderful findings but never any tangible follow through. "

Unknown contact said:

"Bylaw Z-4"

Unknown contact said:

"We need to cut the fluff like electronic signs (for now) and focus on cleaning up the town in order to be able to attract families, physicians, business etc."

Unknown contact said:

"Bylaw enforcement "

Unknown contact said:

"find other sources of revenue.  
"

Unknown contact said:

"Don't really know at this time, a lot of these need funding, maybe look at budgets that could be dealt with, our taxes went up when we were put in town limits, haven't seen any improvement anywhere.  
"

Unknown contact said:



"Reduce council size. Offers tangible savings with minimal operational disruption. Social media is vastly used for communication, and those who dont use it regularly or at all is a small portion in comparison to those who do. A small enough group that is manageable to reach with a smaller staff, with the majority being reached remotely or larger group versus for in-person discussions. 3 council members and a mayor could save up to 100k."

Unknown contact said:

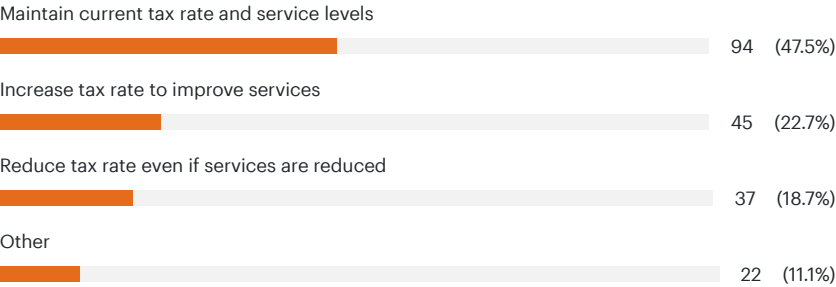
"funding and support of the shelter hidden behind neighborhood works"

Unknown contact said:  
"Outsourcing to companies outside the town/province. Paying for trips to Japan for the CAO. Social justice projects, ie. rainbow/indigenous crosswalks."

Unknown contact said:  
"Consultant fees"

Question 7 has 198 answers (Radio buttons)  

# "Which of the following best reflects your preference for balancing service levels and taxation?"



## Open text responses to "Other":

Unknown contact said:  
"If the municipal rate is being frozen for next year, what will happen in 2027?  
The question is hard to answer when we don't have all the information"

Unknown contact said:  
"Maintain current tax rate and increase service levels"

Unknown contact said:  
"Increase but put into roads and trails"

Unknown contact said:  
"Find effective cost savings and streamline employees and management  
Reduce council size"

Unknown contact said:

"It is unfortunately not this black and white. I would be all for higher taxes if I knew it meant our streets would be cleaned, the homelessness dealt with and not just ignored. If I knew higher taxes would give us the option of town police with actual authority to deal with all of the theft, fires, drugs... sign me up. If I knew this town would be safe for my daughter to grow up in like it once was for me, I'd gladly pay a significant amount more in taxes. But we all know, that isn't an option. "

Unknown contact said:

"Maintain current services and reduce tax rates through efficient use of revenue and resources. "

Unknown contact said:

"Reduced tax rate with no reduced services. If other countries/states/provinces can successfully run with 5% tax and thrive- so could NB. More money in tax payers pockets means more money to spend in the community and allow businesses to thrive, mortgages and rents to be paid, lower rate of food and housing security, and so on."

Unknown contact said:

"When doing work do it properly once by taking time not repeatedly return to do a poor job"

Unknown contact said:

"These are unfair options! Taxes in this town cannot be increased because they are presently mismanaged and more taxes just means further loss of hard earned tax payers money. Our taxes are comparable to other thriving communities in NB and yet this community is becoming a dark, dangerous and dingy place to live and visit. We have not had any improvement in years. In fact, we are regressing and until this is figured out and in a non confrontational way, changes made the we are in serious trouble!  
A serious look at what is happening is vital even if that means spending money on an outside auditor to come in!"

Unknown contact said:

"I don't know the answer."

Unknown contact said:

"I think that the administration is trying hard to help people in the community and has been taking on roles that the province should be handling which is a distraction and cost from other issues that residents face. So maintain tax rate, but look at how discretionary spending is used to improve some areas of service."

Unknown contact said:

"Maintain tax rate but fund to reallocate resources and spending better "

Unknown contact said:

"Reduce tax rates for long term residents (pre COVID) and increase for those moving to the area if needed. "

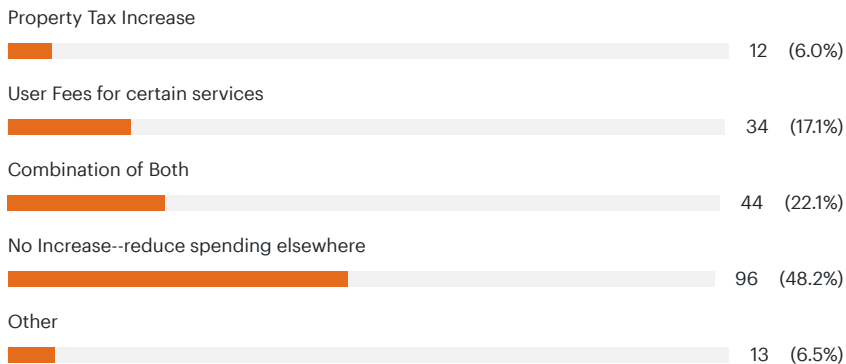
Unknown contact said:

"Same Tax Rate using the funds smarter "

Question 8 has 199 answers (Radio buttons)



## "If increased funding is needed, which option do you prefer?"



### Open text responses to "Other":

Unknown contact said:

"User Fees for certain services.  
Increased revenue from property assessment increases NOT tax RATE increases."

Unknown contact said:

"increase fees for services bought by Americans, at the Garcelon."

Unknown contact said:

"Increase property but show extra income received and show where it went"

Unknown contact said:

"Open to increased taxes or fees, so long as those who are more disadvantaged have a good way to "

Unknown contact said:

"Harmonize taxes and fees between wards 1 and 3 and ward 2"

Unknown contact said:

"Less mismanaging of funds and apply for special funding for big projects "

Unknown contact said:

"Seniors pay as much as everyone else, no break for seniors anywhere. "

Unknown contact said:

"People are already struggling. We cannot afford life as is (even with university degrees and government jobs- i cannot imagine living off minimum wage with food, heat, housing costs) leave the people alone, let us keep more of our hard earned money to support ourselves. The government takes and takes and takes and never gives anything close to its worth back in return. Roads still have pot holes, increased random power outages, increased homelessness and thefts, reduced response time by first responders due to increased calls and not enough responders, not enough housing and the "low income apartments" are still unaffordable or lack family of middle class options. No taxi service so ambulances are used to get to and from hospitals causing longer response time for emergencies with only 3 trucks in st stephen to begin with. The list goes on. Stop. Taxing. The People . To. Poverty."

Unknown contact said:

"User fees for services?!"

What??

We are already paying for these services! That is what our taxes are going towards!

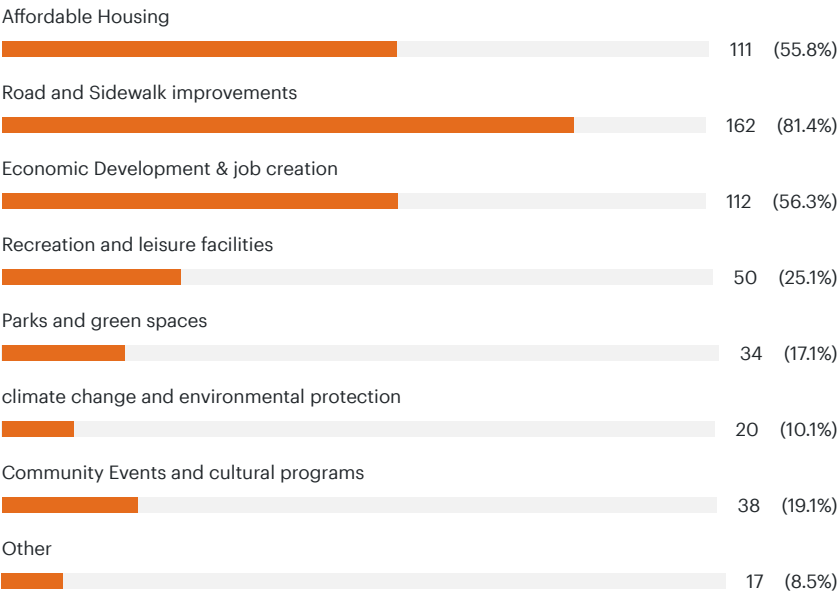
We need to figure out a comprehensive budget that allows this town to grow and thrive. There has not been road work done for years and yet money budgeted?"

Unknown contact said:

"Stop creating over-paid positions at the town hall. Ie, media directors and assistant to the CAO. "



# "Which areas should the municipality invest more in over the next 5 years? (select 3)"



## Open text responses to "Other":

Unknown contact said:  
"Sidewalk improvements, but not necessarily road improvements."

Unknown contact said:  
"additions to above;  
Affordable housing - convert disused buildings to apartments.  
Ec Dev & job creation - bringing in/ supporting new businesses.  
Other: promotion of the town re: tourism: Chocolatetown - a huge wasted opportunity!!"

Unknown contact said:  
"Policing "

Unknown contact said:  
"The MDSS needs to concentrate on providing the necessary infrastructure to make SS a viable town to move to"

Unknown contact said:  
"Police presence"

Unknown contact said:

"The only important thing that should be invested in, is creating a affordable community to its members. Cultural programs, community events leisure activities are all pointless and a waste of money if people cant afford to go. Thats evident with the reduced turn outs over the years. Invest in finding ways to leave more money in the tax payers hands by reducing taxes, creating affordable housing for families of both lower and middle class (there is zero funding for individuals who make over a certain amount, if someone makes 100k gross that looks great - but its not much over 55k after taxes - factor in mortgage, groceries, power, property tax, student loan debt, gas, prescriptions (because even with insurance, its not all covered), housing or car repairs, etc..there is minimal left.. and then there's still birthdays, Christmas, donations...) but apparently on paper you make too much for daycare assistance or CCB, gst, or housing assistance. Community engagement can very done cheaply and would prosper if people had money to attend or could afford a vehicle to get there. Zero local transportation options for those without cars due to cost, disability, or license should also be a huge priority. We have an aging, co-morbidity population that need reliable means to get groceries, go to appointments, see a doctor. No one wants to feel as if they are a burden on others and allowing individuals to hold on to their independence is mentally imperative. Nor should zero options for sober ride homes be allowed to go on this long. How many deaths have resulted in impaired driving, which could have been avoided by having a taxi/bus service. How many community members or first responders have increased mental health issues as a result of attending too, witnessing or being involved in some way to the same accidents. We need to provide basic needs before leisure activities or expensive events that last less then 24hrs."

Unknown contact said:

"Community events only not cultural programs that should be run by those groups. Full community events like international festival are great things for everyone in the community vs subsets."

Unknown contact said:

"In regards to community events and programming, we have people hired for this! THIS should already be happening! They should be pulling the community together and making this regularly happen and once people begin to come then charge for it. This is what is done with the concerts on Minister Island, there is the large flee market in Sussex ... why can't this happen here? We have talent, we have space and we have people that are hired to do this. The question needs to be asked ... are they capable? Are they performing in their jobs? Are they approachable or difficult to work with?

There is a HUB of tourism just 20 minutes from us and so we only need to get them up the road a little ways ... but there is nothing! Complete apathy here."

Unknown contact said:

"These are hard. I really believe we need to focus on getting people involved in the community again. I think staff is doing a good job at generating enthusiasm. Adding Mary a good idea as she is very positive and has a lot of connections. We particularly need to keep focus on children and ensuring that they feel safe and a sense of community. I feel we have been very focused on those with difficult issues. Addiction, mental health, homelessness...they deserve our compassion, but that is really a provincial and federal problem to solve, though I know the town is getting left with the bag to solve it. That needs infrastructure that they should be providing. At this point I think we need to focus on how to stop this cycle with the next generation. The children of addicts, whose grandparents may also be addicts. This is a huge issue. They have no safe place to fall back to. Ensuring that supports are there for those children so that they don't fall in the same trap. It does take a village"

Unknown contact said:

"Use civic centre for more activities and events, such as concerts."

Question 10 has 144 answers (Open text)

**"What single investment would make the biggest positive difference in your community?"**

Unknown contact said:

"Economic development "

Unknown contact said:

"A hotel/motel development to help maximize the potential economic benefit of the Garcelon Civic Center."

Unknown contact said:

"Economic development "

Unknown contact said:

"motel  
clothing stores"

Unknown contact said:

"A cultural centre for live performances - attached to high school"

Unknown contact said:

"Infrastructure ie. roads/sidewalks/outdoor recreation"

Unknown contact said:

"Hotel. This would provide immediate benefit to Civic Center functions and additional revenue for downtown businesses."

Unknown contact said:

"Promote the Chocolate factory - make this a destination not a pass through town. Build and RV/Tourist park where the unbuilt hotel isn't built. Give it to appropriate developer and they pay it off over time or joint/venture with town. Be Proactive!"

Unknown contact said:

"My monthly business expense break down: rent \$2,200, hydro \$900 approx., water \$150, garbage pick up \$150 + overhead. That means i have to work outside the business Why should I stay in town - it's too expensive."

Unknown contact said:

"A hotel"

Unknown contact said:

"Trails for exercise "

Unknown contact said:

"More police services"

Unknown contact said:

"Maintaining conditions and sidewalks as can't even push stroller or safe for seniors to go for a walk and the roads are damaging our cars"

Unknown contact said:

"Bring the town roads up to standard and provide proper signage"

Unknown contact said:

"Mindful and intentional community planning. Proper programs and facilities to support the rehabilitation of drug addicted homeless rather than the enabling approach. Community impact assessment studies prior to approval and implementation of group facilities in the business district. "

Unknown contact said:

"Tear down all the abandoned houses, make the roads and sidewalks that of a 1st world country."

Unknown contact said:

"Road improvements "

Unknown contact said:

"Bike lanes."

Unknown contact said:

"More new business more jobs "

Unknown contact said:

"Town police"

Unknown contact said:

"Bylaw change to get caught up for conditions in 2026 and past 4 years in regard to drug addicts overtaking our town."

Unknown contact said:

"Education for mayor, councillors, CAO, ect"

Unknown contact said:

"Invest in infrastructure such as roads, sports fields and facilities. Offer incentives for residential and commercial development. "

Unknown contact said:

"Economic development "

Unknown contact said:

"Policing 24/7 with our own municipal police force in order to clean up town, reduce crime rates on all fronts."

Unknown contact said:

"Strategic investment in economic development and job creation — fully utilizing the industrial park and revitalizing the downtown — would make the biggest positive difference."

Unknown contact said:

"affordable housing"

Unknown contact said:

"Affordable housing "

Unknown contact said:

"Affordable housing. Increase medical services "

Unknown contact said:

"I want the province to invest in affordable housing and better municipal revenue systems so we can get municipal infrastructure to service our region.

Please stop cutting trees and mowing the waterfront trail - put some better vegetation there so y'all don't have to deal with erosion. Also invest more in climate adaptation infrastructure. "

Unknown contact said:

"Housing needs to be addressed. Once we remove housing insecurity, individuals can focus on employment and small business creation."

Unknown contact said:

"Housing for the homeless to get them off the streets and out of the downtown core"

Unknown contact said:

"Quality roads and sidewalks equals less revenue and HR on bandaid fixes that don't last. It also helps citizens prevent car maintenance, makes it safer to drive on (no more swerving to avoid potholes etc). Tourists and visitors enjoy the town better and business benefit. The town is more likely to attract more people to move here, as well as businesses, because a well kept community looks and feels like it's being managed appropriately. "

Unknown contact said:

"Downtown revitalization and road improvement. "

Unknown contact said:

"Affordable housing "

Unknown contact said:

"Have a clear, public, and easily understandable multi-year plan on improving roads and sidewalks. So that I can look up my street and see when it is scheduled for repairs, even if those repairs are a few years away."

Unknown contact said:

"Roads are a mess, tourist must think we are a poor town. Why aren't streets being addressed for next year"

Unknown contact said:

"Road repair"

Unknown contact said:

"Healthcare. Having a doctor would be a top priority"

Unknown contact said:

"Incorporation of bike lanes with all routine road resurfacing moving forward in the town of St. Stephen. Having continuous stretches of bike lanes would increase tourism, improve health, increase safety, and draw active families to settle in our town."

Unknown contact said:

"New business"

Unknown contact said:

"Toss up between

1. Affordable housing for ALL (single, family, elderly, low income, middle class, etc.) Families may have 2 incomes but that is not always the case. Sick leave, health issues, job loss happen and there is not always 2 incomes to concretely rely on. Even if there is, more people in one home create more debts, higher bills..\*you make more you spend more\*, The average middle class family struggles with the same financial situations as those who are single or lower class. Same picture, larger scale. Unaffordable housing results in increased homelessness, no home results in desperation which can lead to theft and possible drug abuse to numb the pain of hunger, injuries/illness, climate exposure.

2. Taxi/bus service. Abuse of ambulance services happens regularly for individuals needing to get to town. [Ambulances are delayed in responding to actually emergencies because they have to transport unless refused by the person] Hospital beds are occupied because there is no one to take people home and ambulance are busy. [Wait times in the er goes up]

Impaired driving increases because there is not always a sober driver [increased deaths/disabilities, increased mental health issues to witnesses/first responders / medical staff] food insecurity increases [no way to get groceries unless walking, impaired mobility or health can limit even walking- increased deaths in homes, increased medical issues and longer hospital stays resulting in higher hospital costs which then falls on tax payers]

Both need high priority in investment."

Unknown contact said:

"Maintain the streets and sidewalks .

Make sure our water system is properly maintained .

"

Unknown contact said:

"Community Wellness based on results of survey"

Unknown contact said:

"Affordable Housing"

Unknown contact said:

"Better roads"

Unknown contact said:

"A hotel and or a multipurpose sports facility "

Unknown contact said:

"Housing"



Unknown contact said:

"Road improvements"

Unknown contact said:

"Buy out package for current town management and recruit new management that want to see the town grow and prosper."

Unknown contact said:

"Creating more healthy activities, environment for our youth- roller skating, sports, volleyball courts, dance hall, bowling "

Unknown contact said:

"Improve infrastructure "

Unknown contact said:

"Replacing the present CAO

From what I can see (and I have been looking!) he is not performing. Under his lack of leadership, ability and professionalism our town is suffering. If we have to invest in legal counsel to replace him, it is worth the investment.

Counsel should have already asked and scrutinized his performance.

We need to pull this committee back together and the way to do this is with full transparency, free flow of ideas and thoughts from people in this community with a vested interest and life experiences and with a mature dialogue.

By the way, you can't do this if you sit with your back to the community during town council meetings ... my advice is for everyone to "scooch" over and make room!! (I can't believe I just had to say that!)"

Unknown contact said:

"Roads"

Unknown contact said:

"Incentive to revitalize downtown/ increase traffic and business possibilities "

Unknown contact said:

"Infrastructure improvements "

Unknown contact said:

"Something to help the homeless and drug addicted population get back on their feet, get the help they need. "

Unknown contact said:

"More security, patrolling to deter crime"

Unknown contact said:

"Hotel"

Unknown contact said:

"Housing"

Unknown contact said:

"Town police"

Unknown contact said:

"Another hard one. A hotel would help bring in more money that stays in town. We need a showpiece. The wharf is a nice photo op. But what is it that people come to St. Stephen for? Perhaps the basketball museum will be a nice draw that we can build on. I think it was a mistake to change the branding to "middle of everywhere" "Chocolate Town" to me is more of an identifier and has positive connotations for most people."

Unknown contact said:

"Improving roads and sidewalks.  
Sidewalks are horrendous"

Unknown contact said:

"New town management "

Unknown contact said:

"Softball  
Baseball fields washrooms"

Unknown contact said:

"Youth fields and recreation"

Unknown contact said:

"More resources into recreation to attract more people "

Unknown contact said:

"Getting a hotel built"

Unknown contact said:

"Streets and infrastructure"

Unknown contact said:

"Housing"

Unknown contact said:

"Use border arena for youth activities, such as dances, ball hockey, winter skateboarding, roller blading, perhaps an indoor mini golf. and/or an arcade."

Unknown contact said:

"Fix the roads "

Question 11 has 94 answers (Open text)

## "Do you have any specific ideas or suggestions for the 2026 Budget?"

Unknown contact said:

"Properly fund and support (at arms length) Future Stephen and other business organizations."

Unknown contact said:

"Giving the citizens more time to review and reflect on the proposed budget before the public hearing."

Unknown contact said:

"no"

Unknown contact said:

"Ledge Road is a disgrace and might make it onto the CAA worst roads list."

Unknown contact said:

"Be sur that the areas of funding from 2025 that may not have been expended be included in the 2026 budget. In the past council approved funds for a project that was not completed in order to solve a "shortfall" or emergency need and by taking from "peter" to pay "paul" areas were left to deteriote."

Unknown contact said:

"It is important to balance the budget. Reduce admin and move funds to road and nfrastructure."

Unknown contact said:

"See above. and convert vacant shops to apartments. Use old border arena for homeless not storage for excess stuff. Charge \$10 per head per night - employ cleaner and security. This is a very viable solution."

Unknown contact said:

"Funding for small business !  
Funding for small business !  
Funding for small business !  
Funding for small business !  
Funding for small business !  
Funding for small business !"

Unknown contact said:

"Reduce spending on non essential items such as parks, recreation, council expenses. "

Unknown contact said:

"Stop depending so much on consultants I.e. the study on which roads need work....just have mayor and counsellors with head of maintenance go for a drive ..That will tell you all you need "

Unknown contact said:

"Invest and maintain proper roads and safe water supply"

Unknown contact said:

"Go back to the municipal police force and get rid of the RCMP DUE TO COST"

Unknown contact said:

"More planning for active transportation. I appreciate the waterfront trail, but other main roads are scary to bike on "

Unknown contact said:

"Bike lanes."

Unknown contact said:

"As far as Z4 leave things the way they are we need a lot more affordable, housing or lower. The rents on the ones that we do have start doing more things to bring more people into our town bring in more big business to create better jobs."

Unknown contact said:

"Some form of security for the town streets. People that work for my company do not feel safe walking home after dark. This is a huge problem. If there was a very high presence of security of some form, people would feel safer and perhaps people would think twice before breaking and entering, or stealing children's bikes. "

Unknown contact said:

"Clean up the streets of criminals, protective services with an impact instead of a hand slap, protective your community instead of babying criminals and drug addicts.. do you have any idea how much money goes to their care?...."

Unknown contact said:

"Hire HR Consultants to build staff and mayor/council measurement, goals and performance assessments "

Unknown contact said:

"Accelerate implementation of recommendations that improve efficiency and generate cost savings. Introduce stronger performance management to ensure better results (e.g., by-law enforcement, community events). Avoid expanding the size or scope of municipal government. Focus on enforcing existing by-laws and policies effectively before taking on new initiatives. Identify clear strategic goals that support applying for grants to enable new innovations and initiatives. Continue with infrastructure repairs as outlined in the Dillon report."

Unknown contact said:

"Yes, harmonize the taxes and fees between Wards. Institute a land value tax to incentivize property development. Promote affordable housing to reduce social burdens"

Unknown contact said:

"BIKE LANES! BETTER SIDEWALKS! LESS CAR BRAINED INFRASTRUCTURE!"

Unknown contact said:

"If there's a surplus annually that money should be allocated to larger capital projects that are needed and matched with federal funding and provincial funding for things like accessible and bike friendly road infrastructure, better municipal water and wastewater to serve existing and future affordable housing, more support for unsheltered population. "

Unknown contact said:

"Cut excess spending on middle management and ineffective government positions/programs "

Unknown contact said:

"Petition the province to allow municipalities to use operational funding for utility infrastructure "

Unknown contact said:

"The budget should include tax relief to developers or other real tangible benefits to building new or converting existing stock into affordable apartments or homes. "

Unknown contact said:

"Our roads failed their 3rd party assessment. I have experienced hitting a pothole that I didn't know was there and it caused damage to my one vehicle. I am responsible for damage done to my vehicle due to the road conditions. I also pay to make sure my vehicle is safetied. Well, our roads would fail that inspection. I am sure many other residents could share similar stories. I also experienced 2 seniors falling outside my workplace because of the cracks on King Street sidewalk. Keeping the roads in this shape is untenable. I have seen 1 large scale road improvement project (a portion of Union Street, in six years). You have purchased a large town vehicle to help you navigate these rough roads- but unfortunately- that is not in my budget. Whether you mean for this to be communicated- when something (a building, roads, parks) are not taken care of - it sends a message. It says- we don't care about this. I don't think that is your intent. Hopes and prayers are not enough. "

Unknown contact said:

"Plan to improve active transportation through bike lanes and multi-year paths"

Unknown contact said:

"Roads repairs through town. "

Unknown contact said:

"More policing. Road repair"

Unknown contact said:

"Cut back on staff"

Unknown contact said:

"I think having bike lanes along with improved roads should be a priority. "

Unknown contact said:

"Our main need to provide support for low income families to go to work. Like open up alternative daycare"

Unknown contact said:

"Other than above? No. Affordable housing and food, reliable transportation, safe roads to drive, and for the love of god, dont dictate what people can do on their own property in regards to growing their on vegetables or raising their own food. People are doing what they have to, to survive. Taking their money and telling them what they can and cant do on a property they pay for will only result in people feeling like they have zero say in their money or their property and will only result in extreme frustration and eventual complete disregard for government as it appears their is vast over reach. Happy people, make a happy community. "

Unknown contact said:

"More dollars upgrading our streets .  
Main Street has been neglected except in front of Mehans funeral home and the Church. "

Unknown contact said:

"I commend you all for the undertaking of governing the municipality with the continued barrage of negativit. I am hopeful in the future that our community accepts a difference of opinion doesn't have to cause such hatred. I have no suggestion as I do believe you are doing the best job in a difficult time."

Unknown contact said:

"just fiscal responsibility and transparency. "

Unknown contact said:

"A turf field "

Unknown contact said:

"I suggest you increase the 6 flower baskets on the wharf as many people would use it for wedding Photos ect , Continue with road and sidewalk improvement also make the Sobey's store into a clinic area for new doctors"

Unknown contact said:

"no"

Unknown contact said:

"\_"

Unknown contact said:

"An outside auditor to look over the past few budgets and help us move forward."

Unknown contact said:  
"No additional taxation work with what you have stop wasting money on nonsense"

Unknown contact said:  
"Cut frivolous spending. "

Unknown contact said:  
"Increase property taxes to improve the overall quality of services and quality of life for residents. "

Unknown contact said:  
"I think we definitely do have to have roadwork done. It's been an issue."

Unknown contact said:  
"I am not intimately knowledgeable about the budgets so i cannot comment"

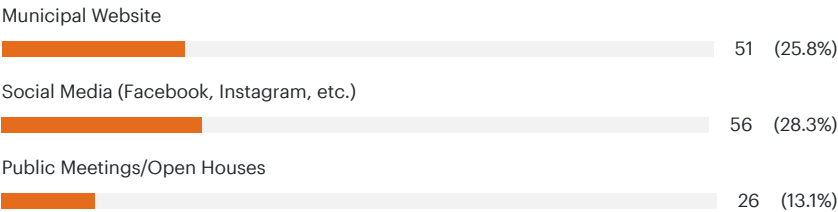
Unknown contact said:  
"Create and Improve sports and recreational facilities that can attract teams, tournaments and programs (outside of the civic center, ex. Soccer and softball/baseball fields). These teams and tournaments bring people to our community who stay and spend money. "

Unknown contact said:  
"Proper maintenance of youth recreation courts and fields...Oromocto does amazing with this. Invest in our future! "

Unknown contact said:  
"Program review to find efficiency in management overview. Spend time figuring out why current council and town staff are so far apart on issues. Learn to increase consultation and truly respond. "

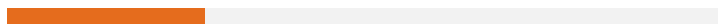
Question 12 has 198 answers (Radio buttons)  

# "How would you like to be kept informed about the Budget process?"





Alertable App

 55 (27.8%)

Other

 10 (5.1%)

## Open text responses to "Other":

Unknown contact said:

"All of the above and CHCO - The Courier. Use multiple platforms ensure the message is received."

Unknown contact said:

"Municipal Website: but up to date, easy to navigate and only one site with links."

Unknown contact said:

"All the above, but for sure the website."

Unknown contact said:

"All formats in order to reach the widest audience and allow comments on posts. It make you look like you are not open to input from the very people who employ you."

Unknown contact said:

"All of the above"

Unknown contact said:

"Social media and the alert app can be done at the same time with information about a public open to all meeting. Allows information to all with a click of a button that requires minimal effort (the information is already collected so the hard part is over). Ensuring the community at large has access to the info is the challenge- click of the button provides access to most middle age and younger population, but elderly or tech illiterate individuals need to have an alternative, which could be shared by flyers, community sign at the civic center, radio, etc in regards to a town meeting. There should be data in regards to individuals who dont drive, dont use the internet and have no means of attending or accessing the information- and those individuals should be mailed the info- but only those individuals (those who can access in-person or online do not need mailed info. Reducing cost of paper, ink, postage etc. Or those who opt out of wanting information and would just throw it out/recycle resulting in more garbage and wasteful spending."

Unknown contact said:

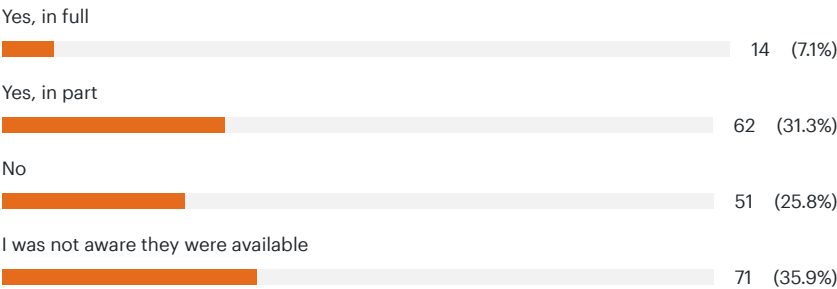
"A combination. I am on social media a lot, but open houses might help get rid of the toxic nature and conspiracy theory stuff that people get carried away with."

# "How well do you feel the municipality explains how tax dollars are spent?"



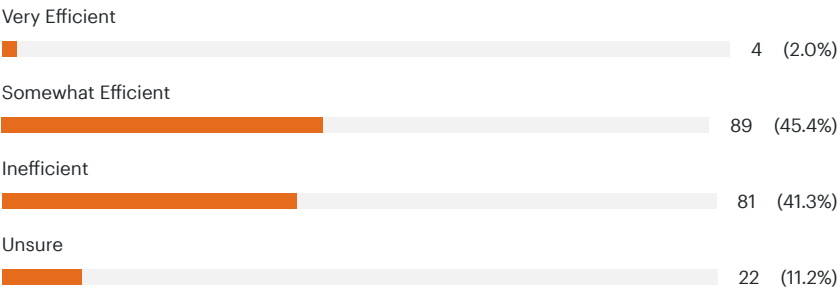
Question 14 has 198 answers (Radio buttons)  

# "Have you reviewed the most recent municipal budget documents?"



Question 15 has 196 answers (Radio buttons)  

# "In your opinion, how efficient is the municipality in delivering services?"



Question 16 has 103 answers (Open text)

# "How can services be improved without significantly increasing costs?"

Unknown contact said:

"MDSS should encouraging community groups (with 'seed' monies/financial assistance) and not taking on these roles and keep hiring municipal staff."

Unknown contact said:

"Review of spending practices eg - new greenhouse without public input"

Unknown contact said:

"Better use of employee time(s) on task."

Unknown contact said:

"Do it right the first time. Work smarter not harder. Too many patch up strategies/actions."

Unknown contact said:

"Start charging for certain services and stop the over the top government admin spending! People in government shouldn't make as much as they do! Councillors \$9,000 (max) yearly."

Unknown contact said:

"Focus on essential services only."

Unknown contact said:

" think twice on spending start by the thought that it's one big piggy bank to drain and treat spending like it was your own pocket "

Unknown contact said:

"Time studies need to be done on town employees and some may need to be let go. For example SS has numerous people work at the Garcelon Centre yet the venue seldom generates income to offset costs. Some employees to be let go "

Unknown contact said:

"By collaboration with the community at large "

Unknown contact said:

"More asset management planning, will help in the long term."

Unknown contact said:

"If there are any federal government grants or monies available to municipalities for affordable housing or to improve infrastructure, etc. the town should take advantage of these monies."

Unknown contact said:

"Competency."

Unknown contact said:

"I think the costs are pretty high already"

Unknown contact said:

"Stop giving all the money to Drug Addicts care."

Unknown contact said:

"Communication, transparency."

Unknown contact said:

"Clear communication "

Unknown contact said:

"Identify waste and inefficiencies through audits, set measurable performance targets, and seek partnerships where appropriate. Encourage user feedback on each service, and aim for at least one clear improvement per year"

Unknown contact said:

"More asset management planning and less reactionary servicing. Better management training and credentials "

Unknown contact said:

"Improved management of personnel. Employee development "

Unknown contact said:

"Asset management is needed for the municipality. We need to invest and bring that expertise to town then that person can help get funding projects underway for our infrastructure needs. "

Unknown contact said:

"Improving morale which would in turn improve turn out and effectiveness"

Unknown contact said:

"A full review of traditional expenses by an outside auditor would benefit all. "

Unknown contact said:

"Chase the Ace- municipal edition.

"

Unknown contact said:

"More efficient use of funds"

Unknown contact said:

"Town needs to figure this out, "

Unknown contact said:

"Cut other expenses"

Unknown contact said:

"Accountability for each job"

Unknown contact said:

"Looking at ways to eliminate waste and increase efficiencies could be helpful."

Unknown contact said:

"More transparency and structure of council and departments"

Unknown contact said:

"Use surplus assets creatively; Proceeds from property sales ( unused/vacant buildings or land) to finance one-time service improvements (instead of ongoing operating costs).

Preventive maintenance: Staying ahead on roads, water/sewer, and building upkeep avoids expensive emergency fixes.

Public-Private Partnerships/ Small-scale sponsorships: local businesses could sponsor benches, playground upgrades, or seasonal decorations.

Shared Services and Regional Partnerships. Partner with neighboring municipalities (St. Andrews, St. George, Mcadam) for things like animal control, emergency planning, solid waste, or specialized equipment. Cuts duplication, shares overhead, and often improves service quality since resources are pooled.

Community Engagement & Volunteerism

Leverage existing organizations: Local service clubs, school groups, retirees, often want to contribute to parks cleanup, events, or beautification. Im also pro "give and take" and the un housed - lighthouse lodge individuals should be encouraged to give back to the community by means of volunteering. Benefits including feeling empowered, productive and have a purpose. Leading to improvements in town appearances and pride but at no cost to staff, freeing up staff for other important tasks.

Focus on Low-Cost / High-Impact Programs like Pop-up recreation sites.

Instead of building new facilities, offer community classes/events in existing spaces (yoga in the park or empty/closed building, free skating days, drop-in sports).

Partnership with schools and churches to Share gyms, halls, and meeting rooms. Creating more recreation options without capital spending.

Just to name a few ideas.

"

Unknown contact said:

"It appears the GCC costs are significant . Look for savings there and stop hiring more assistants for everyone at high salaries . "

Unknown contact said:

"Not persay a service, but a OR consultant would help with messaging. Kudos to Joyce for her recent FB posts"

Unknown contact said:

"Communication and dialogue"

Unknown contact said:

"Consolidate some services"

Unknown contact said:

"A review of all recreation. Recreation director positions NEED to be hands on and Frontline involved. Should not be 40 hours in an office "

Unknown contact said:

"Take an empty building to be made into a medical clinic"

Unknown contact said:

"The town could make it so everything is not so hard to use or against anyone trying to use their facilities."

Unknown contact said:

"?"

Unknown contact said:

"Efficiency"

Unknown contact said:

"By encouraging and inviting people with a vested interest in this community to come forward. Other communities have volunteers that bring in incredible amounts of tourism dollars but they don't have to argue and claw their way through layers of "nay sayers" in positions that should be welcoming and encouraging.

We need to begin to focus on what is beautiful in this community and play on that ... number one is our river! And yet, this space is not developed, It is sadly hilarious that there are benches facing groves of trees that have been allowed to grow up along the river banks!!

People don't feel comfortable coming forward anymore."

Unknown contact said:

"Evaluate where what cuts can be made so that roads can be fixed without increasing taxation"

Unknown contact said:

"Streamline processes, reduce red tape and regulation. Study the current processes and modify to improve efficiency. "

Unknown contact said:

"Reduce the mentality of "that's how we've always done it around here""

Unknown contact said:

"Assessed values are increasing enough to allow tax rate to lower"

Unknown contact said:  
"Work cooperative with all sectors "

Unknown contact said:  
"I think that the BIA, Chamber and town all have to become unified in message. Relationships seem to be fractured. With a strong message and results, I think people will join in."

Unknown contact said:  
"There is something missing in this town but pride and effective leadership are definately missing. "

Unknown contact said:  
"Hire more students "

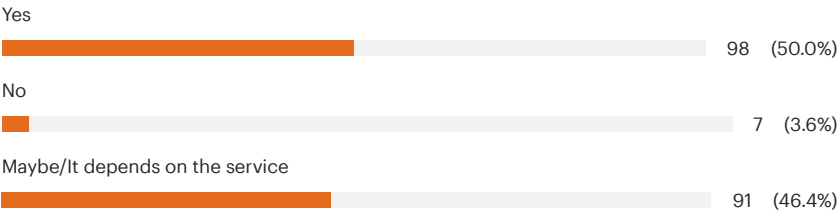
Unknown contact said:  
"Manage people and programs better. Train employees to efficiently do their jobs. "

Unknown contact said:  
"Streamlining. "

Unknown contact said:  
"There are certain services that are not made known for the general public, like the use of EV car. Many more upcoming events should be posted on downtown community bulletin board. "

Question 17 has 196 answers (Radio buttons) 📄 📁

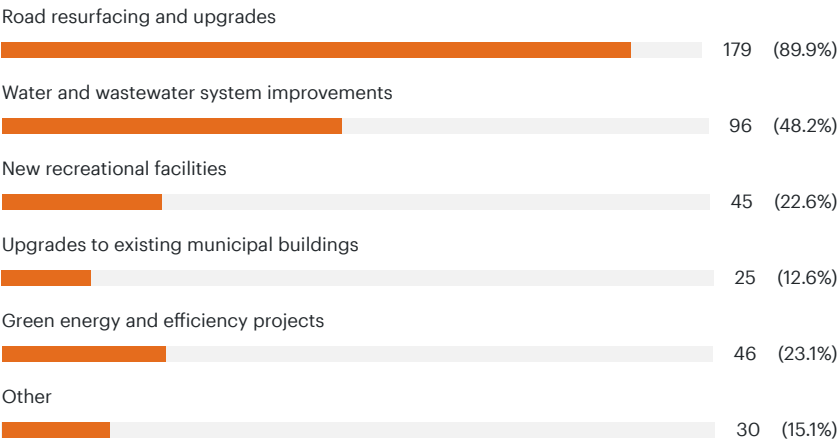
"Would you support the municipality partnering with neighbouring communities to share certain services if it reduced costs?"







# "Which capital investments should be the highest priority in 2026? (select 3)"



## Open text responses to "Other":

Unknown contact said:  
"Sidewalk upgrades and additions."

Unknown contact said:  
"Development that will encourage hotel stays, for event use."

Unknown contact said:  
"New recreational facilities note: Not until the municipality adheres to the proper maintenance schedule(s) for the facilities/courts/play grounds/trails it already has."

Unknown contact said:  
"convert and / or demolish derelict buildings. Clear all the vacant land near superstore and Doolys. Our downtown looks so unloved!! The road beside the superstore is breaking down."

Unknown contact said:  
"Employment creation and housing availability"

Unknown contact said:  
"Policing, fire services. "

Unknown contact said:

"Playground , there are none available to children over 4. An upgraded splash park. I go out of town to playground, because St Stephen has not felt it is necessary "

Unknown contact said:

"New centrally located firehall"

Unknown contact said:

"Public transportation "

Unknown contact said:

"Saving the downtown. Taking ownership of the neglected properties and forcing the owners to deal with them. Make our town a priority. The town of St. Andrews would never tolerate the things that happen here. Let's fix it. "

Unknown contact said:

"Public safety"

Unknown contact said:

"Sidewalk upgrades "

Unknown contact said:

"Housing and local transportation as state previously with legit examples of why its a high priority."

Unknown contact said:

"What municipal buildings?  
If you means something for tourists then yes but not \$250,000 on a new council chamber! These meetings can easily happen somewhere else, cheaper. A building on the river was sold by the present town council for a very low amount (less than \$50,000 I am told) and now it can never be used for tourism, can not be a part of the dialogue for community planning and development. Our front street has now hit an all time low with no way to move forward! Beyond sad for this community. With the river right behind it where we should be focussing! How did the present council let this happen?"

Unknown contact said:

"Downtown revitalization "

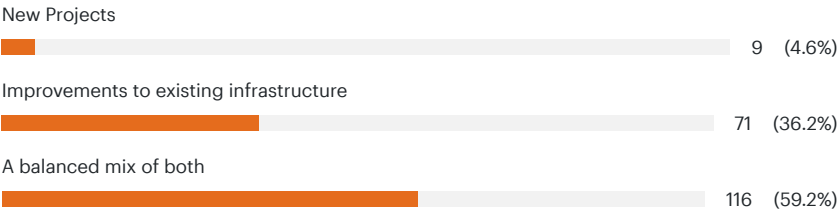
Unknown contact said:

"Housing"

Question 19 has 196 answers (Radio buttons)



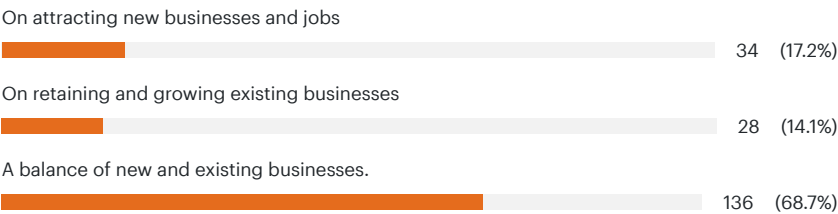
# "If new funding were available, would you prefer it be spent on new projects or improving existing infrastructure?"



Question 20 has 198 answers (Radio buttons)



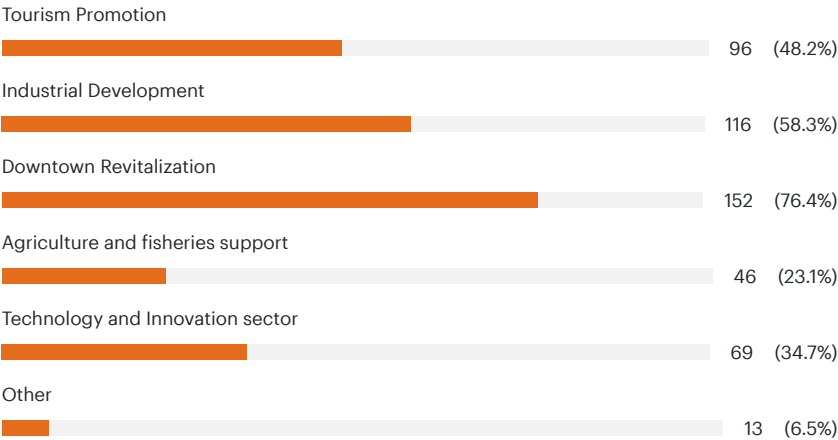
# "How should Economic Development efforts be focused?"



Question 21 has 197 answers (Checkboxes)



# "Which areas should the municipality focus on to encourage economic growth? (select top 3)"



## Open text responses to "Other":

Unknown contact said:

"You have a golden opportunity - promote the Chocolate factory - build a theme park. Make it a destination. Build an RV park near GCC."

Unknown contact said:

"Hotel"

Unknown contact said:

"Clean up the streets... criminals, drug addicts and dealers"

Unknown contact said:

"Small business succession planning for our aging workforce in the small business sector. "

Unknown contact said:

"Housing/nursing homes, assisted living - housing over town appearances or promotion hands down."

Unknown contact said:

"As mentioned, your downtown revitalization is already hitting an all time low and unless someone steps in and stops the erosion we are truly going to never get it back!

Sidewalks are not accessible, not safe to walk on even without a mobility issue, the landscaping along the river bank is awful, the "hotel" site looks awful and what a poorly managed disgrace, we have cement barriers in the middle of our front street that have been there for YEARS!! What?? This would never happen in St. Andrews and good for them!

As an avid walker in this community, I have seen streets that are not cleaned after the winter sand trucks have dumped sand!

We have departments and services here, they need to have performance evaluations done OR we need to contract out. Perhaps crews need to be replaced with a private business that ensures work gets done within a certain budget. "

Unknown contact said:

"Housing"

Unknown contact said:

"If you could encourage a hotel to get here I think it would be helpful. When I walk I notice businesses who have decorated or upgraded their premises. Maybe they should be recognized in some way by the town. An "atta boy" goes a long way in fostering inclusion. People like to see that their efforts have been noticed. A big corner I noticed was where Briggs is. They have done an excellent job and then Lori Keating did an amazing job with those 2 derelict buildings. It's just such a nice looking corner now. Maybe if there was a place to keep the weekly market going all year to get people downtown. Maybe it does not have to be all year, but I think in the cold months Jan. - March people might like to get out and go to an indoor market. "

Unknown contact said:

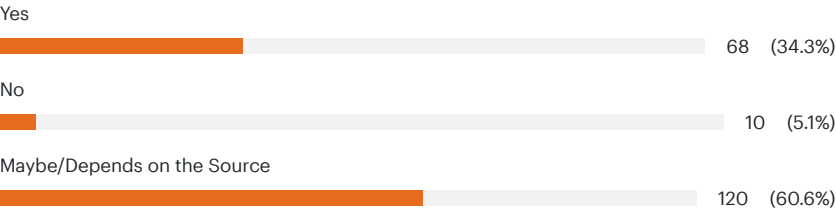
"We have never utilized the full potential of our St. Croix River access. Focus on the beauty of our natural boundary waters"

Unknown contact said:

"Movie filming location "

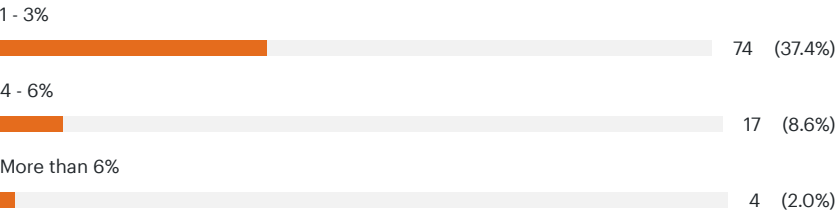
Question 22 has 198 answers (Radio buttons)  

## "Would you support the municipality exploring new revenue sources beyond property taxes?"



Question 23 has 198 answers (Radio buttons)  

## "If property taxes increased, what level of increase would you consider acceptable?"

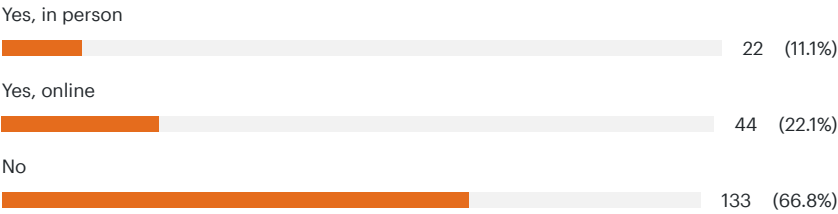


No increase is acceptable

103 (52.0%)

Question 24 has 195 answers (Checkboxes)

"Have you participated in past municipal budget engagement activities?"



Question 25 has 109 answers (Open text)

"What would encourage you to participate more in municipal decision-making?"

Unknown contact said:  
"There is no additional time available to participate "

Unknown contact said:  
"If council would answer questions instead of comments only. Information session for zone 2."

Unknown contact said:  
"Be part of a task force or public input "

Unknown contact said:  
"Decision making is the purview of those elected. They, in turn, must disassociate themselves from the past way of doing things. Consider our (my) tax dollars pay for a fire engine, that is now at the disposal to a country that actively wants to take my citizenship away. Time to cut loose."

Unknown contact said:

"Being respected by the CAO and Mayor who may "talk the talk" but have not "walked the walk" about concerns citizens had as far back as 2019 - 2020 which gave root to other less than patient people to use FB and other social media to vent."

Unknown contact said:

"Being welcomed at council meetings. We went to 2 and were ignored. Too much talk/too little action.  
Seeing council acting on genuine complaints - people are leaving this town as they are frustrated by the town's inaction re real socio-economic problems here. Neighbourhood Works is okay but it's caused more problems than it's solved!!"

Unknown contact said:

"Actual improvement in the town from the increase or decrease! Nothing has changed! The town is getting worse!"

Unknown contact said:

"Transparency of mayor and council"

Unknown contact said:

"It has changed recently as more information is available because of facebook. Good and bad"

Unknown contact said:

"The belief that rural citizens get anything for our taxes other than fire or police. To be honest we get less for our tax dollars than ward 2 residents. It is almost a crime that rural taxes support the ward 2 infrastructure."

Unknown contact said:

"If we had a open and transparent council people would be more engaged"

Unknown contact said:

"Follow up reports from public input. "

Unknown contact said:

"More encouragement and public info about ways to participate."

Unknown contact said:

"Nothing because I don't think that anything we say is going to matter the town and the government are gonna do whatever they please no matter what the people say"

Unknown contact said:

"Addressing the real problems of this town, not pretending like they don't exist."  
"

Unknown contact said:

"If I felt safe in my home from the drug addicts and criminals"

Unknown contact said:

"Communication & transparency "

Unknown contact said:

"Clear communication and proper, timely planning"

Unknown contact said:

"Transparency...."

Unknown contact said:

"Participation would increase if residents could see how their feedback influenced decisions — e.g., a 'what we heard' report card after consultations, citizen/user groups reporting at Committee of the Whole meetings, and answers to public questions during council meetings."

Unknown contact said:

"Better communication and transparency "

Unknown contact said:

"Better snacks, better reporting structure from town cao and employees "

Unknown contact said:

"The budget exercise in 2023 was excellent. "

Unknown contact said:

"A more positive approach from the community and better managed resources. I would join in on a well oiled machine but don't have it in me to patch mildly effective endeavours."



Unknown contact said:

"Enough notice ahead of time and after working hours"

Unknown contact said:

"Less community politics and more reasoned discussion without the silliness of trying to look like the smartest person in the room and/ir pandering to niche agendas. "

Unknown contact said:

"If I had a cook, and a housecleaner, seriously. "

Unknown contact said:

"Less acrimonious behaviour and hidden agendas "

Unknown contact said:

"If decision making was clear and understanding. "

Unknown contact said:

"Knowledge of when things are planned"

Unknown contact said:

"The horrible state of affairs st stephen is in"

Unknown contact said:

"More updates on the Alert App."

Unknown contact said:

"Time, budgets are tight for non profits which means wearing many hats. If more small business support, could free up time to participate"

Unknown contact said:

"More notice for meetings (a month for the budget meeting is great). Many other meetings seem to only have a week's notice, which is unfortunately not enough given how busy many schedules are - particularly during the school year.

I hadn't considered it, but childcare as outlined in the following question would be a wonderful idea"

Unknown contact said:

"Knowing that my time to provide my thoughts, and the things I have to say are important and valid. If I waste an hour because nothing ive said was read, considered, mentioned to the public to see how many people feel the same way as I do, why would I ever do it again. The public needs to know their important and heard. Actions speak louder than the silence or empty promises."

Unknown contact said:

"A more welcoming approach. They really do not appreciate outside suggestions . Very apparent "

Unknown contact said:

"I'm unsure.  
Surveys are easy as it doesn't require a lot of time. I'm honestly unaware I'm now to participate more"

Unknown contact said:

"open two way communication"

Unknown contact said:

"If you felt like you could be heard. Ideas and input are generally brushed aside and never revisited.  
Maybe open community group meetings"

Unknown contact said:

"These type of surveys "

Unknown contact said:

"not having the public televised"

Unknown contact said:

"If it was easier to follow and understand don't have time to go through it all."

Unknown contact said:

"Being informed there was an opportunity to particiapate."

Unknown contact said:

"Less negativity from community members "

Unknown contact said:

"Budget easily accessible and open question and answer meetings"

Unknown contact said:

"Respectful dialogue. I have watched people come to the mic at council meetings and the "talk" that happened around the table after was appalling. One lady asked a professional question in regards to the budget last year and the answer was "we all worked really hard on this and I (the Mayor) am insulted that someone thought it wasn't done well" What? People need to be encouraged to come forward in a safe, non judgmental way. There are many highly educated, knowledgeable people in this community that would come forward if asked. We need community committees back! Having people involved should not create an environment of "threat" to the town council but the realization that they are the "vessel" through which innovation, community engagement and mobilization occurs."

Unknown contact said:

"A competent and transparent council"

Unknown contact said:

"More transparency "

Unknown contact said:

"I like this survey as a start. "

Unknown contact said:

"If our voices were actually being heard and our opinions swayed decisions for our town."

Unknown contact said:

"Time is a factor for all of us I think. I don't mind doing these surveys."

Unknown contact said:

"Getting a feeling that the Town cared or was sincere and that this was just not a half-assed attempt to secure votes for existing leadership."

Unknown contact said:

"More discussion on projects and transparency and communication "

Unknown contact said:

"Time to be at meetings"

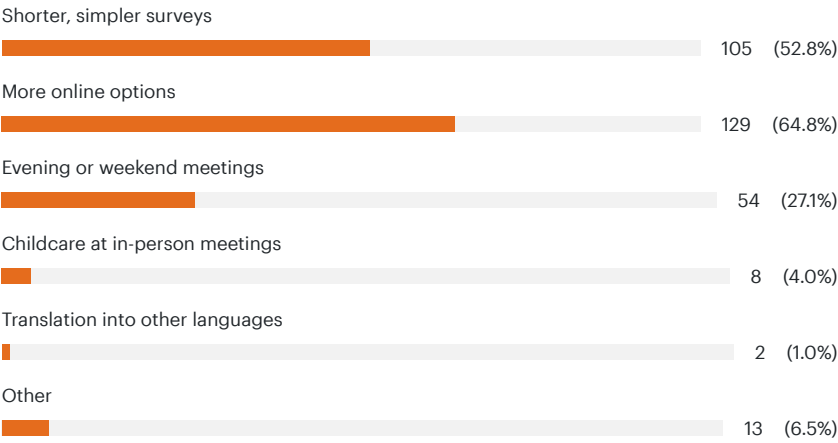
Unknown contact said:  
"More timely information and periodic surveys like this one."

Unknown contact said:  
"Easier and clearer access to information "

Unknown contact said:  
"If council included it's citizens in decisions like the amalgamation of surrounding areas. "

Question 26 has 194 answers (Checkboxes) ↓ 📅

# "Which of the following would make it easier for you to provide feedback? (Select all that apply)"



## Open text responses to "Other":

Unknown contact said:  
"Number # all the questions in a survey, for easy reference.  
An online Questionnaire that allows a person to do part of a long survey, save it, and then return to complete the survey without losing all the previous information.  
"

Unknown contact said:  
"If more online options or meetings, we need to hear the outcome from both"

Unknown contact said:  
"Council to establish a once a month public discourse where more than 2-3 min. comments in a Q/A format can take place."

Unknown contact said:  
"Knowing comments will be acted on - not just an exercise to shut us up!"

Unknown contact said:  
"Confirmation that feedback is being received and considered. "

Unknown contact said:  
"This is fine"

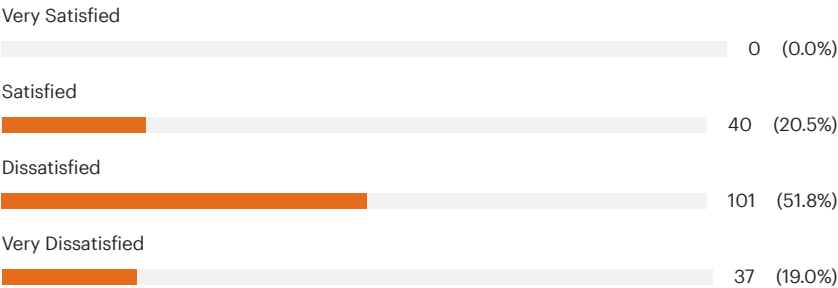
Unknown contact said:  
"Accessible meeting locations and plain language communications; ability to provide feedback on Facebook. Town hall meetings or "Coffee with" meetings"

Unknown contact said:  
"A MDSS app that residents can receive policy ideas, proposals, budgets, etc on. A simple layman's explanation and a simple yes/no/more info needed response that residents can select and submit. Think direct representation democracy. "

Unknown contact said:  
"Let's start acting on some of the surveys that have already been done. There has been a significant amount of money and time spent doing surveys and no motion forward. Not only is this a waste of money, it disengages people from coming forward. I believe this is where a lot of the apathy and indifference is coming from in this area. Then when people do speak up they are met with resistance."

Question 27 has 195 answers (Radio buttons) 📄 📁

# "How satisfied are you with the current condition of municipal infrastructure?"



Question 28 has 100 answers (Open text)

## "Which municipal services provide the best value for money?"

Unknown contact said:

"Protective services "

Unknown contact said:

"This survey is too long. You should ask 10 questions You won't address half of these issues anyway."

Unknown contact said:

"Sidewalk and road snow clearing."

Unknown contact said:

"Snow removal"

Unknown contact said:

"GCC and swimming pool"

Unknown contact said:

"1. Recreation facilities of the Milltown Pool, parks, and tennis courts as well as the GCC walking track.  
2. Recycle and rubbish collection.  
3. Snowplowing, salt and sand of roads and sidewalks  
4. Fire Dept."

Unknown contact said:

"Civic Center Recreation Facilities"

Unknown contact said:

"I cannot pay my water bill automatically from my bank account as you don't have the right software for this to happen. Get with it!!

The GCC pool.

Garbage removal.

Sewerage.

Can't drink water our shower goes blue"

Unknown contact said:

"Library!"

Unknown contact said:

"Road resurfacing, improvements to downtown infrastructure"

Unknown contact said:

"Garcelon. Waterfront trail. Please extend "

Unknown contact said:

"Police, fire, everything else is really non essential "

Unknown contact said:

"Snow removal"

Unknown contact said:

"Garcelon centre pool/gym/arena."

Unknown contact said:

"Milltown pool is a great asset and service for the community. Hard to know what best value is because I don't know what services cost. But the walking trail is great, and the plants/planters around town are amazing. "

Unknown contact said:

"?"

Unknown contact said:

"Sewer removal "

Unknown contact said:

"None"

Unknown contact said:

"Fire dept"

Unknown contact said:

"Fire dept"

Unknown contact said:

"Fire services and snow removal"

Unknown contact said:

"The flowers downtown. "

Unknown contact said:

"Housing development, human services"

Unknown contact said:

"Recreation and public spaces"

Unknown contact said:

"Water/utility services, Snow and garbage removal and spring/fall cleanups"

Unknown contact said:

"In order of value for money: hospital, snow removal, fire, water, police, council, civic-centre, roads. "

Unknown contact said:

"Trails near the water, plus benches for resting - totally free to the public- lovely to sit at the water with friends- excellent for mental health. "

Unknown contact said:

"Civic centre and library"

Unknown contact said:

"Milltown pool "

Unknown contact said:

"The rec activities in the Garcelon Centre. Aquaexercises, gym. "



Unknown contact said:

"Can't really say at this time. "

Unknown contact said:

"Idk"

Unknown contact said:

"Trash collection"

Unknown contact said:

"Road resurfacing. Also, ongoing maintenance of current rec facilities and parks."

Unknown contact said:

"I am not sure"

Unknown contact said:

"Waste collection"

Unknown contact said:

"Fire - largely volunteer run - live saving measures and property protection at a fraction of the cost. Secondly roads - expensive but has a large impact on residents safety and mobility."

Unknown contact said:

"Water and Sewage , garbage and recycling "

Unknown contact said:

".....can't think of one"

Unknown contact said:

"Unsure, however bylaws and recreation are a drain on the budget"

Unknown contact said:

"The Fire and water Departments"

Unknown contact said:

"Water"

Unknown contact said:

"Snow clearing and refuse collection"

Unknown contact said:

"Roads"

Unknown contact said:

"Fire and emergency services. "

Unknown contact said:

"Housing, roads "

Unknown contact said:

"IDK"

Unknown contact said:

"The walking trail is wonderful and is seeing more and more use. Though it does not generate money directly, perhaps it could be utilized and promoted more and that might happen when the museum is up and going. "

Unknown contact said:

"Water and sewage, park concerts in the summer"

Unknown contact said:

"Sports and recreation/tourism (need a hotel)

Recruiting doctors/primary care "

Unknown contact said:

"Barcelona Civic Centre and the waterfront walking trail. "

Unknown contact said:

"Unsure. "

Question 29 has 106 answers (Open text)

**"Are there services you feel are under-funded or over-funded?"**

Unknown contact said:

"Protective services "

Unknown contact said:

"Until a hotel/motel is built, the MDSS Events dept is over-staffed.  
Economic development organizations under-funded."

Unknown contact said:

"Under-funded: Water & waste  
Over-funded: Salaries  
Hard to put in survey answer, as we have not seen the 2026 budget proposal"

Unknown contact said:

"Healthcare (under funded)  
Roads and streets (under funded)"

Unknown contact said:

"Library is under funded. Need more staff to be open more hours."

Unknown contact said:

"underfunded: recreation and fire and rescue  
overfunded: administration"

Unknown contact said:

"Underfunded roads"

Unknown contact said:

"Duplication of information - website/facebook page. Just one of each with  
links that work."

Unknown contact said:

"Local Library!"

Unknown contact said:

"Trails"

Unknown contact said:

"Over funded"

Unknown contact said:

"Bylaw enforcement and building inspection"

Unknown contact said:

"Roads and sidewalks are underfunded. Patching holes is just a temporary fix."

Unknown contact said:

"Active transportation is under-funded"

Unknown contact said:

"Yes under-funded - protection for the citizens. Over funded - if the information I have read regarding the Salary of some town officials is correct, I would say that is definitely over funded"

Unknown contact said:

"Drug addicts over funded, everything else is underfunded "

Unknown contact said:

"General Government Administration and Recreation and Community Facilities are over-funded; Road repairs/upgrades are underfunded "

Unknown contact said:

"street and sidewalk upgrades are clearly under-funded since they are in poor condition. "

Unknown contact said:

"Most things are under funded. Town management is over funded"

Unknown contact said:

"Housing development is under funded. Infrastructure development is under funded. Parks and sports are over funded"

Unknown contact said:

"Underfunded road infrastructure, water and wastewater in terms of maintenance and new builds

Asset manager!"

Unknown contact said:

"Road infrastructure is underfunded., and RCMP costs what it costs, so I know the municipality doesn't have a choice, but I don't think we're getting enough bang for our buck there."

Unknown contact said:

"I feel like the options are always putting immediate needs against activities that would have future benefit, and it's always an either/or situation. I think increasing overall revenue to allow both proactive and reactive spending and saving is key. "

Unknown contact said:

"Roads are under funded. "

Unknown contact said:

"Too much space and attention is given to free parking downtown, especially along the river where much of the waterfront is a parking lot."

Unknown contact said:

"Need more police presence, need more road checks in this area so many cars trucks, 4- wheers and motorbikes that should not be on the roads due to not passing inspections or just not inspected or licensed. "

Unknown contact said:

"Idk"

Unknown contact said:

"To much on consultations not action"

Unknown contact said:

"We need to allot more funds to improving our roads. Bike lanes should be incorporated into all future roads to increase safety and to improve residents' lives. "

Unknown contact said:

"Childcare, roads need more funding"

Unknown contact said:

"Beautification is over rated. This area is the lowest value to individual residents but benefits businesses and tourism. I dont want the majority of my taxes to go towards anything other then specific areas needed for the people who live every day in this community. Our money should benefit our needs not the needs of visitors or attracting more people when we dont have housing for the ones all currently here already."

Unknown contact said:

"ROADS. Underfunded  
GCC- overfunded . "

Unknown contact said:

"Unsure"

Unknown contact said:

"GCC is over-funded & roads are under-funded"

Unknown contact said:

"I feel like recreation is underfunded HOWEVER I feel it is very poorly managed and ran"

Unknown contact said:

"I feel roads are underfunded, and funding for cultural, specific groups, neighborhood works are over-funded. Those groups should stand on their own financially or fade off like any other business."

Unknown contact said:

"Youth activities are under funded"

Unknown contact said:

"Infrastructure maintenance underfunded"

Unknown contact said:

"We need to look at contracting out for landscaping, mowing, etc to get this job done in a timely fashion and within budget.

Present salary of CEO needs to be made public and looked at based on his performance! Again, at this point replacement may need to be considered as things are really hitting an all time low and perhaps it is beyond what he can address.

Policing needs to be looked at. We need an increase and they need to be given the "green light" to address more of the social issues we are dealing with.

If we have decided to be a hub for drug rehabilitation in this area then we need to do just that! We need to be rehabilitating and not just housing and creating a space of chaos and further drug use. This takes trained/experienced personnel so if we are going to do this we need to do it right! We now have a "place" where we are advertising where to get drugs. There has already been a death. What is our end game with this? What are we trying to accomplish? We need to truly help by offering the right services or moving this centre to a place closer to services such as St John. Having a community afraid, upset, and to some degree terrorized is not the answer for anything. It is obvious this issue has split this community and it needs to be openly discussed and professionally addressed not just by the opinions of a few that are not personally dealing with it "in their back yard" It has become a huge issue and it needs to be dealt with so healing and moving forward can happen."

Unknown contact said:

"Clocks at statues are a waste of money "

Unknown contact said:

"Under: roads/ town water system, funding for partnerships with companies that bring employment opportunities (utilize corporate backing by using our finding to entice the businesses to move/expand here by lowering barriers other municipalities enforce. Cost of permitting. Tax reductions for expanding local companies as two examples"

Unknown contact said:

"I feel like the roads department is either under funded or has grossly incompetent management. "

Unknown contact said:

"IDK"

Unknown contact said:

"I am not sure. "

Unknown contact said:

"Road and sidewalk repairs definately underfunded"

Unknown contact said:

"Sports and recreation- undefunded  
"

Unknown contact said:

"Leisure- sports fields"

Unknown contact said:

"Recreation under funded. Go to other places like Oromocto and have bathroom facilities, fields kept in great condition by rec department. Other opportunities for kids to do things ex outdoor volleyball courts, ball courts etc "

Unknown contact said:

"Letting the old arena fall to disrepair was infuriating. Historically councils could get out of their own way to envision a future for it. We need capable people in positions for making proposal submissions for new businesses or ideas for existing spaces in place. "

Unknown contact said:

"Roads and infrastructure in general"

Unknown contact said:

"Unsure "

Unknown contact said:

"I feel the CAO of the town is overpaid, compared to other small municipalities.  
"

Question 30 has 130 answers (Open text)

**"What do you see as the biggest challenge facing the municipality over the next 5 to 10 years?"**



Unknown contact said:

"Keeping people/families living here.

Too many areas of Town are not appealing to live or work in. The destruction of the 'streetscape' needs to be stopped and reversed."

Unknown contact said:

"Water improvements / Policing / Homeless / Economic development"

Unknown contact said:

"homeless people"

Unknown contact said:

"Attracting businesses and commercial development, as well, as tourism is vital."

Unknown contact said:

"Houseless, mentally ill and drug dependent influx of people."

Unknown contact said:

"Economic Development  
Affordable Housing"

Unknown contact said:

"unless you WAKEUP/ GET TOUGH AND SAY NO - it will be homelessness, drugs, crime - good people are already leaving - not good."

Unknown contact said:

"No pressure on cleaning up the homelessness and the large drug problem!"

Unknown contact said:

"Dealing with the homeless, the shelters, and trying to make citizens feel safe in their own town"

Unknown contact said:

"Crime and more homeless people "

Unknown contact said:

"Trying to convince rural citizens that amalgamation was nothing but a tax grab. "

Unknown contact said:

"Maintenance of roads, water, sewers"

Unknown contact said:

"Roads, streets, businesses"

Unknown contact said:

"Longevity for privately owned small businesses "

Unknown contact said:

"Ganong going out of business."

Unknown contact said:

"Affordability and housing dynamics may be at play for a while, impacting families and those with low income. If water source issues continue that will need to be addressed too."

Unknown contact said:

"Infrastructure- the town is aging and so is its infrastructure ' roads, sewage, etc. How are we going to fund improvements so we can continue expanding the community, businesses and its population?"

We do not have a decent hotel/attractions to attract tourism, so any major downtown revitalization/improvements should be low on the priority list. If we can't house our tourist we will lose them to other towns ie St Andrews. We cannot even house participants in hockey tournaments, swim meets.

As taxpayers, we cannot continue to subsidize the Civic Centre's budgetary shortfalls year after year. We should be looking at a way to make it more financially self sufficient.

We need to attract businesses/industry to grow the town. This will create additional tax dollars to help fund ongoing projects.

"

Unknown contact said:

"Homelessness"

Unknown contact said:

"Housing"

Unknown contact said:

"Drug use and homelessness "

Unknown contact said:

"Cartel"

Unknown contact said:

"Expansion and being open minded to allow new or existing industry "

Unknown contact said:

"Homeless shelter located in downtown neighborhood. Lack of infrastructure investment "

Unknown contact said:

"Current communication and deliverables on services "

Unknown contact said:

"The biggest challenge will be keeping up with essential infrastructure repairs and upgrades while maintaining mandatory services in a way that remains affordable for residents."

Unknown contact said:

"Ensuring the wellbeing of those on the margins (the poorest among us)."

Unknown contact said:

"Housing and housing development "

Unknown contact said:

"Housing, employment opportunities "

Unknown contact said:

"Asset management  
Unsheltered population dynamics and community apathy  
Cost of living increases to rent  
"

Unknown contact said:

"Involvement"

Unknown contact said:

"Cleaning up the drug and housing epidemic."

Unknown contact said:

"Lack of suitable , knowledgeable, capable candidates standing for election to council. Political and social discourse has become increasingly toxic. Why would anyone want to volunteer for the abuse that elected officials face?"

Unknown contact said:

"Roads, housing and water/sewage. "

Unknown contact said:

"Small business retention and attraction.

Aging population

Vulnerable resident emergency plan. "

Unknown contact said:

"Housing and a cohesive vision for the green spaces and the look and feel of the town to encourage tourism. "

Unknown contact said:

"Weirdos complaining about conspiracy theories like 15 minute cities instead of engaging with the reality of town planning and management in good faith."

Unknown contact said:

"Road improvement and more police presence at night instead of being on call."

Unknown contact said:

"Jobs for immigrants "

Unknown contact said:

"No services ie healthcare taxi or public transit. High cost of living in a town with low paying jobs"

Unknown contact said:

"We need to increase economic growth. We need to give people a reason to move to St. Stephen to live here and to start businesses here. "

Unknown contact said:

"Homelessness and housing"

Unknown contact said:

"Government bureaucracy"

Unknown contact said:

"Downtown revitalization . With no motel hard to attract people to utilize the GCC. Needs more revenue from outside not just our tax dollars . "

Unknown contact said:

"Community division  
Aging infrastructure that have lacked proper repair or replacement due to budget  
"

Unknown contact said:

"I'd say growth, but we must succeed as sustainability first."

Unknown contact said:

"Roads and water and sewer upgrades "

Unknown contact said:

"Aging population "

Unknown contact said:

"The Rocks on the St Croix river will not hold During the next severe storm as larger rocks were swept down in St Andrews"

Unknown contact said:

"Crime and the lack of a plan of enforcement we can't utilize our local jails and there is nearly 0 action able to be taken due to the courts flooded."

Unknown contact said:

"Keeping young graduates and families in this area instead of them having to move away for jobs and better living."

Unknown contact said:

"Facelifts for downtown, make waterfront more interesting, fun, social "

Unknown contact said:

"Aging population, job situation to retain younger people"

Unknown contact said:

"Lack of ability, leadership and professionalism of this CEO (sadly enough).  
Increase in drug use/break ins/safety issues.  
Dirty, dingy front street that is non welcoming and unable to further develop.  
Aging population which needs more resources such as transportation,  
healthcare close to home, sidewalks where they can walk to stay mobile and active  
Cost of living- as this rises it is harder for people to make ends meet and having  
NO COMPETITION here in regards to supermarkets is not helpful. They can AND  
DO charge much more then what is collected in the bigger centres.  
No hotel accommodations which makes having any event here challenging.  
Infrastructure that has not been kept up over the years that will now take more  
money to fix!"

Unknown contact said:

"A council that thinks if they waste everyone's money they can keep coming  
back for more "

Unknown contact said:

"Declining appeal for business.

Failure of the rcmp to enforce laws other than tint and speeding tickets at a  
overwhelming expense for the services recieved"

Unknown contact said:

"Homelessness and drug abuse/mental illness. "

Unknown contact said:

"Housing"

Unknown contact said:

"Jeff Renaud and mass immigration "

Unknown contact said:

"Boy oh boy. We are going to have an issue if we can't figure out affordable  
housing and how to keep youth from getting involved with substance abuse. I  
am also worried about the toxic nature of social media and being able to keep  
good, educated people interested in being involved in local politics."

Unknown contact said:

"Effective leadership"

Unknown contact said:

"Having family physicians/access to health care "

Unknown contact said:

"Living up to the potential of the Worlds Oldest Basketball Court. They will come - but will have no place to sleep and nothing to do on our beautiful river after they tour the old court. "

Unknown contact said:

"Finding the resources to accomplish budget measures."

Unknown contact said:

"The need to take on new ideas and people to help grow the area and rectify previous incompetence (such as the land sale for the "hotel" on Budd Avenue). Catching up on historically under invested areas such as road and building structures. "

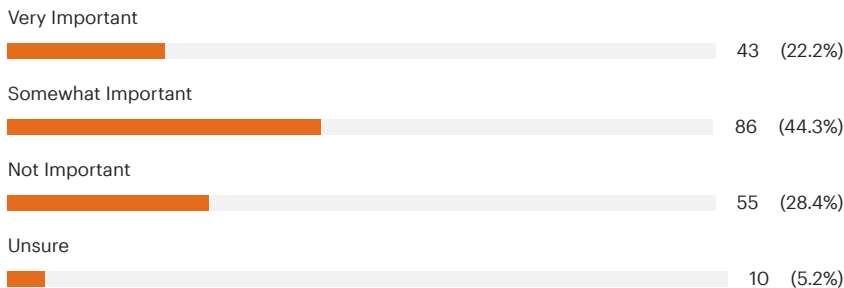
Unknown contact said:

"Homelessness and drug addiction."

Question 31 has 194 answers (Radio buttons)



## "How important is it to invest in climate change mitigation and adaptation? "



Question 32 has 196 answers (Radio buttons)



## "How should the municipality prioritize between long-term projects and immediate needs?"

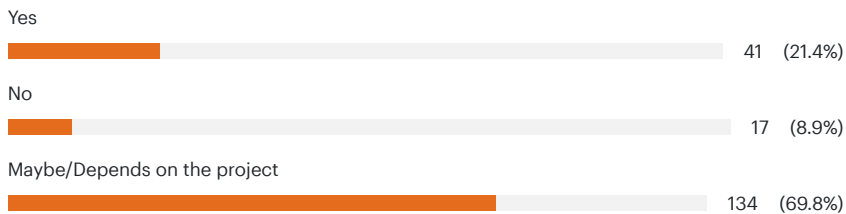




Question 33 has 192 answers (Radio buttons)



## "Would you support investment in technology upgrades if they improved efficiency but required upfront costs?"



Question 34 has 74 answers (Open text)

## "Do you have suggestions for ways the municipality could save money without reducing service quality?"

Unknown contact said:

"E.g. Don't build a greenhouse; instead support local businesses.  
Transfer some services (staffing) to the Regional Service Commission."

Unknown contact said:

"Until we know the numbers and the facts and figures, I can't make an educated guess. "

Unknown contact said:

"no"

Unknown contact said:

"Sell off or lease out unused or degraded lands/buildings."



Unknown contact said:

"Carefully consider \$ spent on private sector business/consultants to "study" feasibility of....one example: how many times was a consultant paid to assess the repurposing of the Border Arena only to have the municipality turn it into a giant storage dump! (we recall at least two or three)."

Unknown contact said:

"Avoid duplication of services."

Unknown contact said:

"Cut the government admin/government workers income."

Unknown contact said:

"Reduce services that are not used by everyone."

Unknown contact said:

"Collect monies outstanding monies owed for water etc"

Unknown contact said:

"Drop the spending on Drug Addicts"

Unknown contact said:

"Had to reduce service quality when it is poor. "

Unknown contact said:

"Identify and reduce waste and inefficiencies through regular audits. Explore partnerships or outsourcing to the private sector where appropriate. Gather user feedback on each service and establish performance targets to track results. Focus on achieving at least one measurable improvement per year without reducing service quality."

Unknown contact said:

"Charge for parking. Harmonize taxes between wards"

Unknown contact said:

"No. You can choose 2: good, cheap, fast, you can't have good and cheap fast enough for your budget process."

Unknown contact said:

"Sell surplus land, establish levels of service for municipal upkeep on public lands (ie maintenance and mowing), enforcement for industry not paying water bills"

Unknown contact said:

"Pool services with other local communities and utilize the regional service commission. Raise revenue without increasing administration"

Unknown contact said:

"Outside audit. "

Unknown contact said:

"No"

Unknown contact said:

"Do an rcmp audit. Cost versus how much time spent in st Stephen. I think you'll be surprised how much you're losing. "

Unknown contact said:

"Contract out services. le let gateway maintain public works"

Unknown contact said:

"Streamline Council Size / Meetings

Reducing councillor numbers could save \$80-100K/year.

Tighten meeting agendas to prevent less staff overtime.

LED streetlights or solar lights- small upfront costs with long term savings.

Shared Services with Neighbouring Communities

Fire training, animal control, by-law enforcement, HR, IT — share staff/resources with St. Andrews, St George, mcadam Fundy to reduce duplication, improves expertise, and lowers costs per municipality.

Expand Dial-a-Ride, volunteer ride-sharing, funding for taxi service establishment to cut down on ambulance misuse (saves the province money too, could leverage funding).

Sell unused municipal properties (buildings, surplus land) and reinvest proceeds into debt reduction or service improvements.

Develop an "adopt-a-street" program for cleanup → residents help keep roadsides clean, lowering public works hours.

Smaller-Scale Grants

Instead of cutting community grants, restructure them (require matching funds from applicants as an example).

Keeps groups active but stretches municipal dollars further.

Use Community Facilities Smarter

Share school gyms, church halls, and private venues instead of building new spaces."

Unknown contact said:

"More revenue coming into the GCC

and look at cost saving from within . It's a huge cost to tax payers . "

Unknown contact said:

"I do not"

Unknown contact said:

"I believe we are already not receiving the service quality that should be expected by a municipality by its residence so not sure how to answer this."

Unknown contact said:

"Review Salaries and efficiency. Recreation has too many hands in the pot with very little to offer from the town."

Unknown contact said:

"we shouldn't be building bigger town hall for community meetings that people don't go to when there are centers that could easily be used when a more important topic comes up."

Unknown contact said:

"We need to look at performance indicators. If not being met it may be cheaper, more efficient and easier to contract out!!

Again, salaries need to be reviewed and indicators of performance attached.

Volunteerism is alive and well in other communities and could be here but at this point with all that has transpired it needs a leadership with fresh faces, attitudes and ideas focussing on community engagement!! There is so much skill, talent, youthful energy in this community and they are just waiting for an opportunity but what they are NOT going to do is hit up against a different personality at the GCC that should welcome assistance with community participation and ideas and not be a barrier. Community volunteerism should feel easy, fun, energizing, rewarding at the end of the day (especially for those working full time jobs!) It should not be met with emails not returned, barriers of why it can't be done, justification of why it won't work, etc."

Unknown contact said:

"Do away with by law enforcement all together and when if an issue arrives which rarely ever happens have council mediate "

Unknown contact said:

"Look for inefficiencies and mitigate/ lessen them"

Unknown contact said:

"Do we truly need a high paid CEO "

Unknown contact said:

"I don't understand why some roads, such as Valley Park Lane, or Route 725, get a beautiful paving job and then the roads department goes and puts tar and gravel down over top of it. Waste of money, collects/creates massive amounts of dust and is hard on vehicles. "

Unknown contact said:

"The only way I can think is to see if you can engage volunteers (groups) to handle some services. That in itself is a challenge."

Unknown contact said:

"Not in a position to respond"

Unknown contact said:

"Training and management of people."

Unknown contact said:

"I'd need more information on current practices. "

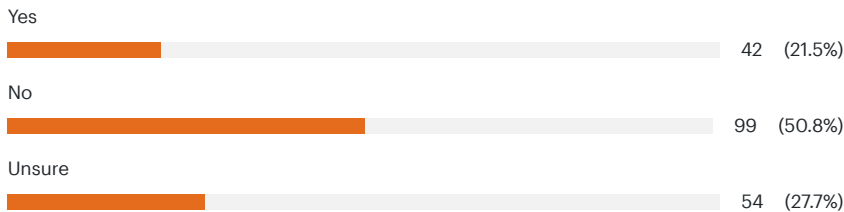
Unknown contact said:

"Hire affordable, local reps that are invested in the town. "

Question 35 has 195 answers (Radio buttons)



## "Do you believe services are equally accessible to all residents?"



Question 36 has 92 answers (Open text)

## "Are there specific groups or areas in the municipality that you feel need more targeted investment?"

Unknown contact said:

"Economic development and recreation. "

Unknown contact said:

"E.g. Milltown (I don't live there).

Without their own transportation, and with no taxi service or public transit available, many residents can't easily get to access MDSS services and facilities."

Unknown contact said:

"Clean water improvements and street maintenance "

Unknown contact said:

"no"

Unknown contact said:

"A town or city is first judged by its roads. Make sure they are all up to the same standard.

Investment to current small business, would be low interest loans, and some grants (see prov) to upgrade paint and make welcoming the town to visitors."

Unknown contact said:

"More investment in our community's aging as well as youth. One can tell quite a bit about a village by the way it honours its more senior members and its youth."

Unknown contact said:

"Develop a resource recovery centre for recycling. See Wingecarribee Shine Council - Resource Recovery Centre. Make \$ - Recycle - store/building materials. Residents and other local towns could pay to use it. Could be at Little Ridge. Build an RV / tourist park where the vacant block is. The existing concrete pad could be used for amenities block, managers residence, store rooms, etc. Could be leased / given to developer to be paid back over time - 100% or joint venture with town."

Unknown contact said:

"Business owners!

Small business owners! We need it. I know 6-8 local downtown small businesses that are looking to close/will close in the next year."

Unknown contact said:

"Seniors"

Unknown contact said:

"No"

Unknown contact said:

"N/A"

Unknown contact said:

"Making the town more wheelchair and handicap accessible. Sidewalks would be a good start."

Unknown contact said:

"AffordableHousing"

Unknown contact said:

"Everyone except Drug Addicts"

Unknown contact said:

"Youth initiatives"

Unknown contact said:

"Affordable housing "

Unknown contact said:

"Growth and to achieve that you need to clean it up in-house and in town!"

Unknown contact said:

"Targeted investments should focus on youth (clubs, wholesome entertainment), young families, and improving accessibility for seniors and disabled residents, including transportation."

Unknown contact said:

"The unhoused, the poor."

Unknown contact said:

"The disabled, the unhoused, immigrants "

Unknown contact said:

"Unhoused, immigrants "

Unknown contact said:

"Newcomer support, unsheltered population support, supportive services for low income families (make access to Garcelon on a sliding scale for low income families)"

Unknown contact said:

"Affordable housing and addictions treatment Center would go a long way to improving the MDSS. "

Unknown contact said:

"Police"

Unknown contact said:

"Middle class working people"

Unknown contact said:

"Seniors. "

Unknown contact said:

"Transportation is a key challenge for many residents. Improving roads and building bike lanes could significantly help with the transportation challenges.

The Old Basketball court will be a huge draw for tourism once it is completed. If the town can assist with investing in this museum, it will provide a substantial long-term payoff. Not only will this increase tourism, but it will increase awareness of our treasured community and all we have to offer. Increasing our exposure will lead to more economic development as people decide to move here and start businesses here."

Unknown contact said:

"Transporting and mobility services"

Unknown contact said:

"They need to more supportive of the few businesses we do have . It appears to be a lot of controversy "

Unknown contact said:

"I think this is an easy answer  
Those in marginalized groups ie: homeless, power income citizens including families, newcomers and seniors"

Unknown contact said:

"Youth engagement and a hotel"

Unknown contact said:

"Youth sports and facilities. Great rink. HORRIBLE field options and conditions, no basketball options or indoor sports"



Unknown contact said:

"medical staff."

Unknown contact said:

"not sure"

Unknown contact said:

"Youth"

Unknown contact said:

"Infrastructure and affordable accomodation "

Unknown contact said:

"Business people (and this is not me!) that are trying to provide services ... especially those family owned business people.

Elderly (again not me!) that need transportation and places to go and stay active.

Tourists and find nothing here other than the Giant Tiger and Pizza Delight/5 Kings to enjoy.

Private homeowners that have paid taxes, kept their properties up and invested in their community. They should NOT have their property value decreased and be faced with offensive, scary at times behaviour because one small group of people thought they "knew what was best" and was not transparent about their ideas. Then when this group of people reached out because they were afraid and discouraged at the loss of their own property value they were judged as being "bad" people. Not fair. Not community minded. Not sustainable. Has really worsened the spirit of this small community (and by the way I don't live near the shelter but am empathetic about what I see has just happened) We badly need some healing to happen in this community."

Unknown contact said:

"Roads"

Unknown contact said:

"If anything i believe the government should aim to provide benefit for all/ majority of citizens vs targeting specific groups."

Unknown contact said:

"I think there needs to be a focus on the youth population. These kids are the future of the town and province and it seems like many of them are being left behind from an enrichment perspective. Often the parents' fault I admit, but organized programs could really help, especially for poorer families. "

Unknown contact said:

"Low income "

Unknown contact said:

"Food bank, unsafe buildings "

Unknown contact said:

"There are definitely streets in town that are looking pretty derelict, though there seem to be many homeowners who are sprucing up. "

Unknown contact said:

"Improved roads and sidewalks.

Increased support of citizens support groups. "

Unknown contact said:

"Seniors"

Unknown contact said:

"Roads

Attracting professionals such as doctors, new businesses etc. "

Unknown contact said:

"Low income, single parent families, seniors. Affordable housing is hard to come by any more, and more families are depending on social assistance and food banks. "

Question 37 has 122 answers (Open text)

**"If you were responsible for the budget, what would be your top 3 priorities?"**

Unknown contact said:

"Reducing spending, no increase in taxes and utilizing current municipal properties "

Unknown contact said:

"Water and sewer infrastructure.

Encourage economic development.

Encourage affordable and below-market-rate housing development by developers and non-profit organizations."

Unknown contact said:

"Water improvements / Policing / Infrastructure "

Unknown contact said:

"Health care

grocery costs

streets and roads"

Unknown contact said:

"Safety

Roads

Culture and Education"

Unknown contact said:

"The 3 R's:

1. Roads

2. Recreation

3. Responsible allocation of funds"

Unknown contact said:

"Balance the budget.

Communicate results easy to understand to residents.

Reduce admin as much as possible"

Unknown contact said:

"Homeless problem - convert Border Arena - it would save \$ in the long run. All associated services could be there too.

Crime/drugs - more power to move people on anti-social behaviour - incl.

Neighbourhood works.

Recycling - will make \$ and help the planet."

Unknown contact said:

"1. increase in small business funding.

2. fix roads

3. crime and homelessness - get those addicted off the street and out of town!"

Unknown contact said:

"Roads, more land available for homes within town limits"

Unknown contact said:

"Reduce taxes, non essential services and administrative costs. "

Unknown contact said:

"Facelift down town, playground/splash park, affordable housing ( not Greg  
hoppers 1150.00 one bedroom)"

Unknown contact said:

"Town infrastructure roads, water sewers and economic development"

Unknown contact said:

"Water  
Sewer  
Streets"

Unknown contact said:

"Infrastructure, roads and sidewalks, sewers and water."

Unknown contact said:

"Bike lanes/active transportation, roads, affordable housing"

Unknown contact said:

"Affordable housing  
Access to mental health  
Bringing more businesses into Saint Stephen draw in more people"

Unknown contact said:

"Town police. Thats it. That would be my only priority. Residents do not feel  
safe... I personally will be moving within the next 3 years if things do not get  
better. "

Unknown contact said:

"Protection for All citizens, start PAVING - not filling, put cameras on every pole  
in town"

Unknown contact said:

"Infrastructure planning/investment  
Event Creation/Recreation and Sports tourism  
Implementation of Communication and Accountability measurement "

Unknown contact said:

"Economic development  
Infrastructure development  
Affordable housing "

Unknown contact said:

"Previously stated "

Unknown contact said:

"Focus on the municipal mandate ONLY  
Do not get into private sector work  
Reduce red tape and bureaucracy and implement incentives to make it easy for  
development to happen  
"

Unknown contact said:

"1. Assuring adequate affordable housing (including subsidized housing,  
transitional housing, supportive housing). These may be provincial matters but  
the municipality can put pressure on the province and provide its own services.  
2. Making sure the roads and sidewalks in St. Stephen are kept to a minimum  
standard for safety and car life. 3. Keeping a close eye on climate change."

Unknown contact said:

"Infrastructure development, housing development, active transportation "

Unknown contact said:

"Infrastructure development, housing development and improved  
management practices within the town government (better communication  
and transparency)"

Unknown contact said:

"Asset management  
Infrastructure for affordable housing  
Climate change adaptation "

Unknown contact said:

"An all in one housing/mental health/drug rehabilitation facility out of the  
downtown core, road infrastructure, affordable housing."

Unknown contact said:

"Infrastructure-maintenance, improvement, efficiency, and climate mitigation/adaptation  
Affordable housing  
Recreation"

Unknown contact said:

"Outside audit. Balance (new services replace less used outdated services to mitigate costs and upfront costs of modernization is mitigated by efficiencies not just tacked on to existing expenses), address the housing situation (for low income workers, rental demographics, unhoused and addiction treatment needs). "

Unknown contact said:

"Water  
Roads  
Community Revitalization "

Unknown contact said:

"Infrastructure, housing and green spaces "

Unknown contact said:

"Roads, police presence are the main 2 "

Unknown contact said:

"Road repair  
Job creation and attraction  
"

Unknown contact said:

"Property tax.reduction healthcare and policing service"

Unknown contact said:

"1. Improving roads and incorporating bike lanes into existing streets as routine road resurfacing occurs.  
2. Recruiting businesses and engaged citizens to move to St. Stephen by promoting our community's strengths/ future plans.  
3. Improving existing park and rec facilities. (Parks should be open year-round)."

Unknown contact said:

"Transportation, mental services, childcare"

Unknown contact said:

"Healthcare, and providing resources for such (for instance, St Andrews has provided space for a medical clinic in their civic centre)"

Unknown contact said:

"1. Fire protection and emergency services  
2. Transportation and mobility services  
3. Reduce property taxation to make owning homes affordable plus  
Increase housing supply, support local buyers with incentives (grants, tax breaks, waived permit fees) and push for broader change provincially/federally for foreign buyer tax, and vacancy tax. Reduces individuals from out of province buying local properties cheaper to leave vacant or resell at 2 or 3x the buying price make easy money while contributing to housing shortage/affordability "

Unknown contact said:

"Make sure our crumbling roads are top priority . Water system cared and maintained . Look for savings within and curb spending . "

Unknown contact said:

"Wellness, Revitalization, and I'm unsure"

Unknown contact said:

"Hotel  
Roads  
Housing"

Unknown contact said:

"Roads, water and sewer, recreation "

Unknown contact said:

"Water quality, road upkeep and attracting business"

Unknown contact said:

"Roads, sidewalks advertisement for the town for tourist such as St Andrews had this summer. When In Deer Island last week we spoke to a couple from Quebec that had not heard a lot about NB until last year now they are encouraging more of their friends to visit as this is their second year staying in St Andrews"

Unknown contact said:

"Roads, Water, Business Growth"

Unknown contact said:

"Infrastructure, accomodation, policing"

Unknown contact said:

"Roads  
Water/sewage infrastructure  
Recreation/Green space revitalization  
"

Unknown contact said:

"Roads less taxes and less taxes"

Unknown contact said:

"Roads, downtown revitalization and housing (incentives for builders/landlords to increase housing supply)"

Unknown contact said:

"Enhance the downtown core with the waterfront  
Sidewalks and road improvements  
Entice you working professional families "

Unknown contact said:

"1- Improving the water supply - both the quality and reliability of it.  
2- Improving the economic success of the municipality, whether by direct business improvements or increased tourism to draw more people here.  
3- providing enrichment opportunities for young people. Try to tackle the root causes that can make young people get into drugs or other bad activities. This would eventually improve the homeless/drug addicted population problem "

Unknown contact said:

"Housing, roads & accessible services "

Unknown contact said:

"Policing, road repair, new businesses"

Unknown contact said:

"I think the roads need to be upgraded in places. I am at a loss as many of the things expected of you may be provincial matters. Hospital, housing, addiction services etc."

Unknown contact said:

"Roads and sidewalks. times 3"



Unknown contact said:

"-Health care for families  
-sports and recreation facilities  
-fixing roads

"

Unknown contact said:

"-make sure essential services like public safety and infrastructure maintenance are funded.  
- focus on economic development to boost local businesses and employment.  
- invest in community well-being, like parks and social programs."

Unknown contact said:

"Roads, infrastructure and affordable housing"

Unknown contact said:

"Roads  
Affordable housing  
Recreation"

Unknown contact said:

"Affordable housing for all under a certain income, mental health and addiction intake facility, road and street repairs."

Question 38 has 68 answers (Open text)

## "Do you have any additional comments or concerns about municipal finances?"

Unknown contact said:

"Bring back Council Committees and increase citizen participation opportunities."

Unknown contact said:

"Too early to tell"

Unknown contact said:

"no"

Unknown contact said:

"keep it fair"

Unknown contact said:

"Just as a home owners must take care of both their property and structures on it, so too must those we entrust to take care of our municipality follow suit. Perhaps the CAO and Mayor should spend less time at conferences and more time on the roads of our municipality - both in ward 2 and 1/3 rural. potholes damage more than tie rod ends!"

Unknown contact said:

"Read all the comments online ie. the town people ARE NOT HAPPY. We all pay our taxes - mines over \$5,000 and I feel I don't get good value for that money. If staff would do their jobs properly, be proactive and really care about this community, not just their paycheck that would be great. This place could be AMAZING but it's deteriorating! Listen to the people - we are not happy! "

Unknown contact said:

"If things don't change - I will be closing my business in the next 6 months and either open it else where or leave! (leave NB). This survey was submitted in paper format. So to clarify, this person does not live in MDSS but has a business in Ward 1."

Unknown contact said:

"Good job so far"

Unknown contact said:

"No"

Unknown contact said:

"N/A"

Unknown contact said:

"I think I've said enough."

Unknown contact said:

"I feel you all have been irresponsible with the budget for many years now. Clean up your acts and earn those awesome raises you gave yourselves"

Unknown contact said:

"MDSS should have a 10 year financial/investment plan. We need vision on how we strengthen our community not letting it become a druggie tourist attraction "

Unknown contact said:

"Focus on municipal responsibilities, not international climate targets.  
Require detailed cost breakdowns for staff travel/conferences, showing MDSS vs. external contributions.  
Add clear, plain-language budget reports with corrected totals, page numbers, and a posted capital plan.  
Publish a simple sliding-scale chart showing taxpayers how each dollar of municipal spending affects their property taxes.  
Request comparative reporting from the RSC to ensure residents are receiving fair value.

"

Unknown contact said:

"Nope"

Unknown contact said:

"If we're "

Unknown contact said:

"Focus on positive efforts and stop wasting time on trolls, naysayers and NIMBY people. Feed the positive, starve the negative. Negative people don't build the community, even when they get their way, they just shift to the next gripe. "

Unknown contact said:

"No"

Unknown contact said:

"Don't raise taxes. We're over taxed"

Unknown contact said:

"Very disappointed I the state of the union seeing major decline in moral in local citizens. Infrastructure and healthcare"

Unknown contact said:

"Investing in infrastructure and strategies that will increase economic and social improvements in our community should be a focus."

Unknown contact said:

"I've said enough"

Unknown contact said:

"Priorities need to be addressed . No one paid attention for years now it's come to light it's met with resistance .

"

Unknown contact said:

"not at this moment"

Unknown contact said:

"A review of each department and actual needs would be good"

Unknown contact said:

"The town should not be carrying the costs of organizations for years to help a new one start maybe but if they can't operate and continue on thier own merits, community use the town shouldn't be spending tax money on that.

I don't know if it's a funding thing but we need crime addressed with police having the ability to remove/destroy drugs i don't remember the last time i heard of a crack down by police on dealers in town."

Unknown contact said:

"Where is the budget and expenditure made available for public review"

Unknown contact said:

"We need more bylaws to help move us forward as a community. This is what happens in other communities. Again, why this was not done by our CEO is beyond me but we do AND we need the by law officer to do the job of enforcement!

Again, I think this town is at a real tipping point and things are going to get much worse soon, at this point the priority is to not let it get to a point where we can't reverse the damage that has been done.

It may be time for some of the leaders that have tried hard, given of their time and efforts to know in their hearts they have done the best they could and let new eyes, new ideas and new people step forward. This is the circle of leadership and life!

The CEO role needs to be highly scrutinized! We need to move forward and we need to heal as a community. Not sure he has the capacity to provide this at this time. "

Unknown contact said:

"Long overdue time to tighten the belt on unbeneficial spending. "

Unknown contact said:

"Make some tough choices, and by that I mean raise taxes as appropriate to provide the necessary level of services to make this a thriving town. Too many people I'm sure will answer this survey to say they won't accept any increase to their property taxes, but that attitude is never going to really improve things."

Unknown contact said:

"For this survey to really make a significant impact, we need more information on each of the questions."

Unknown contact said:

"Possibly, when I learn more."

Unknown contact said:

"None"

Unknown contact said:

"Does the municipality have the red right people in the right jobs to get the work done effectively and efficiently. Are the staff a unit and have opportunity for development. Is there cross training so retirements and departures can be backfilled quickly. A well cared for staff with the right people doing their right job can reduce costs. Review programs to see where there are redundancies and streamline. Use technology to supplement and improve, not replace humans. "