

The Roadmap for Smart Growth

We are here



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1. INTRODUCTION & OVERVIEW

The City's economic future is filled with opportunity and purpose, and this *Roadmap for Smart Growth* (Roadmap) provides the platform to launch the City into a new phase of economic growth and development. Saint John has reached an important formative phase in its economic evolution, so the timing of the *Roadmap for Smart Growth* is important as the City finds itself at the intersection of serious financial challenges and unmatched economic opportunities.

The *Roadmap for Smart Growth* seeks to maximize the City of Saint John's ability to achieve population, employment and tax base growth through strategic and immediate actions.

The *Roadmap for Smart Growth* will achieve its ability to reach new levels of economic growth for Saint John by:

1. Aggressively facilitating the development and sale of key municipal-owned properties;
2. Further enticing the development community to pursue large-scale development projects;
3. Discouraging land owners of vacant and dangerous properties from continued inaction;
4. Dramatically improving the marketability of Saint John to visitors, investors, students, businesses and newcomers;
5. Introducing enhanced collaboration and strategic focus to the existing economic development governance structure; and
6. Focusing priority development in Saint John's urban core.

The City's Roadmap for Smart Growth is only as strong as the ability to measure success and demonstrate value to the City's taxpayers. In order to strengthen the City's ability to yield favorable economic development outcomes for its citizens, the City will methodically track agency and in-house efforts to deliver employment, population and tax base growth; secure year-end targets associated with these three outcomes; create a public dashboard to help communicate key outcomes; work with provincial and federal partners to improve labour market information for forecasting; publish an annual State of the Saint John Economy report; undertake a fair taxation analysis related to property and infrastructure; and provide regular updates to the Growth Committee on key growth targets and indicators.

The City of Saint John currently lacks coordination, integration and alignment with its externally-focused marketing and branding. This presents a unique opportunity to synchronize and refresh the City's brand and marketing concepts to maximize the City's ability to reach new target audiences in its economic development efforts. Highlighting the City's unique benefits and opportunities should be a key driver for the entire economic development landscape.

The City's Roadmap for Smart Growth must be upheld by a governance structure that enables it to deliver upon desired growth-related outcomes, and as such, there are some important changes needed in the existing structure. The City will be introducing enhanced collaboration and strategic focus to the existing economic development structure to ensure alignment and focus and to maximize opportunities, including the need for population growth support, strategic real-estate support and economic analysis.

The purpose of the *Roadmap for Smart Growth* is to outline the vision and direction for economic development in the City of Saint John. While the Roadmap outlines many strategies and activities to be undertaken in the immediate and near-term, there will be further, detailed planning conducted by the individual economic development agencies that will: rely on the historical expertise and knowledge housed within the agencies; align with the Roadmap direction; and work toward achieving the goals, objectives and targets detailed in the Roadmap.

The *Roadmap for Smart Growth* places greater ownership with Common Council to define the desired community outcomes as it relates to its investment in economic development and alignment with the vision established by PlanSJ and Council Priorities 2016-2020.

The Roadmap for Smart Growth was approved by Saint John Common Council March 27, 2017.

2. THE CONTEXT: DELIVERING GROWTH

The City's economic future is filled with opportunity and purpose, and this *Roadmap for Smart Growth* provides the platform to launch the City into a new phase of economic growth and development. Saint John has reached an important formative phase in its economic evolution, so the timing of the *Roadmap for Smart Growth* is important, as the City finds itself at the intersection of financial challenges and unmatched economic opportunities.

In late 2016, the City of Saint John reported on the *State of the Saint John Economy*, which sought to give a snapshot of Saint John's current social and economic performance on a variety of short- and long-term indicators. The outcome of the report was a humbling reminder to Saint John that it faces significant economic challenges. Recognizing these challenges, the Saint John community has rallied around the need for *growth* and the need to deliver targeted outcomes that result in a better *quality of life* for current and future residents—at a time when collaboration among regional, provincial and federal counterparts is stronger than ever.

The *Growth Committee* (Committee) was formed in July 2016 to take stock of the opportunities and challenges related to growth. The goal of creating a *Roadmap for Smart Growth* by early 2017 spurred the Committee into an aggressive meeting schedule, where members heard from staff, economic development partners, community groups, and developers.

Prior to the formation of the Growth Committee, Common Council commissioned the Task Force on Economic Development (TFED) and eventually adopted the final report's recommendations in early 2016. This report was the 10th report, review or analysis on the Saint John's economic development landscape (all of the people, groups, and agencies involved in economic development activities in Saint John) in as many years, and included recommendations in a variety of areas: cost-savings, shared marketing and greater clarity on roles and responsibilities.

In January 2017, the Growth Committee and Common Council upheld the principles, action themes, development sequencing and key components associated with the City of Saint John's development of the *Roadmap for Smart Growth*, which will deliver upon key growth components.

The purpose of the *Roadmap for Smart Growth* is to outline the vision and direction for economic development in the City of Saint John. While the *Roadmap* outlines many strategies and activities to be undertaken in the immediate and near-term, there will be further, detailed planning conducted by the individual economic development agencies that will: rely on the historical expertise and knowledge housed within the agencies; align with the *Roadmap* direction; and work toward achieving the goals, objectives and targets detailed in the *Roadmap*.

Since September 2016, the Growth Committee has:

- Met **10** times
- Participated in over **60** hours of effort towards the Committee
- Met with **16** local and regional developers
- Held a forum seeking feedback from over **20** social and economic development partners
- Received **7** briefings on growth-related City initiatives
- Received direct feedback from all **4** City-funded economic development agencies
- Received input from **7** external experts

3. OVERARCHING ROADMAP FOR SMART GROWTH VISION

Before we look to the vision of the Roadmap, it is important to acknowledge the long-term vision established by the City’s municipal plan – *PlanSJ*. The municipal plan sets-out a vision for what the Saint John community will look like in 25 years, including:

Saint Johners will aspire to be a more urban focused City by transforming key neighbourhoods through new investment, population and growth.

By enriching these urban neighbourhoods as more complete and healthy communities, the City will see renewal of the urban core and primary development areas and enhanced quality of life for all citizens. By “growing up and not out”, the City will be more compact with mixed-use communities at densities that allow people to live, work, learn and play in their neighbourhoods.

With a more compact development pattern, Saint Johners will enjoy greater opportunity for transit, walking, cycling and other active forms of transportation that help to minimize carbon output and reduce dependence on private automobiles.

Saint Johners will enjoy access to higher quality and greater variety in housing options that are inclusive for all people and with improved access to amenities and transit particularly in the core areas of the City, which will make living in any of the City’s neighbourhoods accessible to everyone.

Saint John will achieve economic prosperity, by focusing on smart growth to enable diverse places to work in more compact, well-located and better designed employment and retail clusters, including in the Uptown core and the Tucker Park campus, while supporting traditional industries to thrive.

The City will be a leader in sustainability, protecting and identifying strategic improvements to cherished green spaces, natural assets and key recreational facilities. Citizens will enjoy greater quality of natural, recreational and cultural amenities, and new and expanded connections to public waterfront areas, parks and open spaces, trails, beaches, boardwalks and cycling routes by focusing on enhancing key public views to the water.

In addition, Saint John Common Council adopted its key priorities in 2016, which highlights the centrality of growth:

“Through good governance and with support from the community, our focus is on growing Saint John. By being fiscally responsible, the City delivers services that contribute to a vibrant, attractive and prosperous City.”

In response to the vision of PlanSJ as well as Council Priorities 2016-2020, the *Roadmap for Smart Growth* has been founded upon the principles of prosperity, performance, participation and purpose. These will be the primary drivers of any strategy or action proposed within the *Roadmap for Smart Growth*.

PROSPERITY

The ultimate beneficiaries of our economic development investment and efforts are the current and future residents of Saint John. Saint John residents allow their municipal government to make economic development investments on their behalf with the expectation that the municipal government can illustrate and experience tangible growth. This growth brings citizens improved municipal services, which in turn, further improves our community's value proposition, confidence in our economy and improved quality of life.

PERFORMANCE

The City is best served to create an economic development structure that remains flexible and adaptable to the evolving nature of economic development and corresponding opportunities.

The need for change in the economic development landscape must be balanced with a long-term economic strategy, which clearly identifies expectations and delivers pre-established community outcomes (employment, population and tax-base growth).

PARTICIPATION

While this *Roadmap for Smart Growth* will introduce important changes to the City's economic development landscape, the City must position itself to encourage the ongoing engagement and commitment of the countless volunteers, funders, partners and experts currently involved in Saint John's economic development efforts. In addition, the City must position itself to continuously invite and encourage new volunteers, funders, partners and experts into the Saint John economic development landscape.

PURPOSE

This *Roadmap for Smart Growth* places greater ownership with Common Council to define the desired community outcomes as it relates to its investment in economic development. The outcomes must uphold the vision established by PlanSJ as well as Council Priorities 2016-2020. Common Council will generate a more strategic direction and success through a methodical focus on employment, population and tax-base growth that will be central deliverables of a long-term economic strategy, as well as annual mandate letters to the economic development agencies.

What is Smart Growth?

Smart growth is development that supports economic growth, strong communities and environmental health. In turn, this form of growth enhances the quality of life in communities, and makes these communities economically competitive, creates business opportunities and strengthens the local tax base.

4. DRIVING OUTCOMES: STRATEGIC PILLARS & ACTIONS

In order to achieve the vision of PlanSJ and deliver Common Council's Priorities 2016-2020, the City must deliver on key economic growth outcomes. As such, the success of the City's *Roadmap for Smart Growth* will be measured entirely by the City's ability to generate growth. More specifically, the City will deliver growth outcomes in three key pillars: population, employment and tax base. This *Roadmap for Smart Growth* is intentionally designed around delivering growth outcomes in these areas—outcomes that will serve to define City investment, economic development governance structure, and any action plans.

The biggest change to Saint John's economic development landscape as a result of this Roadmap for Smart Growth will not be associated with plans, positions, process or public investment; rather it will be the overarching shift of the entire economic development landscape towards common outcomes and persistence towards achieving new levels of tax base, population and employment growth.



The *Roadmap for Smart Growth* will reach new levels of economic growth for Saint John by:

1. Aggressively facilitating the development and sale of key municipal-owned properties;
2. Further enticing the development community to pursue large-scale development projects;
3. Discouraging land owners of vacant and dangerous properties from continued inaction;
4. Dramatically improving the marketability of Saint John to visitors, investors, students, business and newcomers;
5. Introducing enhanced collaboration and strategic focus to the existing economic development governance structure; and
6. Focusing priority development in Saint John's urban core.

The City of Saint John's strategy to deliver upon population, employment and tax-base growth is outlined in **Figure 1.** below. It directly aligns specific actions with the specific pillar (population, employment and tax base) in which they will contribute to growth.

Figure 1. Roadmap for Smart Growth: Economic Development Action List

#	Action	Lead ⁺	Timeline
 TARGET PROCESS IMPROVEMENTS			
1.	Launch of Roadmap for Smart Growth	CSJ	March 2017
2.	Approve and release mandate letters to agencies and partners	CSJ	April 2017
3.	Enhance capacity around strategic land development, which will include an alignment exercise to enhance the City's real estate practices	CSJ	April 2017
4.	Enhance the City's capacity around population growth	CSJ	June 2017
5.	Enhance the City's capacity around financial analysis and business case development	CSJ	June 2017
6.	Create a unified City marketing brand and clearly illustrate Saint John's competitive advantage	CSJ, Partners	July 2017
7.	Develop strategic marketing communication plan to leverage new marketing brand profile to be used in development, marketing and communications	CSJ, Partners	July 2017
8.	Undertake a fair taxation analysis and implement key recommendations within its control, in order to support the City's ongoing effort to receive fair and just revenue associated with the existing property and infrastructure within our municipal boundaries	CSJ	September 2017
9.	Transfer of existing Local Immigration Partnership	HDC to CSJ	2018
10.	Development of a 10-year economic plan for the City of Saint John	CSJ, Partners	2018
 TARGET POPULATION GROWTH			
11.	Work with the Atlantic Immigration Pilot Program to match immigrants with existing labour market shortages	CSJ, HDC	2017
12.	Provide detailed targets for 2017 end-of-year population growth projections and present corresponding actions	HDC	July 2017
13.	Implement initial marketing campaign to welcome newcomers to Saint John	CSJ	October 2017
14.	Release of Saint John's Immigration Strategy	HDC	November 2017
15.	Release of City's population growth strategy to recruit and retain new residents to Saint John from neighbouring communities, New Brunswick, Atlantic Canada and the rest of Canada	CSJ	November 2017
16.	Development of a 10-year economic plan for the City of Saint John	CSJ, HDC	November 2017



TARGET

EMPLOYMENT GROWTH

17.	Update existing work plan in order to align with Roadmap for Smart Growth	ESJ	April 2017
18.	Provide detailed targets for 2017 end-of-year employment growth projections and present corresponding action plan	ESJ	July 2017
19.	Presentation of investment readiness strategy	ESJ	July 2017
20.	Integrate additional action items from Enterprise Saint John into Roadmap for Smart Growth	ESJ	July 2017
21.	Deliver report on and strategy to respond to existing gaps within Saint John's labour market	ESJ, ONB	September 2017
22.	The City's National Energy Board Working Group re-engages in the National Energy Board's Energy East Hearing process and works with TransCanada to more fully define the project's future local economic impacts	CSJ	2017
23.	Ongoing implementation of Urban Development Incentive Program Pilot Program	CSJ	2017-2018 (pilot)



TARGET

TAX-BASE GROWTH

24.	Advance City's interest with the Government of New Brunswick on compliance and enforcement tools as well as a vacant building registry	CSJ	March 2017
25.	Become the first City in Atlantic Canada to accept development proposals for 6-story wood frame construction and launch a request for proposals for the Canterbury and Princess site as a demonstration project	CSJ	March 2017
26.	Launch of Neighborhood Plan for Central Peninsula	CSJ	May 2017
27.	An executed purchase of sale agreement for the Jelly Bean properties	CSJ	May 2017
28.	Launch of Large-Scale Project Support Program that will provide support to developers for a streamlined municipal approvals process	CSJ	May 2017
29.	Introduce new Building Permit Mapping Tool, which will offer a new live tracking tool for investors and developers seeking to pursue opportunities in Saint John	CSJ	May 2017
30.	Review and pursue Sandy Point Road municipal property development opportunities	CSJ	June 2017
31.	An executed purchase of sale agreement for the former Synagogue property	CSJ	June 2017
32.	The City of Saint John to finalize its plans as it relates to the location of City Hall for its employees	CSJ	June 2017
33.	Align the City's real estate practices in order to maximize the City's ability to generate additional tax-base revenue	CSJ	July 2017
34.	Provide detailed targets for 2017 end-of-year tax-base growth projections and present corresponding action plan	CSJ	July 2017
35.	Additional action items from City's Strategic Land Management Team to be integrated into Roadmap for Smart Growth	CSJ	July 2017
36.	Continue local and external developer consultation to re-generate inventory of opportunities	CSJ	September 2017
37.	Develop marketing and awareness campaign to support strategic tax-base development	CSJ	September 2017
38.	Review and pursue Tucker Park (municipal-owned land) development opportunities	CSJ	November 2017

39.	Review and pursue former Lantic Sugar site development opportunity	CSJ	December 2017
40.	Deliver development strategy for 10 high-profile municipal properties	CSJ	December 2017
41.	Close 85 cases under the Dangerous and Vacant Building Program (includes City demolitions, owner-initiated demolitions, repairs and reoccupy)	CSJ	December 2017
42.	Recommendation to Common Council on water rate analysis on vacant lots	CSJ	December 2017
43.	Adoption of recommendations from Neighborhood Plan for Central Peninsula	CSJ	2018
44.	Submit recommendations to Common Council on Vacant Building Fee-for-Service program	CSJ	2018
45.	Implementation of a piped industrial raw water service for east Saint John, in order to support and attract large industry demands	CSJ	2018

* City of Saint John (CSJ), Enterprise Saint John (ESJ), Human Development Council (HDC), Economic Development Partners (Partners), Opportunities New Brunswick (ONB)

5. FORECASTING AND REPORTING

The City's *Roadmap for Smart Growth* is only as strong as the ability to measure success and demonstrate value to the City's taxpayers. The City of Saint John, along with its economic development agencies, must become experts in the development of population, employment and tax base growth, and quickly react to strategies yielding favorable returns. The economic development landscape in Saint John must acknowledge that the pursuit of economic growth is an iterative process, and some tactics will work better than others. The City of Saint John must create a culture of honest and evidence-based reporting, which seeks to enable clear return on investment and value-for-money.

In order to strengthen the City's ability to yield favorable economic development outcomes for its citizens, the City will take the following actions:

1. Methodically track agency and in-house efforts to develop employment, population and tax-base growth.
2. All city-funded economic development agencies will be required to establish their 2017 year-end targets associated to employment, population and tax base on a go forward basis.
3. City of Saint John along with its economic development partners will '*dashboard*' key economic development outcomes, in order to provide taxpayers with an ongoing progress towards growth-related outcomes.
4. Work with regional, provincial and federal partners in order to improve the quality of labour market information, in order to more effectively forecast and plan for growth.
5. City of Saint John to publish an annual *State of the Saint John Economy* report to highlight the progress towards growth-related outcomes.
6. The City will undertake a fair taxation analysis and will implement key recommendations within its control, in order to support the City's ongoing effort to receive fair and just revenue associated with the existing property and infrastructure within our municipal boundaries and to encourage growth.
7. Regular updating to the Growth Committee on a variety of growth-related indicators, including, but not limited to: strategic land development, lead generation tracking, building permit activity, pursuit of new corporate revenue generation opportunities, external funding partnership.

6. MARKETING, BRANDING AND COMMUNICATIONS

The City of Saint John currently lacks coordination, integration and alignment with its externally-focused marketing and branding. This presents a unique opportunity to synchronize and refresh the City's brand and marketing concepts to maximize its ability to reach new target audiences in its economic development efforts. Highlighting the City's unique benefits and opportunities should be the key driver for the entire economic development landscape.

The City will develop a more strategic and aligned economic development brand and marketing outreach program by:

1. Developing an overarching community Value Proposition which will be weaved into all brand and marketing activities for City-funded agencies and other economic development partners.
 - a. Development should zero-in on how Saint John is best-positioned to set itself apart and effectively market itself to generate growth in tax base, population and employment.
 - b. Development will focus-in on what makes Saint John unique and attractive to new business, investment, residents and visitors, and the perceived values and needs of these groups.
 - c. Future image of Saint John will be developed and defined as a result of the successful implementation of the *Roadmap for Smart Growth* and the long-term economic strategy.
 - d. For further information about Value Proposition purpose and development, see Supplemental Section B. Marketing Brand Profile Development.
2. Leverage marketing and communications efforts between agencies, in order to prevent unnecessary duplications and encourage the sharing of resources, materials and efforts.
3. Ensure that the City's value proposition is effectively marketed to key audiences currently receiving little or no attention from the City's existing efforts, including:
 - a. Marketing to potential residents to Saint John from surrounding communities, New Brunswick, Atlantic Canada and the rest of Canada;
 - b. Strategic immigration attraction/retention;
 - c. Marketing strategic municipally-owned land; and
 - d. Extending existing tourism-focused marketing to encourage working, studying, living and investing in Saint John.

7. GOVERNANCE

The City's *Roadmap for Smart Growth* must be upheld by a governance structure that enables it to deliver upon desired growth-related outcomes, and as such, there are some important changes needed in the existing Saint John economic development governance structure.

The City will introduce the following changes to the existing economic development structure:

1. **One Vision. One Strategy. One Voice** – The City will develop a 10-year economic strategy focused on the delivery of population, employment and tax-base growth. This long-term strategy will establish the new all-encompassing strategy to align all the existing economic development efforts and equip the City to establish and achieve targets.

This long-term strategy will clearly articulate a set of ideas that come together to represent what the community will have achieved within 10 years. The vision itself will be developed collectively, so as to ensure it reflects the perspectives of all key stakeholders and a consensus on what the ideal future state of the economy looks like.

Outcomes will include:

- a. Offer 10-year strategic objectives, with a five year tactical strategy;
 - b. Strategy must align with the objectives of PlanSJ and Council 2016-2020 priorities;
 - c. Strategy will include periodic reporting sequencing with the Growth Committee in order to ensure progress and fulfillment of targets; and
 - d. See additional information below in Supplementary Sections G. Proposed Economic Strategy Scope and H. Excerpts from PlanSJ Economic Chapter.
2. Common Council to adopt and share mandate letters with recipients of annual City investments for economic development in order to clarify expectations and alignment with 10-year economic strategy, Council Priorities and PlanSJ. The City will work with Saint John Waterfront Development, Saint John Industrial Parks, Enterprise Saint John and Human Development Council to finalize mandate letters and report back to Common Council in late April 2017 with recommendations.
 3. The Growth Committee will be tasked with ensuring ongoing implementation, evolution and reporting for the *Roadmap for Smart Growth* and long-term economic strategy, which are living documents and expected to evolve. The Growth Committee will report periodically to Common Council on progress or necessary changes needed to maximize the City's ability to achieve desired growth-related outcomes.
 4. The coordination of growth within the corporate structure of the City of Saint John is currently within the scope of the Growth and Community Development Service Area, and this team will be tasked with the initial roll-out of the Roadmap. All City employees will be tasked with the delivery of the *Roadmap for Smart Growth* as well as the ongoing coordination with city-funded economic development agencies, including additional focus (which will be comprised primarily of existing staff

resources):

- a. Financial analysis and business case development (See Supplemental Section C. Financial and Economic Analysis Capacity).
 - b. House the new function of Population Growth (See Supplemental Section D. Population Growth Function)
 - c. Support population growth and work with HDC in the finalization of the Local Immigration Partnership process, which will define the optimal population growth support and structure tailored to Saint John.
 - d. Be responsible for the annual coordination of the *State of the Saint John Economy Report*.
 - e. Be tasked with the ongoing support towards the Growth Committee.
 - f. Enhance capacity around strategic land development, which will include an alignment exercise to enhance the City's real estate practices:
 - i. Ongoing alignment between key partners in the development of municipally-owned land in Saint John, comprised of representatives from: Saint John Industrial Parks, City Manager's Office, Growth and Community Development Services, Finance and Administrative Services, Saint John Waterfront Development, Saint John's Real Estate Division.
 - ii. Outcome of alignment exercise will be presented to the Growth Committee in July 2017 (See Supplemental Section E. City of Saint John Real Estate Alignment).
5. Ongoing communication and collaboration to align the efforts of key economic development assets with the City's long-term economic strategy, including, but not limited to: Harbour Station, Saint John Trade and Convention Centre, City Market, UNB Saint John, Saint John Airport, Saint John Port.
 6. Ongoing effort is needed to align the City's economic development work with those of surrounding communities, and vice versa. Continued effort should be placed on identifying areas of mutually-beneficial economic development partnership opportunities.

8. BUDGET

A. TENTATIVE GROWTH COMMITTEE INVESTMENT

The budget below is a preliminary overview of how the Growth Reserve may be used for the 2017 year, but each item will require the recommendation of the Growth Committee as well as the approval of Common Council in order to proceed. It's important to note that The City of Saint John's investment in economic development will not decrease from its 2016 investment, in fact, the City has included an additional \$450,000 earmarked for growth for the 2017 fiscal year. Additionally, outside of the new population growth role within the City of Saint John, it is anticipated that no other net new positions will be added to the City's existing employment establishment as a result of the Roadmap.

* Potential for leveraging funding from agency, private sector and economic development partners to support this initiative.

Outcomes	Focus/Recipient	2017
Improve the fairness of taxation assessment in Saint John	Fair Taxation Analysis	\$25,000
Increase the City of Saint John's population	Development of immigration strategy - HDC	\$30,000
Delivery of strategic population growth strategy for the City of Saint John	Introduction of Population Growth Function for the City of Saint John	\$50,000
Improve marketability of Saint John and generate increase economic development interest and investment in the City	Development of Marketing Brand Profile and value proposition for Saint John – to be led by City of Saint John	\$40,000*
Uphold the public safety, liveability and likelihood of reinvestment in Saint John's urban core by enticing development and removing barriers to growth	Real estate alignment exercise - City of Saint John	\$90,000
	A Growth Committee General Fund is being proposed in order to finance various facets of the 2017 Roadmap for Smart Growth roll-out, including additional support to the urban development incentive program, pursuit of the high-impact private sector opportunities, support towards the Vacant and Dangerous Building Program and/or the pursuit of development on municipally-owned properties	\$215,000
	Total:	\$450,000

B. ECONOMIC DEVELOPMENT AGENCIES

Investment	Jan. 1 st to June 30 th , 2017	July 1 st to Dec. 31 st , 2017	2018
Enterprise Saint John	\$237,500	\$237,500	TBD
Saint John Waterfront Development	\$135,000	A total of \$270,000 to be invested in in SJIP and SJWD or otherwise defined by alignment exercise recommendations	
Saint John Industrial Parks	\$135,000		
Discover Saint John		\$1,033,495	\$1,033,495
City's Growth Team		TBD	TBD
Total:		\$2,048,495	TBD

9. TIMELINE

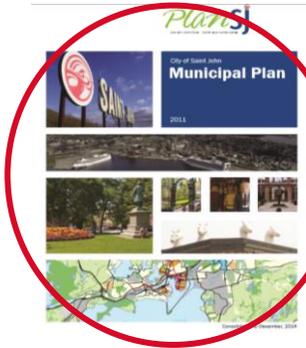
2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2018
Development Incentive Program													
Launch of Roadmap for Growth													
Mandate Letters (including HDC)													
Neighbourhood Plan													
Value proposition profiling exercise													
Real estate alignment exercise													
Allocation of the City's remaining economic development investment													
Establishment of initial agency (including HDC) year-end targets													
Agency Reporting to Growth Committee													
Release of Saint John's Immigration Strategy													
Agency (including HDC) year-end reporting to Growth Committee													
Long Term Economic Plan													
State of SJ Economy Report													

SUPPLEMENTAL DOCUMENTATION

- A. Other Measurements**
- B. Marketing Brand Profile Development**
- C. Financial and Economic Analysis Capacity**
- D. Population Growth Function**
- E. City of Saint John Real Estate Alignment**
- F. Target Audiences, Roles & Responsibilities**
- G. Proposed 10-year Economic Strategy Scope**
- H. Excerpts from PlanSJ Economic Chapter**
- I. Target for the Dangerous and Vacant Building Program for 2017: 85 Resolved Cases**
- J. Key Findings from Information Gathering Phase of Growth Committee**

A. OTHER MEASUREMENTS

Economic Property Metrics from PlanSJ



- Total employment by sector
- Construction of commercial and industrial floor space within the Primary Development Area and in each Employment Area
- The commercial and industrial vacancy rates
- The number of visitors to the City and their estimated contributions to the local economy

Metrics for Growth and Prosperity: Council Priorities 2016-2020



- Building permit values (Primary Development Area and city)
- Change in tax-base assessment within the city
- Return on investment from development incentives
- Change in population
- Change in number of new businesses in the city

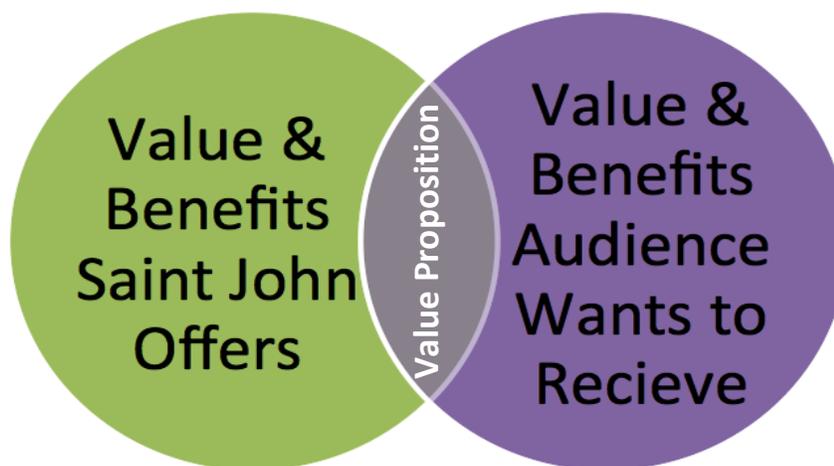
B. MARKETING BRAND PROFILE DEVELOPMENT

The City of Saint John currently lacks coordination, integration and alignment with its externally-focused marketing brand profile. This presents a unique opportunity to synchronize and renew the City's external-facing marketing brand concepts to maximize its ability to reach new *target audiences for growth* ('audiences') in its economic development efforts and to align more closely with PlanSJ and Council Priorities 2016-2020.

Target growth audiences (see Supplemental Section F. Target Audiences, Roles & Responsibilities) include, but are not limited to: existing, new and potential residents, homeowners, immigrants, students, tourists, businesses and others high-potential targets from within the City of Saint John and surrounding communities, New Brunswick, Canada and Internationally.

Establishing a compelling differentiated marketing brand profile by determining the '*value proposition statement*' for the City of Saint John's economic growth and development activities will serve to provide a competitive advantage to the City. An effective *value proposition statement* identifies clear, measureable and demonstrable (tangible and intangible) benefits the City offers and should position the City as a better alternative to others in the market.

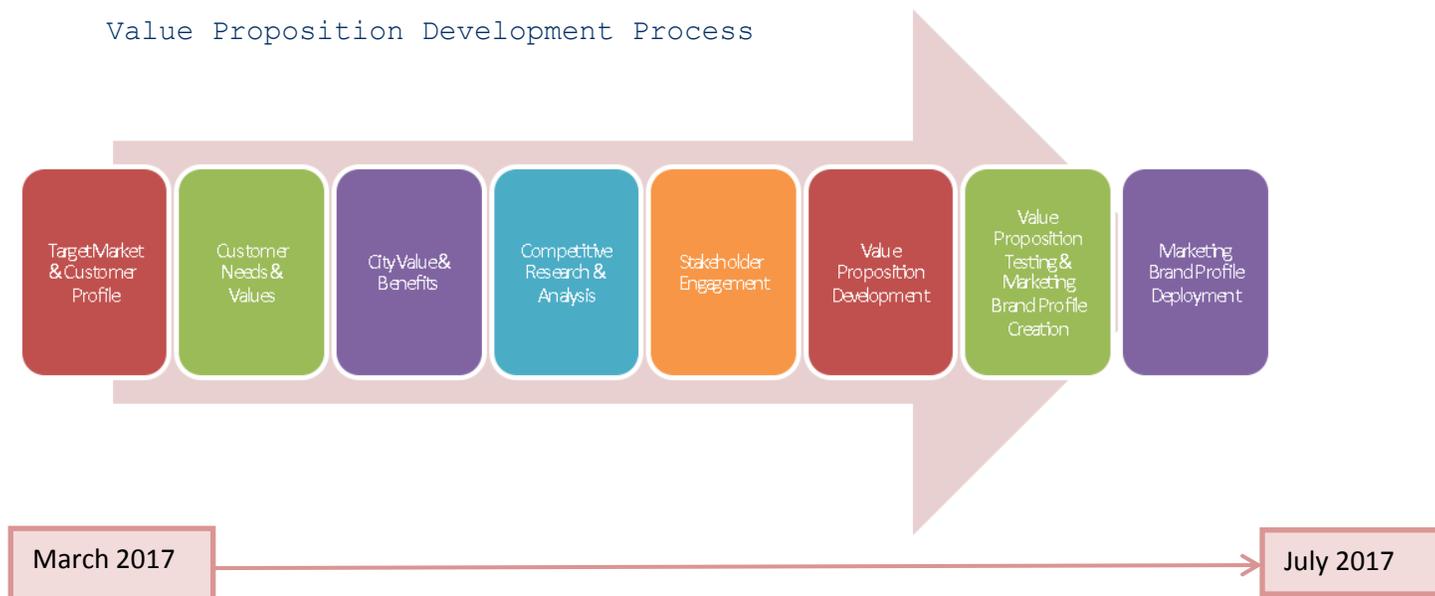
The *value proposition statement* for a marketing brand is driven primarily by how the audience perceives the value or benefits that will be delivered, experienced or acquired from the City (what the audience wants to receive) and how the City responds to these needs with its unique selling points (what makes the city exceptional compared to others). It is the intersection of these two value segments where the Value Proposition takes shape.



The *value proposition* defines: what the City is, who is the target growth audience(s), what value the City provides, and how the City is different from competitors. Understanding the City's true *value proposition* will provide clear direction, create greater focus, improve audience understanding and engagement, provide clarity of value, increase brand recognition and marketing effectiveness, and align with and amplify the City's unique Quality of Life offering. As the cornerstone for building brand equity and recognition, the *value proposition* determines the marketing brand profile and drives all marketing and communications initiatives for economic development and growth ensure creation and delivery of a cohesive identity and messaging to target growth audiences—*One Vision. One Strategy. One Voice.*

Creating a compelling marketing brand profile through a strategic *value proposition* exercise for the City of Saint John will require strategic research and analysis of many factors including: marketing mix (product, price, place, promotion, people, process, and physical evidence), value experience and delivery, offerings, benefits, alternatives and differentiation, route to market, and influencers. This includes using existing historical data, trend analysis, needs assessments, competitive analysis, as well as local and external stakeholder input and feedback from the community, businesses, and economic development agencies, partners and experts.

Value Proposition Development Process



Committed to optimizing value proposition development efforts, the City would engage the support of an external resource to facilitate the value proposition development and stakeholder engagement program.

C. FINANCIAL AND ECONOMIC ANALYSIS CAPACITY

This a review of key capacity needed in the area of financial and economic analysis as well as business case development that will be introduced to the City of Saint John, recognizing that outside of the new population growth role within the City, it is anticipated that no other net new positions will be added to the City's existing employment establishment as a result of the Roadmap.

RESPONSIBILITIES

Research and Reporting

- Support City of Saint John's long-term financial planning program.
- Generating clear economic forecasting for the City of Saint John's annual budget planning process.
- Creation of annual *State of the Saint John Economy Report* detailing primary economic indicators for the region.
- Monitor growth indicators within the City's municipal plan, PlanSJ, and recommend new datasets to enhance monitoring of local development.
- Develop data sources in support of the delivery of the City's Revenue Generation Program.

Liaison

- Closely collaborate between City's Growth and Community Development Services and the City's Economic Development Agencies in sharing and developing datasets.
- Develop internal tools and processes to enhance the use and analysis of market data for City of Saint John decision-making.
- Liaise with developers and local real estate to gather information on properties.

Land Development and Project Management

- Champion large economic development projects with external partners.
- Perform evaluation of large scale residential, commercial and industrial projects, in order to generate reliable and justified financial outcomes for the community.
- Update the City of Saint John's baseline benchmark assumptions to value tax-base growth from proposed developments through the City's building permitting process.

D. POPULATION GROWTH FUNCTION

The Population Growth Function will play a leadership role in developing, executing and evaluating a population growth strategy for the City of Saint John with the ultimate objective to generate increase population growth in Saint John. The focus of the role will include coordination of recruitment and retention of key target audiences, including international immigration, new residents from the region, New Brunswick, Atlantic Canada and other provinces across Canada.

RESPONSIBILITIES

Strategic Development

- Develop action plans to attract and retain key target population growth audiences.
- Utilizing the vision and goals established by Council Priorities 2016-2020, PlanSJ, the 10-year economic strategy as well as the value proposition profiling exercise, identify a key profile of newcomers to Saint John that are most prone to succeed.
- Ensure that the delivery of a population growth strategy is supported by needed settlement services for new residents to Saint John.
- Maximize the City's ability attract newcomers to the community through the Atlantic Immigration Pilot and the Population Growth Division, Government of New Brunswick.

Administrative and Community Coordination

- Act as the City's primary point of contact for the Local Immigration Partnership exercise, and coordinate the integration of the exercise into the City of Saint John's administrative units.
- Coordinate the development and delivery of action plans in partnership with key immigration settlement agencies, the Government of New Brunswick, Atlantic Canada Opportunities Agency.
- Work in partnership with Enterprise Saint John to match employment growth efforts and labor market needs with targeted population growth efforts.

Targeted Marketing

- Align the City's value proposition with marketing to population growth target audiences.
- Leverage existing marketing efforts with the Government of New Brunswick and Government of Canada to support Saint John's specific population growth needs.

QUALIFICATIONS AND SKILLS

Degree in related field, and at least five years of relevant work experience. Project planning, stakeholder relations, qualitative and quantitative research skills are required for this role. Familiarity with local government, the Saint John economy, as well as regional and national economic trends.

E. CITY OF SAINT JOHN REAL ESTATE ALIGNMENT

Organizations and investments to support real estate development include Saint John Waterfront Development, Saint John Industrial Parks and the City's in-house real estate division. The City's total investment to deliver on real estate development across the three entities is approximately \$700,000/annually, which does not account for corresponding capital investments as well as the service-agreement with Saint John Waterfront Development to manage Market Square, Parking Lot and the maintenance of Harbour Passage.

In order for the Roadmap for Smart Growth to achieve its tax base growth outcomes, an alignment of real estate must be achieved, which will advance clear development priorities, greater proactive coordination with private sector, sales and marketing, and the establishment of annual targets.

The City of Saint John will initiate an alignment exercise by May 2017 in order to support the City's broader real estate development interests. While agencies and the City's real estate division will be expected to contribute to the real estate alignment exercise, they will also be expected to maintain their existing work plans and projects until the end of the 2017 fiscal year. The alignment exercise is expected to finalize its efforts in July 2017 and present findings to the Growth Committee and Common Council, which will map-out necessary transitions, changes and alignment outcomes.

Until the finalization of the real-estate alignment exercise, all real-estate focused partners will be expected to continue participation in the City's interim Strategic Land Development Committee, comprised of representatives from: Saint John Industrial Parks, City's Real Estate Division, City Manager's Office, Growth and Community Development Services, Finance and Administrative Services. This interim Committee will work towards the development and sale of seven of the 10 priority municipally-owned properties in 2017, including: Fundy Quay; Canterbury/Princess site; Former Lantic Sugar Site; Sandy Point Road development; Tucker Park; site of the Jelly Bean buildings; site of the Synagogue. The Committee will return to the Growth Committee in May of 2017 with an action plan for all 10 properties.

The real-estate alignment recommendations are expected in July 2017, which will focus on the following areas of investigation:

- Report on actions to mitigate any obstacles identified since March 2017
- Optimized governance and human resource structure to manage strategic real estate on go forward basis
- Clarification of new roles and responsibilities in order to respond to priority strategic real estate functions, which may include a consideration of those focus areas that are recommended to continue, those that are recommended to no longer continue and those focus areas that are recommended to be introduced
- Clear targets for 2017 year-end targets and associated work plan
- Define the 10 municipally-owned properties that will be prioritized in 2017

F. TARGET AUDIENCES, ROLES & RESPONSIBILITIES

There are a variety of partners and stakeholders involved in the delivery of economic development and the achievement of the City's growth outcomes, and it is important that this Roadmap generates continuous collaboration from this community. This section highlights the scope of the City's target audiences as it relates to growth, as well as the key roles and responsibilities for key partners in the delivery of this Roadmap.

A. TARGET GROWTH AUDIENCES



B. ROLES AND RESPONSIBILITIES

Common Council

- Ultimate level of authority, oversight and decision-making as it relates to the Community's investment into economic development.
- Owner of the *Roadmap for Smart Growth*.
- Provides high-level feedback and directive to *Growth Committee* in its regular monitoring and advancement of growth-related actions.

Growth Committee

- Provides strategic advice to Common Council on municipally-owned land development as well as development opportunities.
- Identifies possible leads and opportunities that may grow the City's tax base, employment and population and direct appropriate economic development agents to investigate and/or pursue.
- On behalf of Common Council, monitors the progress of the City's economic development investment and ensures current activity is appropriately aligned with mandate letters, long-term plans, Council Priorities and PlanSJ.
- Champions the objectives and direction of the *Roadmap for Smart Growth*.
- Regular interaction with development community in order to identify new and evolving development opportunities.
- Advises Common Council on necessary operational or capital investment changes needed in order to maximize ability to generate growth for the community.
- Build corporate understanding and expertise on the importance of growth.

Economic Development Agencies

- After receiving the high-level direction from the City of Saint John, determine the necessary tactics and action plans needed to deliver desired growth-related outcomes.
- Work collaboratively with all economic development partners in the pursuit and delivery of desired growth-related outcomes.
- Working with the City of Saint John, establish short- and long-term targets and report periodically on progress.
- Provide ongoing economic development expertise.

Saint John City Staff

- Continue to support a growth agenda for the City of Saint John, and coordinate across corporate departments, economic development partners, private sector partners, funders and volunteers.
- Ongoing support towards the Growth Committee.
- Lead strategic real-estate development and population growth.
- Ensure that decisions on growth and economic development remain evidence-based.
- Report annually on the State of the Saint John Economy.

Community Economic Development Partners

- Outside of City-funded economic development agencies, there are a variety of key partner organizations, private sector partners, funders and volunteers that will continue to be sought to help guide the community's growth outcomes.
- Important partners in the City's growth efforts include regional, provincial and federal counterparts, who should all remain aligned for the best interests of the Saint John economy.

G. PROPOSED 10-YEAR ECONOMIC STRATEGY SCOPE

One Vision. One Strategy. One Voice

The City will look to the four City-funded agencies to develop a five year economic strategy, focused on the delivery of population, employment and tax-base growth. This long-term strategy will establish the new all-encompassing approach to align all the existing economic development efforts and equip the City to establish and achieve targets. The long-term strategy will include year-over-year targets and the corresponding actions to achieve desired outcomes:

- a. Establish long term forecasts for a 10-year period
- b. Define five-year targets and a corresponding work plan to achieve targets
- c. Strategy must align with the objectives of PlanSJ as well as Common Council 2016-2020 priorities
- d. Include periodic reporting sequencing with the Growth Committee in order to ensure progress and fulfillment of targets

For the strategy to succeed it must be clear, actionable and measureable. It must be built on the foundation of our community's vision set out in PlanSJ as well as past strategies created by our partners, and must deliver on the Growth Committee's Road Map for Growth while engaging a broad base of stakeholders and community interests.

The Growth Committee's Road Map for Growth highlights the need for the development of primary targets and metrics related to growth in the City's tax base, jobs and population. The 10-year strategy will define measurable targets related to these areas and other metrics defined by PlanSJ which may include:

1. Population including immigration;
2. Tax Base by category;
3. Employment by sector;
4. Construction of commercial and industrial floor space within the *Primary Development Area* and in each *Employment Area* identified in PlanSJ;
5. The commercial and industrial vacancy rates;
6. Labour force participation rates by population cohort and level of education; and
7. The number of visitors to the City and their estimated contributions to the local economy.

It should be noted that, further refinement of tactical efforts will also occur in annual work plan development within municipal departments and economic development agencies, which will emerge from the 10-year economic strategy content with specific and measurable targets.

Details on the potential scope of the five-year economic strategy (envisioned by PlanSJ) are contained below in Supplemental Section H. Excerpts from PlanSJ Economic Chapter.

H. EXCERPTS FROM PLANSJ ECONOMIC CHAPTER

Section 6.7 An Economic Development Strategy for the City

The Municipal Plan establishes a new direction for growth and development in the City. The policies in the Municipal Plan focus community support to create a more urban City and enhance the quality of life for residents. The economy creates the personal and community wealth necessary to grow the City and improve the infrastructure and services provided by the City. A robust economy is a pre-requisite to fully realizing the *PlanSJ Vision* and *Directions*.

The economic policies in the Municipal Plan are fully integrated with the land use planning process and the municipal planning processes which advance the delivery of all essential services and infrastructure required to support the success of the City. The City requires a comprehensive *Economic Development Strategy* supported by the City and all of its partners in economic development to provide a clear path toward future prosperity.

Council shall:

Policy EP-15 Work with its partners in economic development to establish an *Economic Development Strategic Plan* that advances the *Vision* and *Directions* established in *PlanSJ*. The *Economic Development Strategy* will include, but shall not be limited to the following topics:

- a. Establishing clear economic goals and objectives, policies, and investment priorities that support the City's economic prosperity, enhance community quality of life, and implement the *PlanSJ Vision* and *Directions*;
- b. Providing policy direction which advances community economic diversification and supports the development of growing economic sectors including the development of industries related to:
 - i. Health sciences and associated technologies;
 - ii. The energy and renewable energy sectors;
 - iii. Education and learning;
 - iv. Information and communication technology;
 - v. Arts and culture;
 - vi. Tourism;
 - vii. Advanced manufacturing; and
 - viii. Other industries complementary to existing established uses in the City.
- c. Developing strategies to attract new investment to the community and ensure that homegrown industries are retained and expanded over time;
- d. Identifying and implementing programs to ensure the City has an available and skilled workforce to support economic prosperity;

- e. Strengthening working relationships with the Government of New Brunswick, the Government of Canada, neighbouring municipalities and the Cities of Fredericton and Moncton, to continue to develop a strong provincial economy;
- f. Strengthening working relationships with other local partners in economic development including Enterprise Saint John, Saint John Waterfront Development, Uptown Saint John Inc., the Saint John Board of Trade, the Saint John Airport Authority and the Saint John Port Authority;
- g. Encouraging the development of a culture of entrepreneurship in the community and supporting the establishment and ongoing success of locally-owned businesses; and
- h. Establishing mechanisms to measure progress and implementation of the *Economic Development Strategy* and to share these results with the community on an ongoing basis.

I. TARGET FOR THE DANGEROUS AND VACANT BUILDING PROGRAM FOR 2017: 85 RESOLVED CASES

The vision for an enhanced dangerous and vacant buildings program to be delivered to support the Roadmap is that through a strategic and focused effort, the program will address all high priority safety cases in the City and focus attention on the Central Peninsula to intervene with a greater number of properties that are contributing to the decline of urban neighbourhoods. The program will utilize enforcement tools combined with incentive programs to focus on efforts to see these properties revitalized to support urban growth.

The Target for the accelerated Dangerous and Vacant Building Program for 2017 is 85 resolved cases. The 85 resolved cases include: 25 Notices to Comply issued, an estimated 15 owner-initiated demolitions and approximately 45 repaired and reoccupied buildings. Of the 25 Notices to Comply, it is estimated based on 2012-2016 statistics that 80% (21 buildings) will be city demolitions, 10% (2 buildings) will be repaired and reoccupied and 10% (2 buildings) will be demolished by the owner.

The Dangerous and Vacant Building Team will be comprised of a Manager, an Assistant Building Inspector and a dedicated additional professional resource for the months of May – August (financed within existing budgetary constraints). The additional resource will allow the manager to focus their time on Notices and demolitions, while the professional resource will focus on positive intervention on low priority cases and managing the results of the periodic inspections. The Assistant Building Inspector will also be responsible for enforcing non-life safety cases, in addition to supporting the Vacant Building Team.

Due to the accelerated nature of the program for 2017, there will be service level impacts. There will be a decreased level of enforcement of non-life safety compliance cases, which includes zoning cases and unsightly cases. There will be an increased level of service required from both the legal and purchasing departments.

In addition, the Dangerous and Vacant Building Team will make adjustments to the existing evaluation matrix that prioritizes properties under the program, to now place greater emphasis on the Central peninsula, ensuring that in addition to properties with a high public safety risk are addressed, that properties that have potential for revitalization are targeted proactively in the program through available enforcement tools. The Dangerous and Vacant Building Team will report back to the Growth Committee in April 2017 with more detail on changes to the evaluation matrix and specific priority properties.

J. KEY FINDINGS FROM INFORMATION GATHERING PHASE OF GROWTH COMMITTEE

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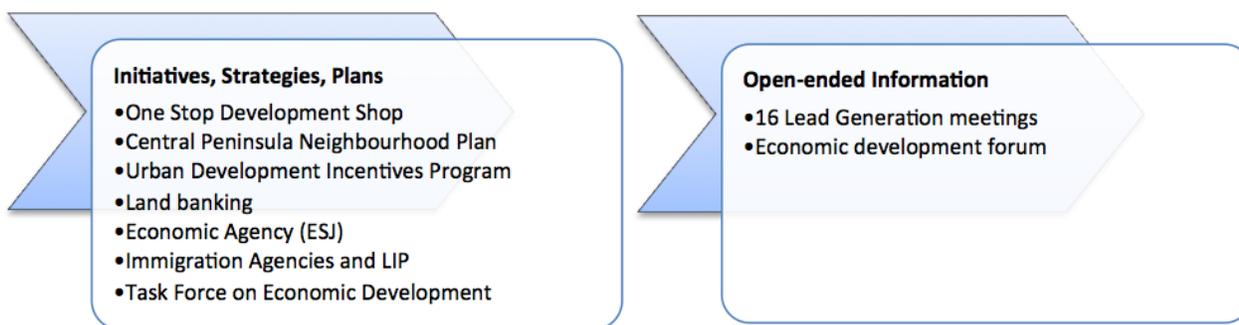
EXECUTIVE SUMMARY

The Growth Committee was formed in July 2016 to take stock of opportunities and challenges related to growth. The goal of creating a roadmap for growth by early 2017 spurred the Committee into an aggressive meeting schedule, where members heard from staff, economic development partners, community groups, and developers. This report outlines the Growth Committee’s “Information Gathering” stage and highlights key insights through the lens of population, jobs, and tax base. From September to December, 2016, the Growth Committee held six meetings, held a forum to solicit feedback from over twenty (20) social and economic development agencies, and conducted approximately sixteen (16) focused interviews with developers. These meetings culminate to approximately 23 hours of combined Committee Member time and effort, in addition to the approximate 16 hours of time linked to the delivery of the 16 lead generation meetings. In other words, in addition to staff time in supporting the Committee, the Growth Committee will have undertaken approximately 40 hours of investigation between September 2016 and January 2017 in order to support the eventual City of Saint John Growth Plan.

This report will conclude by identifying themes for possible inclusion in the plan based on this information.

INFORMATION GATHERING PHASE (SEPTEMBER 2016 – JANUARY 2017)

Inputs from the information gathering stage of the Committee’s agenda are divided into the following two categories:



The first category of information consists of briefings on existing initiatives, strategies and possible plans by staff or economic development agencies. The second category consists of open-ended information which was gathered by the Committee and which was instructive to the formation of principles for the growth plan.

INITIATIVES, STRATEGIES, AND PLANS

ONE STOP DEVELOPMENT SHOP BRIEFING

The OSDS is a process improvement program for applications and permits based on stakeholder feedback and best practice. The goals of the Shop are to improve customer experience, provide access to a knowledgeable development service team, increase efficiency and consistency for customers, improve compliance and uphold principles of smart growth.

The shop offers a customer-focused, collaborative approach to service delivery and seeks to meet the needs of the community and realize development potential in Saint John. The shop has created an improved turnaround time for permits with processing time reduced by two days on average. The approach of the shop will reduce wait times and obstacles to growth. As a process improvement it is not a driver of growth, but seeks to remove unnecessary barriers and facilitate an efficient and transparent process.

NEIGHBOURHOOD PLAN BRIEFING

PlanSJ, the City's Municipal Plan, sets out policy for detailed neighbourhood plans. Common Council prioritized the Central Peninsula as the first in the neighborhood planning program, which was identified based on growth potential in terms of existing tax base, building permit trends, vacant land available, and land value of developed land. The Central Peninsula plan will develop a long term vision and comprehensive set of policies and actions for improving the City's core as a place for all to live, work, play, and do business. Creation of the plan is set to begin in early 2017 and the Growth Committee will play an ongoing role in receiving periodic updates and offering recommendations.

Population:



The Neighbourhood Plan is an important opportunity for engaging the community to create a shared vision for a vibrant Central Peninsula in terms of density and quality of life. By building on existing infrastructure and helping increase the attractiveness and livability of the core, the City may capitalize on trends toward urbanization and draw more people into the city centre.

Tax Base:



The Central Peninsula has the highest land value of developed land and has great potential to accelerate growth for Saint John. There are 1,911 businesses located on the Peninsula contributing commercial tax dollars, which represents a significant tax base.

LAND BANKING BRIEFING

Land Banking was introduced as a possible tool in which a non-profit organization is set up to acquire abandoned homes and vacant properties and return them to productive uses. The potential benefits of creating a land bank are neighbourhood beautification, new tax revenue, safer streets, and creating a better mixture/quality of housing.

Tax Base:



By speeding up the process of turning over vacant land through strategic acquisition, improvement, and sale, land banking, along with other strategic urban development tools, has the potential to increase tax base while reducing potential service costs like fire and police incidents. The success of land banking has been demonstrated in other places such as Detroit; more study is required for its application in Saint John.

URBAN DEVELOPMENT INCENTIVES PROGRAM BRIEFING

The incentives program is a three year pilot project which provides three grants in the Central Peninsula area of Saint John that target redevelopment of vacant spaces for new residential development. The grants may pay between 5-10% of the cost of construction up to \$182,500. A fourth grant provides homeowners help in maintaining and repairing the façade of their building. In its first year, 2016, the program demonstrated success three upper floor developments, one infill project, and planned vacant building redevelopment. 22 Grants were awarded for beautification, valued at \$50,000 but totalling \$175,000 of investment in building facades. During a briefing to the Growth Committee, staff displayed a map of abundant but undeveloped land parcels versus the few properties for sale on the central peninsula.

Tax Base:



The program has the ability to generate increased tax revenue, with a calculated 18% return on investment of the grants (or 3:1 ratio).

REVENUE GENERATION BRIEFING

The goal of the revenue generation program is to enhance and create new revenue streams for the City of Saint John. The program seeks to support at least five high impact revenue projects per year.

Tax Base:



Each project identified has the potential to generate new revenue for the City. Specific projects have the potential to significantly expand the tax base if adopted. Feasibility studies, business plans, targets and implementation of projects are to occur over 2017-18.

ECONOMIC AGENCY (ENTERPRISE SAINT JOHN) BRIEFING

Prior to the development of the Growth Committee, three of the economic development agencies (SJIP, SJWD and DMO) all presented to Common Council in accordance to the annual City of Saint John agency, board and commission reporting schedule. As ESJ had not presented to Common Council, they completed their annual presentation to the Growth Committee. Enterprise Saint John gave an overview of True Growth 2.0, the regional collaboration model for economic growth which was adopted in 2013. Challenges included a greater focus given to the region's specific strengths and need to align community metrics with specific roles and responsibilities. Metrics demonstrated ESJ's ability to leverage external funds (\$718,000) and to attract companies and clients to innovation training and the Venture Garage.

Jobs:



In 2015, ESJ sought to attract 250 jobs and exceed this goal by 107%. ESJ indicated its specialty in entrepreneurship and innovation, the knowledge sector, and industrial sector.

Tax Base:



As a result of the 250 jobs attracted in 2015, ESJ calculated the annual payroll added amounted to \$11,000,030. It is unknown whether the new employees purchased property in Saint John, however, it is probable that a certain percentage added to the tax base.

ECONOMIC DEVELOPMENT AGENCY ENGAGEMENT SESSION

On November 16th, 2016, the Growth Committee hosted the Chairs and CEOs of all four of the City-funded economic development agencies, who were all asked to present response to five questions (*see below*) for their respective agency. While the agencies provided rich feedback to the five questions, some questions received less attention than others, most notably questions #2, #3 and #5. All agencies shared the importance of ongoing engagement and support from economic development funders, partners, volunteers, board members and federal/provincial colleagues. An observed trend across all presentations was an effort to interrelate an agency's efforts in population growth, job creation and tax-base growth, but an acknowledgement that additional work was needed to strengthen outcome targeting, monitoring and evaluation.

Questions that agencies were asked to respond to:

1. Please share with us your current mandate and focus areas and how you see these aligning with the priorities adopted by Common Council for 2016-2020 (document is attached).
2. What are your 2017 targets associated with the key performance measures defined by Common Council and the Growth Committee specifically including population growth, job creation and tax-base growth?
3. How can we optimize the economic development governance structure in Saint John to deliver maximum growth for the City of Saint John?

4. The City of Saint John intends to issue mandate letters for all of its agencies, boards and commissions. Please share with us your perspective on how these service expectations and related targets should be formulated, monitored and evaluated over the year?

5. Common Council adopted the recommendations of the Task Force on Economic Development recommendations in early 2016. Please share with us what actions your agency has taken and what actions you intend to take in 2017 to advance the recommendations adopted by Common Council:
 - a. Creation and participation in a permanent inter-agency task force on cost-saving?
 - b. Further integration of urban development and real estate functions AMONGST partners?
 - c. Further integration of communications and marketing efforts?
 - d. Further integrated strategy on investment attraction?
 - e. Ongoing information sharing and cooperation between the four agencies and other economic development partners in Saint John?
 - f. Integrated strategy on immigration development, recruitment and retention?

TASK FORCE ON ECONOMIC DEVELOPMENT BRIEFING

Building on research from the Conrod report, the task force reviewed economic development from 2004-2015 and offered 12 opportunities for improving economic development in Saint John which could be implemented without expenditure by the City. Among these opportunities were revenue generation, establishing service-level standards between the City and the agencies, ensuring periodic reporting, clarifying an economic development point of contact within City administration, investigating potential growth areas in real estate, urban development, investment attraction and immigration, and investigating potential efficiencies within the four economic development agencies for cost-savings.

STRATEGIC IMMIGRATION PLANNING

Members of five immigration organizations are to meet with the Growth Committee on January 10th, 2016.

OPEN-ENDED INFORMATION

LEAD GENERATION MEETINGS

Staff and members of the Growth Committee engaged local developers between November 10th and December 2nd to identify potential future development, request insight into what support could be offered from the City and its economic agencies, solicit feedback on the One Stop Development Shop, and inquire regarding interest in City-owned properties. Themes are outlined below; these are to be developed in a more comprehensive Growth Committee Report (to be presented in early 2017).

In terms of new development, interviewees identified double taxation as a hindrance to growth and ongoing operations. Other challenges included the decline in home values vis-à-vis the rising cost of materials. Further, competition with the neighbouring towns was identified as a major disincentive for development in

Saint John.

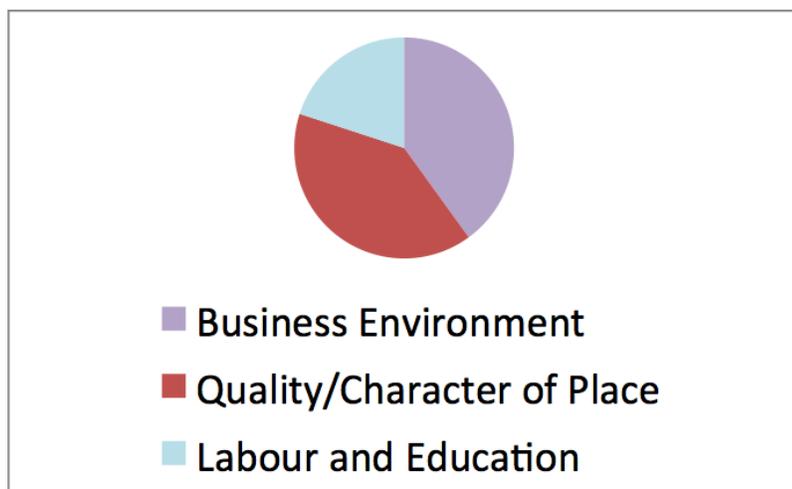
Interviewees noted multiple forms of support from lowering fees and providing incentives for infrastructure to developing a parking strategy, and better enabling non-profits. Ensuring that support is provided with a collaborative mindset, which is not strictly regulatory but also comprehends cost and timelines was a major theme. Many interviewees highlighted the importance for the City of Saint John to exercise leadership in the pursuit of a growth agenda for the community.

For interviewees who had used the One Stop Development Shop, feedback was positive. Certain interviewees were not aware of the pre-application process for providing information. Completing implementation of the OSDS process and providing checklists were noted as helpful steps. In terms of city-owned properties, interviewees encouraged the City to be proactive in preparing its property for development.

ECONOMIC PARTNER FORUM

The Growth Committee hosted 20 economic and social development agencies on November 8, 2016 at the Lily Lake Pavilion. The purpose of the session was to obtain feedback on three key topic areas. Predominant themes from the session are summarized below.

What makes Saint John an attractive community to start or grow a business, invest or develop?

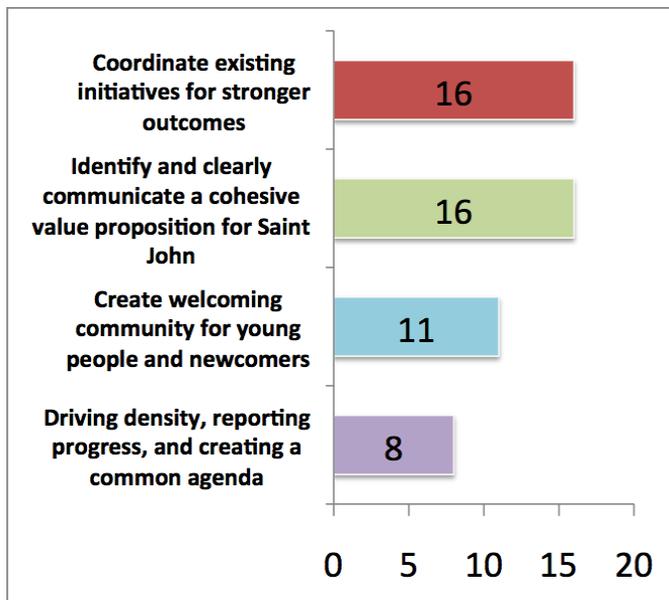


“cost of doing business,” “entrepreneurial culture,” “connectivity,” “tech sector and Brick Park”

“authentic urban core,” “neighbourhoods,” “affordability,” “attractive built environment,” “access to natural environment and passive recreation”

“Local talent and skill,” “universities and colleges,” “health cluster,” “employee loyalty (job tenure avg. 8 years),” “social conscience,” “connections”

What are the gaps or opportunities to strengthen Saint John’s value proposition and what actions are needed?



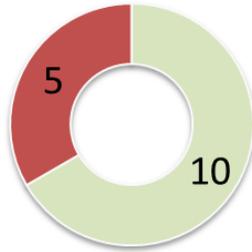
“Use existing institutions better by developing a coordinated strategy,” “we are not adequately measuring our success and development trends,” “understand ESJ ask vs. funding”

“young families,” “immigrant skill transfer,” “immigrant-employer relations,” “retaining young folks,” “increase diversity of external connections”

“Drive Density,” “We want to see action—tell us about it as you progress,” “Ownership over issues required,” “Growth Committee needs to engage the Boards of each agency”

“Demonstrate value of SJ living,” “Promote/invest in quality of life,” “equip partners with tools to promote SJ,” “celebrate successes”

How do we improve the alignment and governance of our collective development efforts? What role can the Growth Committee play in supporting good governance?



- Enable Partners to set measurable goals, communicate results and follow up with alternative recommendations/courses of action
- Growth Plan should be integrative and help foster continuous dialogue with Economic Development Partners

“City sets desired outcome and communicates goals,” “expertise in place to set and evaluate targets/KPIs and evaluate,” “integrate communication resources and data across agencies,” “role clarity in terms of delivery on Council priorities,” “one-way presentations to Council aren’t effective”

“Recognize existing \$11.3 million investment in economic development,” “examine Halifax model,” “plan should improve dialogue”

REMARKS ON THE INFORMATION GATHERING PHASE

The information gathered by the Growth Committee from September 2016– January 2017 will inform the contents of the growth plan. The staff and economic development agency briefings provides the Committee with knowledge of possible growth levers. The information gathered during the social and economic partners’ forum provides insight into shared principles of growth. It is the Committee’s next step to take these inputs, confirm principles and chart a direction for the 2017 growth plan.

PRINCIPLES, THEMES AND POSSIBLE DELIVERABLES OF THE GROWTH PLAN

The following principles have been identified to guide development of the Growth Plan:

- The magnitude of Saint John’s economic challenges requires a coordinated and strategic approach between all economic development partners, in line with the vision of PlanSJ, Council Priorities and the One-Stop Development Shop;
- There is a continued need to drive density in Saint John’s development, within the existing PDA and intensification zones, especially in the central peninsula;
- The City’s investment in economic development incorporates a variety of activities, including: economic development agencies, in-house support, programs and assets;
- The City of Saint John will make evidence-based decisions related to economic development which ensures that it’s municipal investment yields strong value for money and measurable growth;
- A need to leverage the continued participation of local, regional, provincial and federal partners, economic development experts, volunteers, funders and encourage the participation of new voices within the Saint John economic development landscape.

CONCLUSION – POSSIBLE ACTIONS

1. Council to establish targets and drive growth: As indicated through Council Priorities 2016-2020, the City of Saint John will work with economic development partners and programs to establish targets and drive growth-related outcomes through mandate letters, especially in the areas of population growth, tax-base growth and employment.

Possible deliverables of Growth Plan:

- Tailored mandate letters for each of the four economic development agencies;
- Establishments of short and long-term growth targets for the broader municipal economic development landscape within the areas of jobs, population and tax base.

2. Need to optimize economic development governance: The existing economic development governance structure is not optimized for collaboration and for the City of Saint John to play a more strategic role in establishing and driving growth-related outcomes.

Possible deliverables of Growth Plan:

- Introduction of enhanced economic development governance structure in Saint John to ensure cross-agency, departmental and partnership coordination;
- Clarify municipal expectations for each agency, ensuring cooperation and preventing unnecessary duplication;
- Strengthen capacity in areas requiring additional attention and in areas yielding stronger outcomes in key priority municipal growth areas;
- Clarification of economic development functions and roles that are best suited at arms-length to the City and those best served to be housed within the administration of the City of Saint John.

3. Urban Growth Strategy: The Growth Committee received various feedback on the opportunity to maximize tax-base growth through real estate opportunities, which should be enhanced by greater integration of existing real estate efforts and marketing.

Possible deliverables of Growth Plan:

- Integrated governance of real estate within Saint John, strategically navigating the various existing estate functions, including, but not limited to: waterfront development, industrial parks, contract negotiation, master plan development, etc;
- Introduction of new strategic land management functions, including but not limited to: municipal-owned property development, property marketing and sales, place-making, etc;
- Introduction of new real-estate director role, managing existing and new real-estate functions;
- Development and implementation of sales strategy to market strategic municipal-owned real-estate;
- Development and implementation of information sharing exercise to potential residents and developers to live, build and renovate in Saint John's intensification zones;
- Implementation of Neighborhood Plan for the Central Peninsula;
- Continuous improvement of the One-Stop Development Shop program.

4. Population Growth: The only population growth that has occurred in Saint John over the past years is through immigration, and the City of Saint John should equip itself to more strategically support and plan for immigration.

Possible deliverables of Growth Plan:

- Strategic oversight of immigration efforts in Saint John and pursuit of enhanced newcomer attraction and settlement services.
- Introduction of new population growth director role, managing immigration recruitment and settlement.
- Support towards the Local Immigration Partnership initiative with Saint John's settlement support agencies

5. Improved economic growth and forecasting capacity: There is currently a gap in the City of Saint John and the various economic development partners in the community's ability to establish integrated growth targets, measure outcomes, evaluate value-for-money, clearly forecast economic climate and interpret economic data.

Possible deliverables of Growth Plan:

- Introduction of new municipal economist role, in order to generate strong market analysis data to help identify, clarify and measure opportunities for economic growth for the Saint John region.
- Deliver annual State of the Saint John Economy Report, improved municipal economic forecasting, support City's long-term financial planning, generate reliable data on large-scale developments, labour market planning, reporting on PlanSJ targets, etc.
- Dash boarding of growth-related targets
- Development tracking template and strategy on new and emerging opportunity, integrated across all economic development functions within the City and within the agencies

6. Coordinate marketing and branding: While there is a continued need to tailor marketing for specific audiences in economic development, there is currently a missed opportunity to establish a broader-based branding across all marketing in addition to particular audiences who have fallen through the cracks of the existing complement of economic development marketing.

Possible deliverables of Growth Plan:

- Establishment and integration of broad-based branding and marketing across all economic development activity on Saint John's value proposition and quality of life.
- Establishment of a centralized marketing and branding function across all economic development activities, requiring the coordination of resources and expertise.