



**City of Saint John
Growth Committee - Open Session
AGENDA**

Tuesday, November 13, 2018

11:00 am

8th Floor Boardroom, City Hall

	Pages
1. Call to Order	
1.1 Enterprise Saint John's 2019-2021 Plan	1 - 23
1.2 Heritage Grant Budget Request from the Heritage Development Board	24 - 33
1.3 2019 Growth Work Plan	34 - 37

GROWTH COMMITTEE REPORT

M&C No.	# found on Sharepoint
Report Date	November 07, 2018
Meeting Date	November 13, 2018
Service Area	Growth and Community Development Services

His Worship Mayor Don Darling and Members of the Growth Committee

SUBJECT: Enterprise Saint John’s 2019-2021 Plan

OPEN OR CLOSED SESSION

This matter is to be discussed in open session of Common Council.

AUTHORIZATION

Primary Author	Commissioner/Dept. Head	City Manager
<i>Phil Ouellette</i>	<i>Jacqueline Hamilton</i>	<i>Neil Jacobsen</i>

RECOMMENDATION

Staff recommend that Growth Committee:

Receive and file this report and Enterprise Saint John’s presentation on their 2019-2021 Plan.

EXECUTIVE SUMMARY

In late September 2018, the Mayor’s Office and City Staff received an initial draft 2019-2021 Enterprise Saint John (ESJ) Plan, which was the result of analysis and engagement that occurred throughout the summer of 2018. Since that time, ESJ has sought additional feedback from partners and stakeholders on their plan, which also recently received the endorsement of the ESJ Board of Directors.

Using the Council Priorities 2016-2020, the Roadmap for Smart Growth and the Population Growth Framework as guides, the City of Saint John sought additional feedback from ESJ on their Plan and also submitted corresponding feedback. All of this feedback was premised on four key themes, including: (1) the need for greater alignment; (2) enhanced collaboration amongst partners; (3) the need for clear return on investment; (4) clear focus on community growth outcomes.

Staff have actively participated in ESJ’s stakeholder engagement process, and ESJ has agreed to make the necessary changes to the Plan to more fully integrate the interests of the City of Saint John.

Staff believe ESJ’s 2019-2021 Plan will bring a refreshed contribution to the City’s broader growth efforts, and the City encourages ESJ to uphold the City’s four key

themes (i.e. alignment, collaboration, return on investment and clear focus) throughout the Plan's implementation. The City also indicated the critical need for ESJ to define the tangible employment growth outcomes their Plan will generate, the projected annual targets and how ESJ's activities directly support these annual targets.

PREVIOUS RESOLUTION

N/a

STRATEGIC ALIGNMENT

Common Council has adopted a new set of Council Priorities: 2016-2020 in early November 2016, and under the heading of "Growth and Prosperity," the following is stated: "Saint John is recognized by residents and businesses as a positive and supportive city. We grow in a smart way and attract talent, innovation and opportunities so all people can thrive." In addition, Council adopted key performance indicators to evaluate its ability to *Grow SJ*, including, among others: "Building permit value," "Change in tax base assessment within the City," "Change in population." Finally, Saint John Common Council adopted the Roadmap for Smart Growth on Monday March 27th, 2017.

REPORT

Using the Council Priorities 2016-2020, the Roadmap for Smart Growth and the Population Growth Framework as guides, the City of Saint John sought additional feedback from ESJ on their Plan and also submitted corresponding feedback. All of this feedback was premised on four key themes, including: (1) the need for greater alignment; (2) enhanced collaboration amongst partners; (3) the need for clear return on investment; (4) clear focus on community growth outcomes.

The City assembled a list of eight questions and six recommendations to support the City's participation in ESJ's stakeholder engagement, and the notes from the interaction between the City of Saint John and ESJ can be found below. The discussion was a valuable exchange, where both parties worked through the questions and recommendations. ESJ representatives provided valuable insights and rationale on the content and scope of the ESJ Plan, which resulted in a much stronger understanding of the plan and its strengths. ESJ has since agreed to make updates to integrate the City's input, including being more explicit that the ESJ Plan will align with existing Saint John growth strategies.

After the initial engagement with ESJ, Staff assembled a list of remaining follow-up and/or recommended changes to the ESJ 2019-2021 Plan, including:

1. The City of Saint John recommends that ESJ’s Plan **define the tangible employment growth outcomes** it will achieve in fulfilling the terms of the Plan.
2. At the work plan development phase, the City will be seeking to have ESJ **develop annual targets** associated with the pre-defined employment growth outcomes identified within the Plan.
3. At the work plan development phase, the City would also welcome greater **clarity on defining how ESJ’s ‘activities’ are linked to the targets** they are seeking to achieve.
4. ESJ to develop a more substantial proposal for the additional funding requested from the City of Saint John and submit it to the Growth Committee for consideration.

City Staff and ESJ also participated in a meeting to more clearly define the differentiation between the City’s population growth function and ESJ’s workforce expansion and talent attraction functions. The interaction was extremely insightful, which resulted in clear differentiation between the functions:

Population Growth Lead: Growth and Community Planning Key outcome: Population Growth Customer: Newcomers	Workforce Expansion Lead: Enterprise Saint John Key outcome: Employment Growth Customer: Employers
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NOTES FROM DISCUSSION WITH ENTERPRISE SAINT JOHN

A. Focus

1. Discussion Questions

- I. In order for Saint John to truly turn the tide towards economic growth, what is the importance of immediate labour market needs (i.e. filling unfilled employment opportunities) versus supporting the replacement of the City’s workforce from the old economy to the new economy? How does this plan achieve this balance?

Feedback: It is a layered approach. Needs to be intentional approach that builds market confidence in our talent pool that supports employee skills development The ESJ Plan calls on completing both tasks, but initial focus will be on filling existing jobs. The Plan’s focus on innovation and R&D should translate into creating new high-paying and high-skilled jobs. A major shift has occurred in economic development over the past years, where job creation was the key focus for many years, which is now moved to proving to employers that there is available talent in order to attract

new employment opportunities. In other words, demonstrate you have the supply of work force before you can successfully attract new employment opportunities, whereas in the past, the talent may have followed the new employment opportunities. This phenomenon is occurring across North America, as the baby boomers are retiring, and there are large quantity of unfilled positions in all industries and areas of the continent.

- II. In Saint John's economic landscape, there are teams involved in supporting job creation and job matching. What role does this Plan identify for ESJ? Who do you believe is responsible for ensuring that these new employees in these new jobs are living in the City of Saint John?

Feedback: The ESJ Plan calls on completing both job matching and job creation, and ESJ will support the City and other agencies in sharing with employers the benefits of their employees living where they work. ESJ is also committed to supporting the City and other agencies in working with the real estate board to translate this message.

This underscores the importance of a marketing plan to promote the City's distinct advantages as a place to live (urban heart). The innovation district concept proposal under development with UNB plays a major part of this. ESJ is in agreement with City's feedback on the need to recognize the regional importance of Saint John's urban heart; will strengthen references to this in the document.

- III. Workforce Development, Business Investment and Innovation, Entrepreneurial Development and Marketing the Greater Saint John Story are the key focus areas of the plan. Is it fair to say that just one of these themes houses enough workload to rationalize a full agency's focus and capacity? Why does this plan strive to pursue all of these areas, instead of just zeroing-in on the most important and valuable themes? If this plan did limit its scope, what would be the priority themes?

Feedback: ESJ sees all four focus areas are tied together and important. They will be selective in terms of the number of initiatives under each of these focus areas (likely select only one). The level of priority and focus will be defined as they move into their work plan. They clarified that they don't see themselves as the lead marketing agent, but rather one of several players. Indications from the job fair are that external awareness of Saint John is very low. There is a need to build a marketing strategy from the ground up. Also there is a need to understand how we build on inherent strengths with existing businesses. There should be less focus on

big job announcements and more on small and mid-size businesses. Focus shifted from new start-ups to scaling-up.

2. Initial Feedback

- I. Would it be possible to include a new paragraph on the importance of a strong urban centre for the broader region? Essentially, a stronger City of Saint John translates into a strong region for all. This is an important facet of our economy, our region and of economic development in Saint John.

Feedback: ESJ will find a place within the Plan to include this argument.

- II. On Page 19, the Plan proposes a mission statement, which points to “sustainable economic growth.” Would it be possible for this mission statement to more fully detail how ESJ pursues this growth and what type of economic growth it hopes to achieve?

Feedback: With greater clarity on targets and outcomes, this change is not required.

B. Cooperation

1. Discussion Questions

- I. The Plan calls on ESJ to generate alignment and act as a “catalyst organization” in all aspects of economic development and across economic development agencies, and we are interested to understand how you believe this will be accomplished within the existing context of the Saint John economic development landscape? How does this Plan combat the obstacles faced by past attempts by Enterprise Saint John to generate this cross-organizational economic development cooperation (i.e True Growth 1 and True Growth 2.0)?

Feedback: Part of ESJ’s engagement associated with the plan was to connect with past ESJ board members and chairs to further understand the obstacles and challenges in fulfilling past ESJ strategies. The feedback collected from these interactions informed the current plan. ESJ role will be the lead on sectors identified in the Plan (e.g. cybersecurity) and will play a support role for the provincial sectors (Cannabis). The intention is to clarify at the initiative level specific roles and responsibility to optimize resources and identify gaps.

- II. On page 20, the Plan identifies that ESJ will be monitoring and reporting on economic development across the work of all agencies. Does ESJ intend to monitor and report on all areas of economic development in

Saint John, including population growth, employment growth and tax base growth? Tourism?

Feedback: We did not discuss this item.

2. Initial Feedback

- I. There are so many players involved in the delivery of economic development in Saint John, and wondering if you believe there is value in including a process map of all these different players and how they relate to this plan? If ESJ is striving to be a catalyst amongst all the economic development agencies, this process map could be a valuable contribution to the plan to quantify the challenge in building this cooperation and alignment.

Feedback: ESJ was supportive of this idea, but this would be captured at the work plan phase of the ESJ Plan, versus to prior to the plan's adoption.

C. Alignment

1. Discussion Questions

- I. The City has housed population growth within the Growth and Community Development Team, and we are wondering how ESJ's intended efforts around workforce expansion and labour force growth, especially around the critical areas of immigration and youth retention, are intended to be aligned with the efforts of the City of Saint John's population growth efforts? How will this plan link-up with the work of PETL, PGD, ONB and the other major players in this area of workforce development? Should this be defined before the ESJ plan is adopted? How do you plan on defining these roles and responsibilities across agencies, departments and levels of government?

Feedback: We discussed the need to demonstrate that ESJ is optimizing efforts in terms of the economic growth landscape and avoiding duplication. In particular we need to establish clarity around Population growth, e.g., to ensure better coordination in terms of participation in job fairs (welcome packages). ESJ saw our role in population growth as related to strategy versus execution. The City offered to share our population growth funding application to provide additional context in terms of future priorities. ESJ and the City will be meeting on this during the week of October 22nd to define initial roles and responsibilities associated with population growth, and prevent any unnecessary duplication. A more detailed division of focus will be defined during the work plan phase of the ESJ Plan.

2. Initial Feedback

- I. Would it be possible to include “Ensuring alignment and greater collaboration as a result of this Plan” in the Priority section of Page #2?

Feedback: We did not discuss this item.

- II. On Page 13-14, the Plan identifies a series of foundational strengths, and wondering if there might be merit in prioritizing this list and using similar language as the initial list yielded from the Marketing/Communicating Growth exercise?

Feedback: We did not discuss this item.

D. Return on Investment

1. Discussion Questions

- I. On page 18, the Plan identifies how it hopes to measure its success. In this section, there is no mention of job creation. As this was the primary expectation of the City of Saint John of ESJ through the 2018 mandate letter, is it fair to assume that ESJ will no longer be pursuing job creation as part of their mandate? If ESJ is not supporting job creation for Saint John, who is?

Feedback: ESJ shared that their work will support the creation and matching of jobs in the Saint John region, and their metrics would be premised on their activity. ESJ role is to address underlying contributors to jobs as opposed to creating new jobs. They are “enablers” of job creation. The City shared the importance of sharing clear targets associated with their plan, closely linked to the City’s key outcomes of population, employment and tax base. In addition, it will be very important to clarify how these outcomes were directly influenced by ESJ’s work.

- II. From the information provided on page 18, we would like to learn of the metrics attributed to the work of ESJ’s partners versus those attributed to ESJ’s work. What are the key metrics and performance indicators that you believe ESJ is responsible for overall in this plan and how would you measure them?

Feedback: ESJ sees the need to work at an administrative level to ensure a solid understanding of the metrics and accountability/ reporting structure.

2. Initial Feedback

- I. ESJ has requested additional funding from the City of Saint John in 2019, and in order for the request to receive proper consideration from Growth and Finance Committees, ESJ is well-served to immediately develop a detailed funding rationale and clear corresponding deliverables associated with the funding request. This should be completed as soon as possible, which will be discussed during the November Growth Committee meeting.

Feedback: We discussed the concerns around the timing of the request for increased funding within the context of the City's fiscal sustainability challenges. We discussed that if they moved forward we would need additional information on what additional outcomes would be achieved from the funding.

SERVICE AND FINANCIAL OUTCOMES

The intended outcomes of the City of Saint John's growth-related efforts and investments are to achieve new levels of employment, population and tax base growth.

INPUT FROM OTHER SERVICE AREAS AND STAKEHOLDERS

N/A

ATTACHMENTS

N/A



Economic Development Plan 2019-2021

November 13, 2018

KPIs & Outcomes 2018- Q3

2018 Strategic Focus	Targets	Q3 Results
Potential Entrepreneurs	800	1,525
Start-Ups	25 Start-Ups	24 Start Ups
Existing Entrepreneurs	45 jobs	48 Jobs
Existing Business	550 jobs	Announced – 884 • Hired - TBA
External Investors	250 jobs	Announced - 450 • Hired - 260

Need a New Plan



- Strong regional economic leadership
- Clear focus areas – based on current realities and opportunities
- Properly funded Economic Development
- Alignment of Economic Development efforts & collaboration amongst partners
- Changing Hearts & Minds - Marketing



3 Year Strategic

Goals

Increase in Employment

Increase Labour Force

Increase in GDP

Increase in Consumer Confidence



Focus

Areas

**Workforce Development
Business Investment & Innovation
Entrepreneur Development
Marketing Greater Saint John Story**



Workforce Development

Year 3 goal: Build an integrated community model that ensures GSJ companies can attract & retain talent

Year 1 target: Work with 30 companies to fill 80% of unfilled jobs –focus on stagnant jobs-posted 90 days+

A photograph of a city skyline with various buildings, including a prominent tall glass skyscraper. In the foreground, there are green plants and a street lamp. A red banner is overlaid on the right side of the image.

Business Investment

& Innovation

Year 3 Goal: Total of 900 jobs created through investment attraction activity (300/yr)

Year 1 target: 300 jobs created through investment attraction

A photograph of a cityscape in Saint John, Antigua and Barbuda, featuring modern buildings, a tall tower, and greenery in the foreground. A red banner is overlaid on the right side of the image.

Business Investment

& Innovation

Year 3 Goal: Public, Private & non-profit invested in development of an Innovation District in Uptown Saint John

Year 1 target: Develop concept, feasibility & secure partner buy-in for an Innovation District



Entrepreneur

Development

Year 3 Goal: 90 new businesses resulting in 180 new jobs

Year 1 target: Launch 30 new businesses resulting in 60 new jobs



Marketing

Greater Saint John Story

Year 3 Goal: More people attracted to living & investing in the region- positive image of the community and its opportunities internally/externally

Year 1 target: Collaborate with agencies/municipalities to create a shared marketing tool box, complete economic development marketing plan for GSJ & acquire resources to implement the campaign



Sector

Opportunities

Energy: Nuclear, smart grid, renewables, natural gas

Digital Health: support development of e-health district at Tucker Park

Cybersecurity: collaborate with CyberNB, to identify industry opportunities

Logistics: Foreign trade zone, Port, Airport, regional logistics park



Measuring

Success

Activity-based metrics timeline:

December:

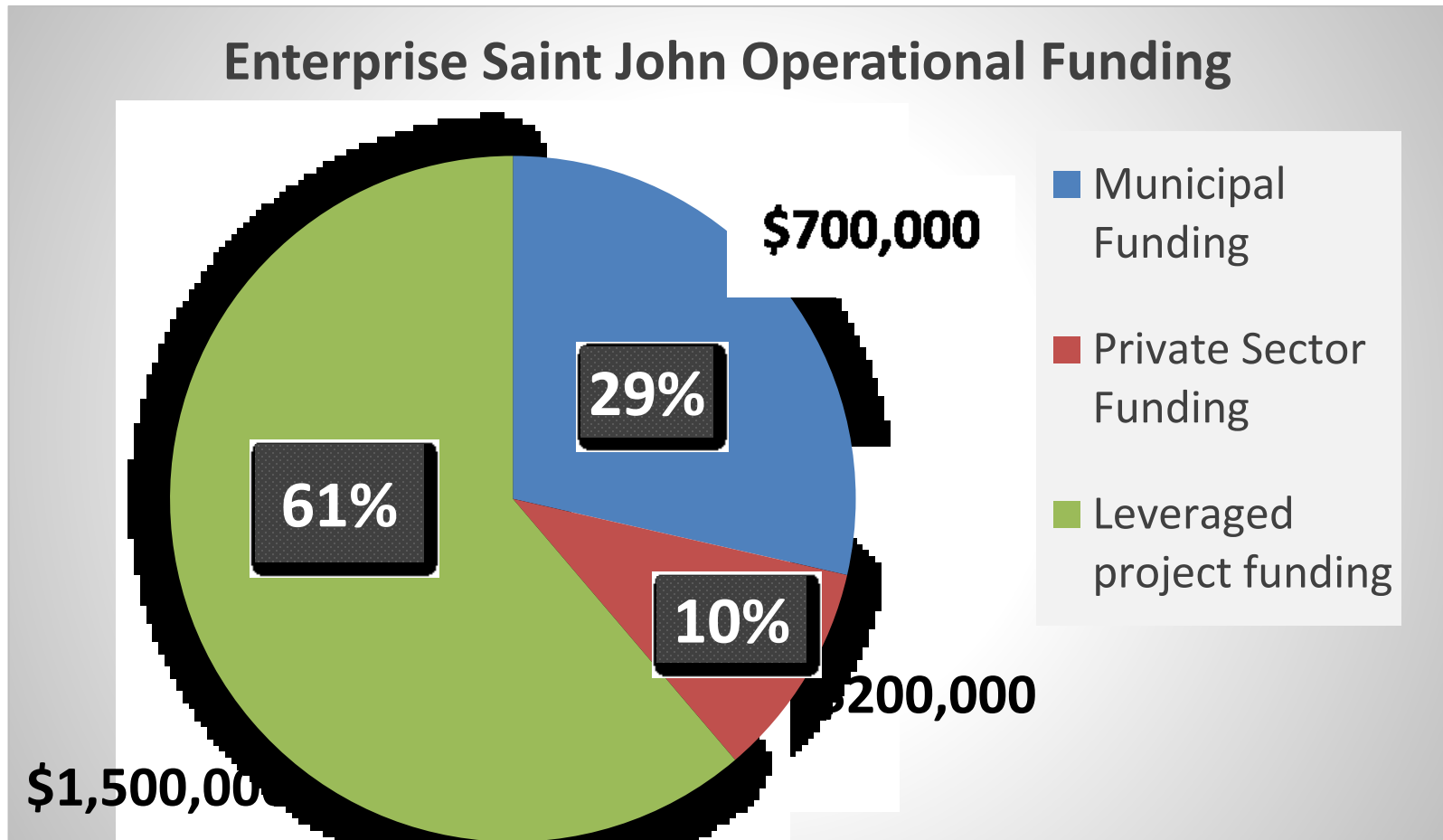
Workplan complete

January:

3-year Economic Development

Plan released to Public

Current Funding Model



Additional Funding Ask

\$67,995 will go to:

- Increased budget for external promotion of GSJ story
- Workforce Development-additional recruitment missions
- Business Investment & Innovation-additional investment attraction meetings & trade missions

Questions



GROWTH COMMITTEE REPORT

M&C No.	# found on Sharepoint
Report Date	November 09, 2018
Meeting Date	November 13, 2018
Service Area	Growth and Community Development Services

His Worship Mayor Don Darling and Members of the Growth Committee

SUBJECT: Heritage Grant Budget request from the Heritage Development Board

OPEN OR CLOSED SESSION

This matter is to be discussed in open session of Growth Committee.

AUTHORIZATION

Primary Author	Commissioner/Dept. Head	Acting City Manager
<i>Amy Poffenroth</i>	<i>Jacqueline Hamilton</i>	<i>Neil Jacobsen</i>

RECOMMENDATION

That the Growth Committee recommend to the Finance Committee: the Heritage Grant budget in the proposed 2019 operating budget remain at \$80,000 and that the Heritage Development Board request to increase the grant budget be considered by the Growth Committee at a future meeting as a possible draw on the 2019 growth reserve.

EXECUTIVE SUMMARY

The Heritage Development Board has submitted a request to Common Council to increase funding to the Heritage grant program from \$80,000 to \$200,000. Staff of Growth and Community Development Services will soon be bringing a report to the Growth Committee about the Urban Development Incentives pilot program and possible recommendations for the 2019 growth reserve. Staff recommends that the request by the Heritage Development Board be included in the discussions about the incentives program and the 2019 growth reserve.

PREVIOUS RESOLUTION

At the November 5, 2018 meeting of Common Council, the report from the Heritage Development Board was referred to the Growth Committee.

STRATEGIC ALIGNMENT

This issue aligns with the Vibrant, Safe City priority.

REPORT

The Heritage Development Board (HDB) submitted a request to Common Council to increase the heritage grant budget to \$200,000 from the 2019 operating budget. With the additional funds, the HDB would recommend a change to the heritage grant policy to include additional eligible work for heritage properties to better support heritage property owners and increase investment in the City's heritage conservation areas.

In the draft 2019 operating budget, Growth and Community Development Services has recommended \$80,000 be allocated to the 2019 heritage grant program. In December or January, the department will be bringing a report to the Growth Committee reviewing the Urban Development Incentives pilot program and making recommendations on how to proceed in the future with the program. The request from the HDB would be best served being considered in conjunction with the Urban Development Incentives program and plans for 2019 growth reserve expenditures. When that report is brought before the Growth Committee, additional information will also be provided on how an increase to the heritage grant program would align with an updated heritage grant policy, the benefits to heritage property owners and the community as a whole, and the potential for continued increased investment in the City's heritage conservation areas.

If the Growth Committee is supportive of this approach, the proposed operating budget for the heritage grants program would remain at \$80,000 and any additional would be considered as part of the growth reserve.

SERVICE AND FINANCIAL OUTCOMES

As discussed.

INPUT FROM OTHER SERVICE AREAS AND STAKEHOLDERS

N/A

ATTACHMENTS

Request from the Heritage Development Board to Common Council (with attached Heritage Grant policy)

HERITAGE DEVELOPMENT BOARD

Report Date	October 03, 2018
Meeting Date	November 05, 2018

His Worship Mayor Darling and Members of Common Council

SUBJECT: Heritage Grant Budget 2019.docx

AUTHORIZATION

Authors	Commissioner/Dept. Head	Chairperson
<i>Heritage Development Board</i>	<i>Jacqueline Hamilton / Amy Poffenroth</i>	<i>Robert Boyce</i>

RECOMMENDATION

The Heritage Development Board recommends an increase to the Heritage Grant Program operating budget to \$200,000 for the 2019 operating year.

EXECUTIVE SUMMARY

For over a decade, the Heritage Grant Program has seen marked success in helping property owners revitalise and maintain designated heritage properties throughout Saint John. 2018 has shown to be an exceptional year for applications to the program, with many thanks to Common Council and Growth Committee for increases to this year’s budget to accommodate these applications. To better provide predictability and clarity for the program and to ensure that eligible applicants receive funding when requested, the Heritage Development Board is requesting that His Worship and Members of Common Council commit to an increase in the 2019 Heritage Grant Program operating budget.

REPORT

BACKGROUND

Given that the Central Peninsula has seen the highest amount of growth within Saint John in recent years, and given that the highest concentration and majority of designated heritage buildings are within this area, the Heritage Development Board is seeing and is encouraged by an increased interest in building redevelopment and maintenance. To date in 2018, the program has seen a higher number of applications than in the past two years, with over \$400,000 in estimated value of work. Prior to the most recent budget top-up recommended by the Growth Committee and approved by Common Council, almost \$19,000 of

grants, supporting \$130,000 of investment were waitlisted due to full allocation of the budget. As the Heritage Grant Program is, for many, a key contributor to the success of their projects, the Heritage Development Board would like to ensure that it can adequately support all appropriate projects that wish to receive funding. Where the Heritage Grant Program operates on a 'first-come, first-serve' basis, it is a disservice to Heritage Conservation and to the City when applicants are unable to access the program for work completed.

ANALYSIS

There are two key factors prompting this request from the Heritage Development Board:

1. The increase in applications for Conservation Plan Grants.
2. The intent of the Heritage Development Board to request of Common Council through future policy the ability to incentivise the installation of aluminum-clad wood windows in addition to wood windows, and

There has been a marked increase in applications for Conservation Plan Grants, which enable a property owner to access the higher values for grant funding, from a maximum of \$750 annually to a new maximum of \$7500 annually. As Conservation Plans are an investment on the part of a property owner, they signal intent to carry out substantial, high value work over a number of years. With seven applications for Conservation Plans alone this year, that increases potential grant distribution by over \$40,000. The Heritage Grant program should be able to adequately reimburse any eligible property owner who has committed to continued care of a property by investing in a Conservation Plan.

The Heritage Development Board has adopted standard procedure of approving aluminum-clad wood windows by select manufacturers as an alternative to the installation of pure wood windows. These windows have become the preferred option for most property owners due to their increased durability and lifespan, and their matching proportions to a traditional window. As windows are one of the most important and expensive facets of any project, and where the Heritage Development Board reviews window applications most frequently, it is expected that in supporting aluminum-clad windows, there will be a substantial increase in applications for funding based solely around this item. Since 2015, aluminum-clad window replacements carried out with Heritage Permits have resulted in a minimum of 75 new windows installed annually, averaging an estimated minimum of \$100,000 in work per year.

CONCLUSION:

The Heritage Development Board is:

- in favour of an increase to the operating budget for the Heritage Grant Program to a minimum of \$200,000;
- in favour of being able to adequately reimburse all those heritage property owners who perform eligible work;
- in favour of being able to provide funding for those materials and products approved consistently and regularly by the Heritage Development Board.

ATTACHMENTS

1. Heritage Grant Program Policy

APPENDIX A

March 31, 2014



HERITAGE GRANT PROGRAM POLICY



PROGRAM AIM

The *Heritage Grant Program* is an incentive program designed to encourage property owners to meet the spirit and intent of the *Saint John Heritage Conservation Areas By-Law*, as expressed in the *National Standards for Conservation of Historic Places in Canada* and Saint John's own series of *Practical Conservation Guidelines*. Heritage Grants are not construction subsidies; they are intended to assist owners to retain traditional materials and details of character-defining elements and, if necessary, replace them with new components, matching the original materials and profiles.

OBJECTIVES

Primary:

- To encourage retention of designated heritage buildings and their character-defining elements, including their materials and details;
- To maximize conservation of the character-defining elements of designated heritage buildings using an approach of: understanding, documenting, planning (for proposed use) and then intervening.

Secondary:

- To create employment opportunities for the citizens of Saint John;
- To discourage demolition of designated heritage buildings;
- To reduce waste and the impact on the environment by demonstrating that the greenest building is one that already exists;
- To encourage owners to undertake necessary but costly major conservation projects.

CATEGORIES OF GRANTS

1. **Heritage Maintenance Grant:** A grant of 25% up to a maximum of \$750 per year available to properties without a Conservation Plan in place; also available to tenants for storefront signage.
2. **Heritage Conservation Grant:** A grant of 25% - 45% up to a maximum of \$7,500 per year to support large conservation projects for properties which have a Conservation Plan in place. There are two levels of funding provided by the Conservation Grant, depending on the nature of the project:
 - a) Minor funding: 25% up to a maximum of \$7,500 for maintenance work, as outlined in the Conservation Plan.
 - b) Major funding: 45% up to a maximum of \$7,500 for **restoration** work to original character-defining elements, and for major projects such as masonry or structural repair.
3. **Heritage Conservation Plan Grant:** A grant provided to offset the cost of retaining a design professional (architect or engineer) to prepare a Conservation Plan for designated heritage properties. A Conservation Plan provides the property owner with a phased plan to undertake required heritage/structural work. 50% of the cost is funded up to a maximum of \$1,500.

ELIGIBLE PROPERTIES

- Grants are awarded based on the Property Identification Number (PID) rather than per civic address. Each PID is eligible to receive **one grant per category per year**.
- Property must be a non-government owned designated heritage property located within one of the designated Saint John Conservation Heritage Areas. Refer to the *Saint John Heritage Conservation Areas By-Law* for a listing of properties. A copy of the By-Law can be found on the City's website, picked up in person at the Growth and Community Development Services office, or an official copy at the Common Clerk's office.
- Property must be covered by insurance.
- Property owner must be in good standing with the City of Saint John and shall not have unpaid property taxes.
- Property owner must not have any outstanding property-related by-law violations and/or building permit violations.

ELIGIBLE WORK & MATERIALS

- Projects must be to the exterior of the property and in accordance with the terms and conditions of a Certificate of Appropriateness [Heritage Permit].
- Projects must be completed prior to the Grant Summary Form deadline and grant funding for projects not completed by the end of the calendar year will be forfeited except in exceptional circumstances.

Note: For appropriate materials and restoration approaches, please see the Practical Conservation Guidelines on the City's website, which can also be picked up in person at the Growth and Community Development Services offices.

INELIGIBLE WORK & MATERIALS

- Contemporary materials such as but not limited to vinyl or aluminum clad windows, steel doors, or vinyl siding.
- Work carried out prior to issuance of a Certificate of Appropriateness [Heritage Permit].
- Work carried out without required building permits in place prior to work being undertaken.
- Work related to landscaping, roof replacement, or infill construction.
- Owner performed labour.
- Poor or defective work as identified by the Heritage Officer and/or Building Inspector.

HERITAGE GRANT FUNDING APPLICATIONS

Note: Application forms can be found on the City's website, or picked up in person at the Growth and Community Development Services office, 10th floor City Hall.

- Before completing and submitting a Heritage Grant Funding Application form, applicants must first obtain a Certificate of Appropriateness [Heritage Permit] and building permit (if required), and include these numbers on their Heritage Grant Funding Application form.
- The following must accompany the completed application form:
 - Certificate of Appropriateness [Heritage Permit] number;
 - Building permit number (if required) for proposed work;
 - Recent photographs of all sides of the building and detailed photographs of area related to proposed work;
 - Start and end date for proposed project;
 - Signature of both the applicant and owner of the property;

- Those applying for a Heritage Conservation Grant must copy and attach page extracts from the Heritage Conservation Plan that relate to the proposed work to be funded;
- Those applying for a Heritage Conservation Plan Grant must include the Heritage Conservation Plan;
- Written project cost estimate.

REVIEW OF HERITAGE GRANT FUNDING APPLICATIONS FOR APPROVAL OR DENIAL

- Applications will be screened for basic eligibility as they are received (i.e. application package is complete and legible). Applicants will be notified promptly if their application is ineligible.
- Complete applications will be reviewed by Heritage Staff for the following:
 - Ensuring the Certificate of Appropriateness was approved;
 - If required, confirming building permit has been issued;
 - Reviewing project estimates and calculating amount of requested grant funding;
- Conditional approval will be awarded to applicants that meet the eligibility requirements. Conditional approval will be awarded in the sequence in which applications are submitted.
- Approval of a Heritage Grant Application conditionally approves the applicant for grant funding rather than guaranteeing it.
- Conditional approvals cannot exceed the Council-approved budgeted amount. If the grant requests exceed the budgeted amount, then any subsequent applicants will be placed on a waiting list in the sequence in which they applied. Applicants that are on the waiting list will submit the grant summary form upon completion of their project. Waiting list applicants will be notified by letter after the November 30 deadline about the status of their submission.

BUILDING INSPECTION

- A successful building inspection by Building & Inspections Services for the proposed work is required to receive grant funding (If a building permit is required).
- It is the responsibility of the grant applicant to notify the Building & Inspections Services of the project completion and arrange for inspection.
- The Building inspection should be arranged and completed prior to submission of the Grant Summary Form.
- The inspection must be completed by November 30. Allow two weeks for the inspection to be scheduled and completed.

HERITAGE OFFICER INSPECTION

- A successful inspection by a Heritage Officer of the City of Saint John is required to receive grant funding.
- It is the responsibility of the grant applicant to notify the Growth and Community Development Services that the project is complete and ready for inspection by the Heritage Officer.
- A Heritage inspection should be arranged and completed prior to submission of the Grant Summary Form as outlined below.
- The Heritage Officer will inspect and photograph the completed work to ensure that it shows good craftsmanship and complies with the Certificate of Appropriateness [Heritage Permit].
- The inspection must be completed by November 30. Allow two weeks for the inspection to be scheduled and completed.

GRANT SUMMARY FORM

- The Grant Summary Form is required to be completed and submitted once the project work related to the grant application is complete in order to receive grant funding.
- Grant Summary Forms are accepted throughout the year up until **November 30**.
- The Grant Summary Form should include the following information and attached documents:
 - Using the space provided, an itemized summary of the invoices and receipts that correspond to the work outlined in the Certificate of Appropriateness with the amounts stated pre-HST;
 - Legible photocopies of all invoices and receipts included in the summary with proof of payment;
 - Signature of the applicant, the legal owner of the property, and contractors who performed the project.
- Applicant must assert that a building inspection (if required) and heritage inspection have been requested and completed to the best of their knowledge.
- It is the responsibility of the applicant to ensure that the itemized summary is complete, accurate, and legible.
- Grant Summary Forms are reviewed when received and applicants will be notified through written communication within 60 days of submission whether the form is approved, with attached cheque, or whether it has been denied.

PAYMENT OR DENIAL OF GRANT FUNDING

- Whether the applicant receives grant funding depends on successful building and heritage inspections and a properly completed and approved Grant Summary Form.
- The City will release grant funding payments within 60 days after submission of the Grant Summary Form provided all requirements are met.
- Wait list applicants will be notified by letter after the November 30 deadline about the status of their submission.

Heritage Services | Growth and Community Development Services

10th Floor, City Hall, P.O. Box 1971
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If you have any questions or concerns Heritage Staff can be contacted at:

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SAINT JOHN

GROWTH COMMITTEE REPORT

M&C No.	# found on Sharepoint
Report Date	November 07, 2018
Meeting Date	November 13, 2018
Service Area	Growth and Community Development Services

His Worship Mayor Don Darling and Members of the Growth Committee

SUBJECT: 2019 Growth Work Plan

OPEN OR CLOSED SESSION

This matter is to be discussed in open session of Common Council.

AUTHORIZATION

Primary Author	Commissioner/Dept. Head	City Manager
<i>Phil Ouellette</i>	<i>Jacqueline Hamilton</i>	<i>Neil Jacobsen</i>

RECOMMENDATION

Staff will facilitate a discussion with Growth Committee to gather input on key priorities for the 2019 Growth work plan.

REPORT

In preparation for the 2019 fiscal year, the Growth Committee is encouraged to establish expectations and priorities for itself and the work plan for corresponding departments and agencies. The Growth Committee established a 2018 Growth Plan, which allowed for staff and the community to have a clear understanding the Committee’s focus as well as define the content of Growth Committee agendas.

An annual report will be submitted to the Growth Committee in early 2019 on the progress, achievements and challenges associated with the 2018 Growth Work Plan, but staff is encouraging the Committee to begin working through key priorities and focus areas for 2019.

Staff has assembled an initial high-level overview of key growth-related deliverables for 2019 (**see below**), which is intended to support the Committee’s discussion around 2019 priorities. From staff’s interpretation, the key growth focus areas for 2019 include:

- Focus on the implementation of existing plans and delivering results in the community;
- Important decision-point on the City’s investment and commitment towards tourism;

- Finalization of two major plans: ESJ's 2019-2021 plan and Neighborhood Plan/Heritage Bylaw;
- Spurring catalytic development in Saint John's primary development area.

The facilitated session during the Growth Committee meeting on November 13th will require Growth Committee Members to provide feedback on the following questions:

1. Are there key growth outcomes that should be added to the pre-existing list of known key 2019 growth priorities?
2. Do you have more detailed feedback related to specific growth outcomes identified in the pre-existing list of priorities?
3. Of the full list of key 2019 growth outcomes, what are the biggest priorities for the Growth Committee?

Key 2019 Growth Outcomes

Growth enhancements

- Completion of Discover Saint John's five year contract
- Introduction of Marketing Growth coordination
- Implementation of the new 2019-2021 Enterprise Saint John Plan

Completion of Neighborhood Plan for the Central Peninsula

- Initiation of Neighborhood Plan for the Central Peninsula Action Plan
- Introduction of new design guidelines framework including the new Heritage Bylaw
- Continued pursuit of major catalytic development projects (school, museum, and residential development)

Continued implementation of the Population Growth Framework

- Introduction of Saint John Local Immigration Partnership resources into City of Saint John
- Introduction of the revamped Arts and Culture Coordinator position into the City of Saint John
- Implementation of the Succeed and Stay project

Customer Service Excellence

- Enhancements and efficiencies introduced to the planning approvals process
- Continued refinement of the one-stop development shop experience for customers

Reporting and Monitoring

- Quarterly dashboard of economic indicators (Growth Committee and Common Council)
- Periodic updates to Growth Committee on activity of One-Stop Development Shop
- More deliberate updates and orientation on Growth initiatives with Common Council
- Delivery of mandate letters for Enterprise Saint John and Develop Saint John

Program Delivery

- Vacant and Dangerous Buildings Program
- Community Standards Program
- Heritage Development
- Urban Development Incentive Program

PREVIOUS RESOLUTION

N/A

STRATEGIC ALIGNMENT

Common Council has adopted a new set of Council Priorities: 2016-2020 in early November 2016, and under the heading of “Growth and Prosperity,” the following is stated: “Saint John is recognized by residents and businesses as a positive and supportive city. We grow in a smart way and attract talent, innovation and opportunities so all people can thrive.” In addition, Council adopted key performance indicators to evaluate its ability to *Grow SJ*, including, among others: “Building permit value,” “Change in tax base assessment within the City,” “Change in population.” Finally, Saint John Common Council adopted the Roadmap for Smart Growth on Monday March 27th, 2017.

The Executive Summary should be limited to the PURPOSE of the report and the KEY FINDINGS. Recommendation and Executive Summary should fit on the first page of report.

SERVICE AND FINANCIAL OUTCOMES

The intended outcomes of the City of Saint John’s growth-related efforts and investments are to achieve new levels of employment, population and tax base growth.

INPUT FROM OTHER SERVICE AREAS AND STAKEHOLDERS

N/A

ATTACHMENTS

N/A