



Saint John Economic Development Alignment Exercise

Common Council
August 19 2019



Economic Development Alignment : Context

- 10 reviews in 10 years
- City of Saint John introducing greater intentionality with economic development
 - Growth Committee
 - Roadmap for Smart Growth
 - Population Growth Framework
 - Neighborhood Plan for the Central Peninsula
 - Annual mandate letters and growth targets
 - Merger of Industrial Parks and Waterfront Development - DevelopSJ
- Discover Saint John contract (ending in 2019)
- Mandatory accommodation levy
- Sustainability Report – economic development alignment
- “It’s all about growth”



Strategic Advisory Council: Mandate

- Support the formulation of recommendations to improve Saint John's ability to achieve growth and prosperity.
- Recommendations to include feedback on mechanisms to align pre-existing strategies and an enhanced governance model.
- Recommendations will be submitted to Saint John Common Council by Q3 of 2019, and Saint John Growth Committee will receive updates periodically on the progress of the Advisory Council's deliberations.
- Saint John City Manager to chair Advisory Council.
- Advisory Council is not tasked with decision-making authority, but is expected to offer guidance and advice.



Strategic Advisory Council: Defining Framework

We understand “economic development framework” to include the governance, structure, strategies, policies, investments, responsibilities and focus areas attributed to the broader local economic development ecosystem focused on achieving growth for our community.



Strategic Advisory Council: Composition

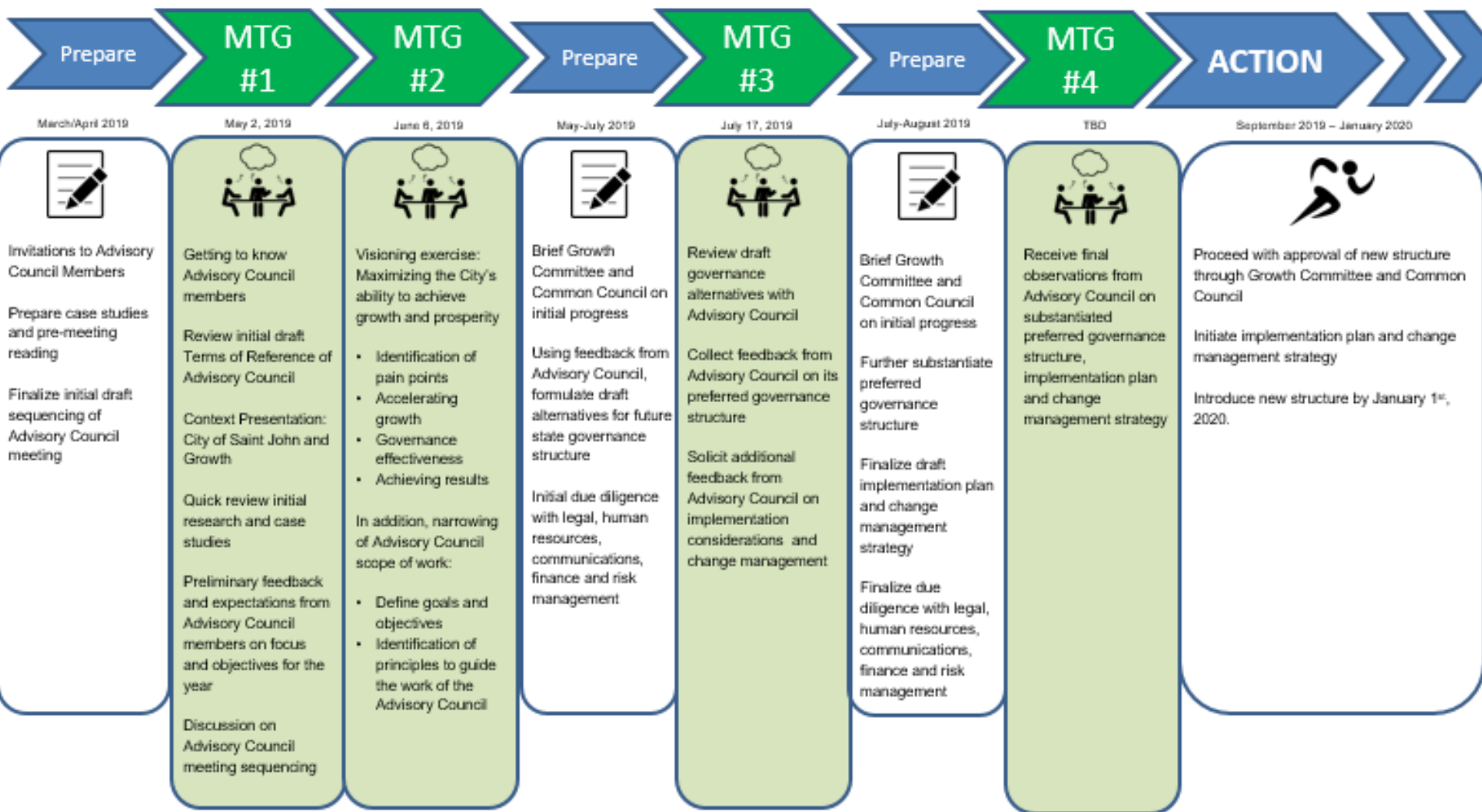
- Chair, John Collin – City Manager, City of Saint John
- Francis Power – Chair, Develop Saint John
- Andrew Oland – Chair, Economic Development Greater Saint John
- Stephen Lund – CEO, Opportunities New Brunswick
- David Campbell – President, Jupia Consultants Inc.
- Cathy Simpson – CEO, TechImpact
- Dan Doiron – Senior Teaching Associate, UNBSJ
- Chris MacDonald – Director Relations, JD Irving Limited
- Tanya Chapman – President, The Chapman Group
- Andrew Carson – Director, Growth and Strategy, IOL
- Paulette Hicks – Chair, Saint John Hotel Association



Strategic Advisory Council: Additional Perspective

- John Jarvie– CAO, Town of Rothesay
- Sandra Gautreau– CAO, Town of Grand-Bay-Westfield
- Susan Deuville – CAO, Town of Quispamsis
- Richard Malone – CAO, Town of Hampton
- Terry Keating – Manager, Hampton Local Services (GNB)
- Marc MacLeod – Executive Director, Fund Regional Service Commission
- Darcy Hutchinson – Village Clerk, St. Martins
- Glenda MacLean – Chair, Discover Saint John Board of Directors





Strategic Advisory Council: Initial Meetings

- Context Overview: Financial, Economic, Sustainability, ...
- Research and analysis
- Case studies
 - Clarington, ON
 - Peterborough, ON
 - Halifax, NS
 - Hamilton, ON
- Expert Perspective from D. Campbell



Strategic Advisory Council: Initial Questions

1. What do you believe are some of the major inefficiencies, gaps and obstacles in Saint John's existing economic development framework?
2. What do you believe are the strengths of Saint John's existing economic development framework?
3. What do you believe should be the vision and goals (or objectives) of a renewed economic development framework in Saint John?
4. What do you believe should be the focus areas or key economic development responsibilities of a renewed economic development framework in Saint John?



BIG THEMES

Sub-optimal synergy between agencies and City

Opportunity for enhanced partnership with industry and partners

Recruitment and retention of talent is paramount

There is an opportunity to improve the marketing of Saint John

Centralization and alignment needed

Lack of consensus on needed focus areas

CHALLENGES

1. Governance inefficiencies
2. Lack of trust between partners
3. No collective vision
4. Re-prioritization of focus areas needed
5. Lack of synergy with other governments
6. Leadership and conflict resolution

STRENGTHS

1. Strong and passionate employees
2. Strong network of board members
3. Tangible growth occurring in Uptown
4. Current model has achieved success
5. Persistence with attempts to improve

TO DISCUSS

How does Saint John strike a balance between benefiting from the value of regional cooperation with the need for Saint John-specific economic outcomes?

What are the most important facets of alignment and centralization that should be introduced to the economic development framework?

What are the highest priority (ranked) economic development focus areas for Saint John?

How can the City drive the growth agenda and embrace that growth is a top priority when all aspects of economic development have been outsourced?

Economic Development Alignment: Future State Vision

“A singular economic development entity with greater impact and alignment that propels growth for the Saint John region.”



Economic Development Alignment : Future State Principles

From this vision, a series of principles were identified to assemble the scenarios and should also be used in evaluating their merits, including:

- Regional collaboration is key;
- Ability to conduct/develop place branding and marketing;
- Ability to generate greater alignment and collective ownership over growth, including shared vision;
- Clear leadership and accountability;
- Ability to leverage partnerships and maximize stakeholder engagement;
- Deliver greater financial and governance stability;
- Transparency on performance.

Economic Development Alignment : Initial Priority Areas

Desired End State

- To achieve tax base growth of 3% annually

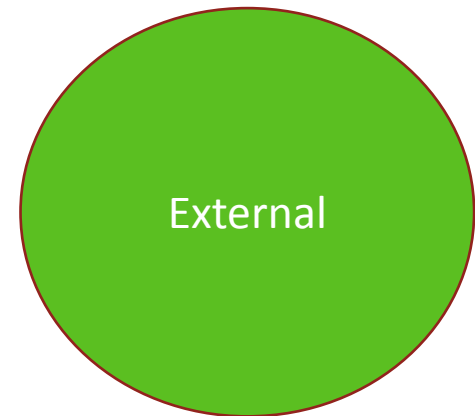
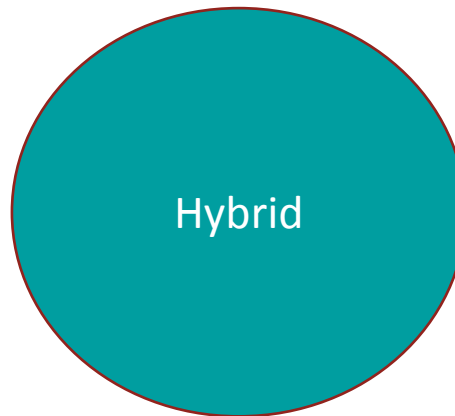
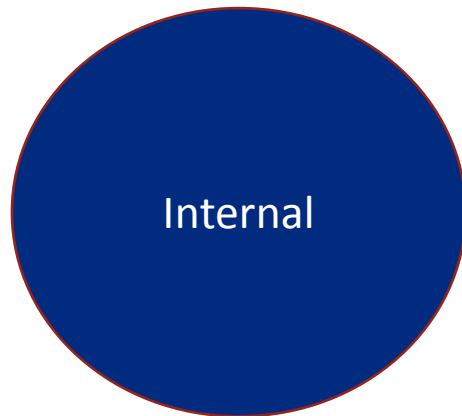
Criteria for Success

- Population Growth
- Work Force Development
- Marketing & Place Branding
- Investment Readiness
- Tourism
- Incentives Programming
- Product development
- Entrepreneurship development



Economic Development Alignment: Scenarios

Three scenarios:



Building a Recommendation

Today, all scenarios point to the following:

- The new aligned structure could be a brand new corporate structure, an expanded structure from one of the existing growth focused agencies and/or embedded within City.
- One point of ownership over economic development – Chief Economic Development Officer.
- More intentional integration of key cultural and economic development facilities (Trade and Convention Centre, Harbour Station, City Market, Saint John Arts Centre, Aquatic Centre, Imperial Theatre) into growth efforts.
- The reliance of 4 to 6 year all-encompassing strategic plans, which provides a work plan for the new aligned ED structure, reliability of funding, clear roles, responsibilities and KPIs.
- Changes to the existing Growth Committee to build greater synergy and alignment.

Building a Recommendation

- The introduction of any new structure should minimize interruption to existing economic development efforts, and one implementation consideration is to integrate all the existing strategic plans found within the existing agencies into one all-encompassing strategy (versus entertaining another strategic planning exercise once new structure is introduced).
- All contemplated oversight bodies within the three scenarios could incorporate representation from the broader region. However, regardless of formal representation on oversight bodies, the culture and spirit of all options should embrace a regional approach, which seeks to market and grow the entire region.



Upcoming Dates

- Advisory Council Final Meeting – Mid-September
- Stakeholder Summit – Late September/Early October
- Draft recommendation to Council - October
- Council to vote on final recommendations -November
- Initiation process into new framework - January 2020

