

## 2020 ABC Written Submission Develop Saint John | October 2020

<b>Develop Saint John</b>															
Mandate	To grow Saint John's tax base.														
Primary Functions	<p>We relentlessly grow the Saint John tax base by providing services, expertise and network connections to get deals done. Through our efforts we:</p> <ol style="list-style-type: none"> <li>1. Increase a project's probability of success;</li> <li>2. Expedite project development timelines; and,</li> <li>3. Proactively seek out new development opportunities with current clients, prospects and other community stakeholders.</li> </ol>														
Name of Board Members	<ol style="list-style-type: none"> <li>1. Leslie Magee, Chair – appointed by City of Saint John</li> <li>2. Cynthia Goodwin, Vice-chair – appointed by City of Saint John</li> <li>3. Peter Allaby, Secretary/Treasurer – appointed by the Province of New Brunswick</li> <li>4. Francis Power, Past Chair – appointed by City of Saint John</li> <li>5. Gerry Lowe, Director and MLA – appointed by City of Saint John</li> <li>6. Alanna Waberski, Director – appointed by City of Saint John</li> <li>7. Stephen Kopp – appointed by City of Saint John</li> <li>8. Mayor Don Darling – Ex-officio</li> <li>9. City Manager John Collin – Ex-Officio</li> </ol>														
# of Staff	5 total. (currently 1 vacant position not to be filled for remainder of 2020)														
2020 CoSJ Subsidy	\$838,727														
Projected 2020 revenue streams	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;"><b>Revenues</b></th> <th style="text-align: right; border-bottom: 1px solid black;"><b>2020 Budget</b></th> </tr> </thead> <tbody> <tr> <td>Operating grant – City of Saint John</td> <td style="text-align: right;">838,727</td> </tr> <tr> <td>Other Revenue</td> <td style="text-align: right;">100,000</td> </tr> <tr> <td>Government of Canada</td> <td style="text-align: right;">180,000</td> </tr> <tr> <td>Province of NB</td> <td style="text-align: right;">74,000</td> </tr> <tr> <td>SJ Industrial Parks</td> <td style="text-align: right;">225,000</td> </tr> <tr> <td style="border-top: 1px solid black;"><b>TOTAL Revenue</b></td> <td style="text-align: right; border-top: 1px solid black;"><b>1,417,727</b></td> </tr> </tbody> </table>	<b>Revenues</b>	<b>2020 Budget</b>	Operating grant – City of Saint John	838,727	Other Revenue	100,000	Government of Canada	180,000	Province of NB	74,000	SJ Industrial Parks	225,000	<b>TOTAL Revenue</b>	<b>1,417,727</b>
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2020 continuous improvement	Functions, roles and responsibilities are being mapped out for Develop Saint John, the One Stop Development Shop and the Real Estate Department to identify gaps, minimize overlap, maximize overall efficiency and improve customer service.														
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Response to YTD Actuals	Develop Saint John has reduced expenses, including not filling a vacant position, to mitigate the impact of the current COVID-19 crisis.																		
High-Level 2020 Performance/Service Objectives	<p>2020 Corporate Goals</p> <ul style="list-style-type: none"> <li>• Drive \$96M in tax base growth by getting 90% of potential construction projects out of the ground.</li> <li>• Drive \$127M in tax base growth by getting 50% of proposed projects through the Land Use Approvals phase.</li> </ul>																		
YTD Performance/Service Targets	<p>As of mid-September 2020</p> <ul style="list-style-type: none"> <li>• Develop Saint John is involved in \$105M in construction projects currently underway (out of the ground). We are on track to meet our 2020 target.</li> <li>• Develop Saint John is involved in \$221M in approved construction projects. We should be on track to meet our 2020 target, however, there are a few risks associated with some large projects.</li> </ul>																		
Recent accomplishments	<p>Develop Saint John was active in the following projects:</p> <ul style="list-style-type: none"> <li>• Leading negotiations with Provincial and Federal partners and private sector developers in three key strategic project: <ul style="list-style-type: none"> <li>○ The Fundy Quay development site</li> <li>○ Leading the Central Peninsula Community Hub and Learning Commons project, as requested by the District Education Council and the Premier’s Office as a catalyst to transforming the area into a mixed- income neighbourhood</li> <li>○ Spearheading the business case for the Province to build a new Highway 1 Interchange as a catalyst to further private sector investment and development</li> </ul> </li> <li>• Specific projects include: <ul style="list-style-type: none"> <li>○ The Telegraph (Canterbury &amp; Grannan) Heritage approvals completed, Construction underway, Marketing and communications campaign support, Support through fire code challenge</li> <li>○ The Wentworth (95 Wentworth Street) permitting, communications and community relations support. Construction underway.</li> <li>○ Calabria Estates (40 Mountain View Dr) Building permit application</li> </ul> </li> </ul>																		

	<p>advanced, Construction underway.</p> <ul style="list-style-type: none"> <li>○ Sea Bird Suites (819 Millidge Ave &amp; Daniel Ave) support design engineer, permitting, community relations. Construction underway.</li> <li>○ Heatherway Residential, Support through Rezoning. Construction underway.</li> </ul>
Emerging Issues	<ul style="list-style-type: none"> <li>● We continue to be an active proponent and supporter of the new, integrated economic development model and are dedicated to keep up momentum/focus during the transition to the new organization.</li> </ul>
Summary of primary take-aways for Common Council	<p>Develop Saint John:</p> <ul style="list-style-type: none"> <li>● Significant progress made on the three key strategic development projects: Fundy Quay, Central Peninsula Community Hub and Learning Commons and Highway 1 interchange.</li> <li>● Project portfolio contains dashboard with a total tax base growth potential of \$747 million.</li> <li>● Feedback from developers and consultants has been positive – continue to focus on improving customer service.</li> <li>● Concentrating on successfully transitioning to new, integrated regional economic development agency. Regular and ongoing proactive contact with all of our development customers continues.</li> </ul>
Attachments	

October 15, 2020

<b><i>Discover Saint John</i></b>	
<b>Mandate</b>	To increase tourism revenues to drive economic vitality and enhance quality of life.
<b>Primary Functions</b>	Destination marketing, Visitor information and Experience, Meeting and Convention Sales, Sports Tourism attraction, Festival and Events support and attraction, member services, Travel Trade
<b>Name of Board Members</b>	Glenda MacLean, Hilton Saint John, representing the Saint John Hotel Association Jasmine Mosher, Best Western PLUS, representing the Saint John Hotel Association Kurt Peacock, Parks Canada, representing Industry Stephany Publicover, Irving Oil, representing the City of Saint John David Drinnan, Nocturne, representing the City of Saint John David Alston, TimberTop Adventures, representing the City of Saint John Greg Norton, City Councillor, representing the City of Saint John Elizabeth Rowe, Urban Deli, representing Industry Gillian Nadeau, Uncorked Wine Tours, representing Industry Terry Hutchinson, McInnes Cooper, representing the City of Saint John Corey McGill, McGill's, representing industry Phillippe Ouellette, City of Saint John for City Manager, John Collin
<b># of Staff</b>	<b>Pre COVID-19 - 8 Full-time (and seasonally 15 additional VIC staff)</b>  Post COVID-19 – 5 Full-time with CEWS (7 seasonal staff)
<b>2020 CoSJ Subsidy</b>	\$593,200 plus HST
<b>Projected 2020 revenue streams</b>	<b>Pre COVID-19 – Legislated Levy Forecast for 2020 to \$1,400,000.00 minus 5%</b> Post COVID-19 - Legislated Levy - \$270,379 <b>Pre COVID-19 - other revenue (advertising and membership fees) - \$121,000</b> Post COVID-19 – other revenue (advertising and membership fees) - \$39,607 <b>Pre COVID-19 - other revenue (government program investments) \$18,909</b> Post COVID-19 - other revenue (government program investments) \$757,647
<b>2020 continuous improvement</b>	Our organization uses national and provincial benchmarking to evaluate and redirect our efforts annually.
<b>Annual Budget</b>	<b>Pre COVID-19 - \$1,991,562</b>  Post COVID-19 –\$1,623,952 (includes CEWS, government program investments and spending deferred revenue)
<b>Response to YTD Actuals</b>	<ul style="list-style-type: none"> <li>• COVID-19 will reduce the Levy by 85%</li> <li>• Demand drivers like 2020 Jeux de L'Acadie, AREA 506, Moonlight Bazaar, International Barbershop Symposium, ERAPPA Committee Meetings, Canadian Masters Curling Championships, East Coast Games, Canadian Mid-Amateur Gold Championships and many more events worth over \$8 million in economic impact have been cancelled</li> <li>• Some events booked for 2021 and 2022 are being moved to later years as there is</li> </ul>



	domino effect with commitments to other host cities
High-Level 2020 Performance/Service Objectives	<ul style="list-style-type: none"> <li>• Membership Goals</li> <li>• # of New Contacts Generated</li> <li>• # of FAM/Site Visit Participants</li> <li>• # of Leads Generated</li> <li>• # of Bids Submitted</li> <li>• # of Successful Bids</li> </ul>
YTD Performance/Service Targets	<ul style="list-style-type: none"> <li>• See attached</li> </ul>
Recent accomplishments	<ul style="list-style-type: none"> <li>• Attracted funds to sustain vital marketing and sales activities in support of member businesses and the greater community</li> <li>• Partnership with Acadia Broadcasting</li> </ul>
Emerging Issues	<ul style="list-style-type: none"> <li>• Lack of clarity around proposed Economic Development Realignment</li> <li>• Organization directed to wind down as of December 31, 2020</li> <li>• Staff were issued working notice as of the end of August 2020</li> </ul>
Summary of primary take-aways for Common Council	<ul style="list-style-type: none"> <li>• Tourism is big business – with millions of dollars of Economic Impact from Conventions, Sporting events and Festivals</li> <li>• The loss of this custom has very broad financial implications</li> </ul>
Attachments	<i>Updated skills matrix for appointees to each ABC</i>

**Every dollar that comes out of a DMO is put toward its economic development mission of attracting visitors who spend money in local small businesses and support jobs.**

**TripAdvisor suggests that leisure will be the first travel to rebound as business/corporate will still be facing cash flow implications/more use of technology etc. Leisure is the best opportunity in latter 2020 according to Tourism Economics. We need to be ready to market to those drive-markets.**

To date, of the estimated 500 employees that work in our local hotels, 400 have been placed on layoff. This represents 80% of their workforce.

At least two major attractions did not open for the 2020 season.

Cruise was not recoverable for 2020.

**MEETINGS & CONVENTIONS**

<b>Measurement</b>	<b>Q3 2020 YTD</b>	<b>Target</b>
# of New Contacts Generated	74	200
# of FAM/Site Visit Participants	2	30
<i>Leads</i>		
# of Leads Generated	24	35
.....# of Delegates	7212	
.....# of Lead Room Nights	13,610	
....Estimated Economic Impact	\$5,819,250	
<i>Bids</i>		
# of Bids Submitted	19	20
.....# of Delegates	4689	
.....# of Bid Room Nights	8770	
....Estimated Economic Impact	\$3,734,527	
<i>Wins</i>		
# of Successful Bids	12	
.....# of Delegates	4354	
.....# of Bid Room Nights	10,170	
....Estimated Economic Impact	\$4,404,000	
<i>Lost/Cancelled Events</i>		
# of Lost or Cancelled Events	37	
.....# of Delegates	9649	
.....# of Bid Room Nights	18,122	
....Estimated Economic Impact	\$6,511,393	
Leads in Lead Status :	8	
Leads in Bid (Development) Status :	9	

**MAJOR EVENTS**

<b>Measurement</b>	<b>Q3 2020 YTD</b>	<b>Target</b>
# of New Contacts Generated	2	100
<i>Leads</i>		
# of Leads Generated	1	15
.....# of Participants & Spectators	50	
.....# of Lead Room Nights	50	
....Estimated Economic Impact	\$21,750	
<i>Bids</i>		
# of Events in Development	0	5
.....# of Participants & Spectators	0	
.....# of Lead Room Nights	0	
....Estimated Economic Impact	\$0	
<i>Lost</i>		
# of Events	2	
.....# of Participants & Spectators	30,000	
.....# of Lead Room Nights	150	
....Estimated Economic Impact	\$3,042,750	

Assits

# of Successful Bids	5
....# of Delegates	40,000
....# of Bid Room Nights	150
....Estimated Economic Impact	\$3,792,750
Leads in Lead Status :	2
Leads in Bid (Development) Status :	0

**SPORT EVENTS**

Measurement	Q3 2020 YTD	Target
# of New Contacts Generated	14	100
Leads		
# of Leads Generated	4	15
....# of Participants & Spectators	2,004	
....# of Lead Room Nights	2,920	
....Estimated Economic Impact	\$1,453,350	
Bids		
# of Events in Development	0	5
....# of Participants & Spectators	0	
....# of Lead Room Nights	0	
....Estimated Economic Impact	\$0	
Wins		
# of Successful Bids	1	
....# of Delegates	1,100	
....# of Bid Room Nights	0	
....Estimated Economic Impact	\$1,200,000	
Leads in Lead Status:	15	
Lost		
# of Bids	11	
....# of Delegates	6,839	
....# of Bid Room Nights	3,991	
....Estimated Economic Impact	\$3,163,255	
Assists		
# of Successful Bids	5	
....# of Delegates	6,554	
....# of Bid Room Nights	1,180	
....Estimated Economic Impact	\$1,399,200	
Leads in Lead Status:	14	
Leads in Bid (Development) Status:	0	

**TRAVEL TRADE**

Measurement	2020 YTD	Target
# of Marketplace Appointments	58	80

Discover Saint John  
Report to Common Council – City of Saint John  
Q3 Statistics October 2020



# of New Tour Operator Contacts	79	15
# of FAM Tour/Site Visit Participants	0	13

## 2020 ABC Written Submission - EDGSJ

<b><i>Economic Development Greater Saint John</i></b>	
<b>Mandate</b>	Economic Development Agency for the Five Municipalities
<b>Primary Functions</b>	Consistent, long-term economic growth for the Greater Saint John region.
<b>Name of Board Members</b>	Andrew Oland, Eric Poirier, Amy Lynn Patterson, Ryan Mitchell, Andy McPherson, Danielle Timmons, David Irving, Jennifer Arsenault
<b># of Staff</b>	11
<b>2020 CoSJ Subsidy</b>	
<b>Projected 2020 revenue streams</b>	Please see the attached budget
<b>2020 continuous improvement</b>	Please see the attached 2020 work plan and the recovery and response plan to Covid-19
<b>Annual Budget</b>	Please see the attached budget
<b>Response to YTD Actuals</b>	
<b>High-Level 2020 Performance/Service Objectives</b>	Please see the attached work plan, response and recovery plan, April Dashboard, May Dashboard, June Dashboard, July Dashboard, and Q2 Report
<b>YTD Performance/Service Targets</b>	Please see the attached work plan, response and recovery plan, April Dashboard, May Dashboard, June Dashboard, July Dashboard, and Q2 Report
<b>Recent accomplishments</b>	Please refer to the Q2 report, and the dashboard reporting for April, May, June, and July
<b>Emerging Issues</b>	
<b>Summary of primary take-aways for Common Council</b>	The KPIs are captured in the attached work plan, the dashboard reports, and the quarterly report.
<b>Attachments</b>	2020 Budget; 2020 Work Plan; the Response and Recovery Plan, April Dashboard, May Dashboard, June Dashboard, July Dashboard, Overview Letter and the second quarter report.



# ECONOMIC DEVELOPMENT

GREATER SAINT JOHN

October 13, 2020

Mr. Richard Evans  
Office of the Common Clerk  
City of Saint John  
15 Market Square  
PO Box 1971  
Saint John, NB E2L 4L1

Dear Mr. Evans:

In March of 2020, our economy was faced with dealing with COVID-19. EDGSJ immediately went to work on identifying priorities to assist businesses in dealing with the reality of this pandemic. We had an important role to play in leading regional economic response and recovery efforts during this time. During that critical time, EDGSJ worked with its partners to implement a regional response and recovery plan that focused on three priorities:

- Prepare for Tomorrow's Economy
- Enable Entrepreneurs to Succeed
- Restore Confidence and Build Momentum.

This response and recovery plan was overlaid with our work plan, with a continued focus on:

- Workforce Development
- Business Investment and Innovation
- Entrepreneur Development
- Marketing the Greater Saint John Area.

Under Business Investment and Innovation, we are focused on the creation of an Innovation District, which is comprised of four zones:

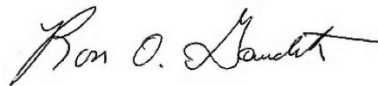
- Zone One – Foundational Innovation
- Zone Two - Logistics
- Zone Three - Health
- Zone Four – Additive Manufacturing and Material Innovation

Energy and CyberSecurity encompass all four zones with the innovation district. A proof of concept initiative has just launched, which will see both local and Atlantic Canadian businesses work through an identified pain point around additive manufacturing.

The Entrepreneur Development team is working to support the launch of 35 start-ups and 70 new jobs. We continue to build an entrepreneurial pipeline, engage industry and post-secondary partnerships that will drive a new level of growth in Saint John for start-ups and scale-ups. Our Block One programming is now located in the UNB Grand Hall building on 40 Charlotte Street.

We remain dedicated to achieving steady, long-term economic growth for the region by creating the kind of opportunities that improve quality of life and drive prosperity. The initiatives that we have identified provides a solid base for this growth. The Saint John region has proven their resiliency, and by continuing to work together, we will get through this crisis.

Sincerely,



Ron Gaudet  
Chief Executive Officer

cc: Andrew Oland, Chairperson of EDGSJ





## ECONOMIC DEVELOPMENT

GREATER SAINT JOHN

	2019	2019 YE	2020
Revenue	Budget	Projection	DRAFT Budget
<b>Core Funding</b>			
Municipalities	800,000	715,943	715,943
Strategic Partners	110,000	110,000	65,000
Deferred Revenue	66,000	87,000	85,000
Miscellaneous Fees/Sponsorship	5,000	10,000	5,000
<b>Subtotal</b>	<b>981,000</b>	<b>922,943</b>	<b>870,943</b>
<b>Project Funding</b>	<b>1,655,000</b>	<b>1,756,541</b>	<b>1,214,000</b>
<b>Core and Project Funding Total</b>	<b>2,636,000</b>	<b>2,679,484</b>	<b>2,084,943</b>

Expenditures	2019 Budget	2019 Projection	2020 DRAFT Budget
<b>Core Expenses</b>			
Salaries and Benefits	652,500	566,284	600,193
Business Innovation & Investment	103,750	103,750	93,750
Communications	36,250	70,000	60,000
Marketing	40,000	90,000	45,000
Core Project Funding	25,000	32,000	10,000
Professional Development	15,000	12,000	12,000
Vehicle Expenses	15,000	17,000	17,000
Depreciation	8,500	8,500	8,000
Office and Administration	85,000	151,969	150,000
Project Administration offset		- 144,486	- 125,000
<b>Subtotal</b>	<b>981,000</b>	<b>907,017</b>	<b>870,943</b>
<b>Project Expenses</b>	<b>1,655,000</b>	<b>1,756,541</b>	<b>1,214,000</b>
<b>Core and Project Expenses Total</b>	<b>2,636,000</b>	<b>2,663,558</b>	<b>2,084,943</b>
Surplus		15,926	0



A black and white photograph of a busy, modern interior space, likely a lobby or hallway. The image is heavily blurred, capturing the lower legs and feet of a large group of people in motion. The floor is highly reflective, mirroring the people above. The background shows a wall of large glass panels. The overall atmosphere is one of dynamic activity and movement.

# 2020 WORK PLAN



**ECONOMIC  
DEVELOPMENT**

GREATER SAINT JOHN

A black and white photograph of a large crowd of people walking in a modern, brightly lit interior space, possibly a transit hub or a large office building. The people are blurred, suggesting motion. The floor is highly reflective, mirroring the figures above. The background consists of large glass panels and structural elements.

FRAMING OUR  
FUTURE





## VISION

Consistent, long-term economic growth for Greater Saint John region.



## AREAS OF FOCUS

Building on our regional strengths, we must focus on workforce development, entrepreneur development, business investment and innovation, and marketing Greater Saint John to grow the economy.



## ALIGNMENT IN ECONOMIC DEVELOPMENT

This is a plan to guide our efforts, but it is meant to be a galvanizing vision and set of goals that impact multiple economic development organizations.



## ACTION

The intentional actions of the plan will drive measurable outcomes towards strategic goals.



AREAS OF FOCUS



# AREAS OF FOCUS

## 1 WORKFORCE DEVELOPMENT

Attract and retain talent to support the growth of our existing companies and attract new companies to our region.

## 2 BUSINESS INVESTMENT & INNOVATION

Promote the value proposition for investment and support companies in being globally competitive.

## 3 ENTREPRENEUR DEVELOPMENT

Build the Saint John entrepreneurial ecosystem with a focus on scalable start-ups.

## 4 MARKETING GREATER SAINT JOHN

Tell the Greater Saint John story to attract people, investment, and support the growth of our companies.

Our work plan identifies four areas of focus required to grow the regional economy and support the City of Saint John’s growth agenda.

### STRATEGIC GOALS 2019 – 2021

#### INCREASE IN EMPLOYMENT

2.5% increase per year (from 62,500\* to 67,305)

#### INCREASE IN LABOUR FORCE

2.5% increase per year (from 66,600\* to 71,720)

#### INCREASE IN GDP

0.5% greater than provincial GDP (average 1%)

#### INCREASE IN CONSUMER CONFIDENCE

by 1 index point per year (average of 99.1)

\*Average of the Monthly Seasonally Adjusted Labour Force and Employment Numbers – by Statistics Canada. (2018)



# BUILDING ON 2019

## 1 WORKFORCE DEVELOPMENT

- Filled in excess of 350 previously unfilled jobs.
- There are 887 active clients interested in working and living in Saint John. The highest concentration of candidates are those with skills and experience in Information Technology at 220 candidates.

## 2 BUSINESS INVESTMENT & INNOVATION

- 103 Jobs created
- Innovation District Taskforce has been established
- MBA Program relocated to Uptown Saint John

## 3 ENTREPRENEUR DEVELOPMENT

- 29 start-ups launched
- 47.5 jobs created
- Brought on two new programs to support immigrant entrepreneurs
- Loan portfolio now exceeds \$1 million

## 4 MARKETING GREATER SAINT JOHN

- ASK GSJ and [We ASKED] campaigns launched, to date garnering over 174k in impressions and 5.4k in engagements

## 2020 WORK PLAN

The 2020 Work Plan builds on the foundational year of 2019. 2020 marks the second year of the implementation of the Regional Economic Development Three Year Plan.

In 2019 there were several initiatives undertaken to advance progress in the four areas of Workforce Development, Business Investment, Entrepreneurship Development and Marketing Greater Saint John. Some of these will be built upon in 2020, others will require different approaches to garner greater outcomes.

All focus areas will have an overarching theme of innovation. Innovative approaches are required that can adapt to the constantly changing reality of the local economy and its relation to the broader economic backdrop at the regional, national and global level.





# 1

## WORKFORCE DEVELOPMENT

### THREE-YEAR GOAL

Build an integrated community model that ensures Greater Saint John companies can attract and retain talent.

### YEAR TWO TARGET

Build talent pipeline with employers with a focus on international students, newcomers and their spouses.

- **Employment Readiness** - 150 international students and spouses are employment ready
- **Awareness** - 50k in impressions and 2,000 engagements
- **Employer Engagement** - 25 companies engage in workforce solutions that demonstrate an openness to hiring international students and newcomers

### KEY ACTIONS

1. Promote international students and newcomers as a valuable talent pool for employers
2. Provide resources to employers to improve recruitment and onboarding of international students and newcomers
3. Ensure international students and spouses are prepared to enter the workforce
4. Partner with key stakeholders to implement initiatives that build the talent pipeline

### COLLABORATORS

ACOIA  
INDUSTRY GROUPS  
MUNICIPALITIES  
NBCC  
NBIF  
ONB  
PETL  
SETTLEMENT AGENCIES  
TECHIMPACT  
TRAINING SECTOR  
UNB



## 2

# BUSINESS INVESTMENT & INNOVATION

## THREE-YEAR GOAL

### Business Investment

- Working closely with ONB, the region will have secured significant investment in the ICT, Cybersecurity, Energy, Digital Health and Logistics sectors.

### Innovation

- Public, private and non-profit organizations invested in development of an Innovation District in Uptown Saint John.

## YEAR TWO TARGETS

- 300 jobs created through Investment Attraction.
- Sales presentation made to 200 Newcomer entrepreneurs.
- 5 companies committed to developing the Innovation District.

## KEY ACTIONS INNOVATION

1. Develop the business case and establish a Saint John Cybersecurity Innovation Centre.
2. Complete research on Innovation Districts to determine optimal structure, best practices and to develop a business plan.
3. Secure a location for the next phase of the Innovation District and determine initial financing sources and tenants.
4. Leverage influence of taskforce to promote participation in the District.

## KEY ACTIONS BUSINESS INVESTMENT

1. Work with the health research community to develop marketing materials and a strategy to increase awareness of our local research capabilities.
2. Establish a National FTZ Network to promote best practices and share opportunities.
3. Continue to work with ONB to optimize activities in the attraction of new businesses and investment.

## COLLABORATORS

ACOIA  
ATLANTICA CENTRE FOR ENERGY  
DAL MED NB  
DEVELOP SJ  
HORIZON HEALTH  
INDUSTRY GROUPS  
MUNICIPALITIES  
NBCC  
ONB  
PORT SAINT JOHN  
SAINT JOHN ENERGY  
SAINT JOHN AIRPORT  
UNB





## 3

# ENTREPRENEUR DEVELOPMENT

### THREE-YEAR GOAL

A strong entrepreneurial pipeline, industry engagement and post-secondary partnerships drive a new level of growth in Saint John start-ups and scale-ups.

### YEAR TWO TARGETS

- Support the launch of 35 start-ups and 70 new jobs

### KEY ACTIONS

1. Enhance existing 10 programs with a focus on start-ups that can scale to \$1M in sales and 10+ employees.
2. Develop best-in-class programming by partnering more closely with post-secondary institutions, industry and subject matter experts.
3. Increase the size of our Entrepreneur Development client portfolio.

### COLLABORATORS

ACOA  
ANGLOPHONE-SOUTH SCHOOL  
DISTRICT  
BRILLIANT LABS  
CONNEXIONWORKS  
INDUSTRY GROUPS  
NBIF  
NBCC  
PETL  
RDC  
TECHIMPACT  
UNB



## 4

# MARKETING THE GREATER SAINT JOHN STORY

### THREE-YEAR GOAL

Cultivate a positive image of the community and its opportunities internally/externally resulting in Greater Saint John being recognized as an excellent place for people to live, work, and invest in.

### YEAR TWO TARGETS

- Develop and execute 3 marketing campaigns including phase 2 of ASK GSJ.
- Pitch and have published 8 stories per year.
- Deliver 12 monthly, 4 quarterly and 1 annual report.

### KEY ACTIONS MARKETING

1. Bring to life the vision of consistent, long-term economic growth for the Greater Saint John region to a local, national and international audience.
2. Drive general understanding of economic development within the community.
3. Roll out phase 2 of the ASK GSJ campaign.
4. Collaborate with internal stakeholders to develop a strategic marketing communications plan including the production of related assets to drive awareness of key programs and initiatives.

### COLLABORATORS

DEVELOP SJ  
DISCOVER SJ  
INDUSTRY GROUPS  
LOCAL MEDIA  
MUNICIPALITIES  
ONB  
PETL  
RESIDENTS  
UPTOWN SJ

### KEY ACTIONS COMMUNICATIONS

1. Deliver consistent communications to community stakeholders on marketing projects and programming that support core projects and areas of focus.
2. Strengthen relationship with media, positioning EDGSJ as the go to for information on economic development issues.
3. Provide monthly, quarterly and annual reporting of measurements and metrics on all activities of the organization.



# ECONOMIC DEVELOPMENT

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GREATER SAINT JOHN

40 King Street, Saint John, NB E2L 1G3  
(506) 658-2877 • [info@edsj.com](mailto:info@edsj.com)

**QUARTERLY REPORT Q2 2020**

4/20 – 6/20



**ECONOMIC  
DEVELOPMENT**

GREATER SAINT JOHN

**MORE JOBS.  
MORE PEOPLE  
WORKING.  
MORE ATTRACTIVE  
BUSINESS  
ENVIRONMENT.**

---

**Economic Development  
Greater Saint John (EDGSJ)  
is dedicated to achieving  
consistent, long-term  
economic growth for the  
communities of Grand  
Bay-Westfield, Saint John,  
Rothesay, Quispamsis and  
St. Martins.**

Since our last update, the team at EDGSJ has been working to provide support as businesses look to re-open, undertake operational policy changes and navigate evolving relief funding programs.

Many of our organization's workplan-related projects were put on hold due to COVID-19 and we – like many other businesses – pivoted our course to adapt to the changing economic needs.

A key component of our pivot was ensuring that EDGSJ, ACOA, ONB, The Chamber, The City and Uptown Saint John were all communicating their various efforts and working together as much as possible to minimize duplication of efforts. The Economic Response and Recovery Team met initially twice weekly, and still meets bi-weekly, to discuss and align on how best to support businesses in the region.

Along with our partners, we are working to implement the EDGSJ COVID-19 Response and Recovery Plan, which is guiding our activities in three priority categories: Preparing for Tomorrow's Economy; Enabling Entrepreneurs to Succeed; and, Restoring Confidence and Building Momentum. After focusing most of our efforts in March-June in the critical and stabilization phases, we are shifting now to the recovery phase where we will look to restore business and consumer confidence, demonstrate our local economic strength and advance the innovation district.

We also worked with the Saint John Regional Chamber and our partner network to launch a regional business survey gauging the impact that COVID-19 has had on the local economy. These survey results illustrated the severe impacts of the COVID-19 crisis on the local economy, particularly on small businesses.

Another initiative was the Ahead of the Curve website, showcasing examples of innovation & adaptation

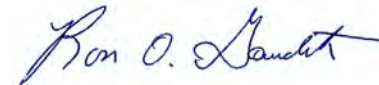
in businesses from Greater Saint John and across Canada. The website also contains a toolkit of resources on Business Continuity Planning, Health and Safety measures, and productivity tools.

And finally, our Business Insights Webinar Series – which was co-presented with the Saint John Region Chamber – was designed to address key issues facing businesses as a result of COVID-19. The first four webinars focused on interpreting federal and provincial relief programs in a way that was easily relatable, and a significant part of the valuable discussion between attendees and MP Wayne Long and Donna Mazerolle CPA, CMA of Donna Mazerolle and Associates. The seven webinars attracted over 550 participants, and all webinars were recorded and posted to the EDGSJ YouTube channel.

As we transition from the critical to stabilization and into the recovery phase of our response and recovery plan, we will focus our efforts on supporting workforce initiatives, continuing to assess the economic position of the Greater Saint John Region, and provide resources and support to businesses as they prepare to engage in tomorrow's economy.

Economic development is a marathon and not a sprint. We know the work we do today will pay dividends in the long run – and we hope you'll join us on the journey.

Sincerely,



Ron Gaudet, CEO  
Economic Development Greater Saint John



# CONTEXT: Q2 2020 ECONOMIC INDICATORS

## GLOBAL

Real Gross Domestic Product (GDP) growth forecast for Q2 2020 (all countries): -4.9%<sup>1</sup> ↓ -1.9% below the April 2020 World Economic Outlook (WEO) forecast.<sup>1</sup>

Real GDP growth forecast for Q2 2020 (advanced economies): -8.0%<sup>1</sup> ↓ -1.9% lower than in the April 2020 WEO

Price of Brent crude oil: \$44.99 USD per barrel (August 11, 2020)<sup>2</sup> ↑ Up more than double the Q1 price

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## NATIONAL

Value of the Canadian dollar: \$0.75 (USD)<sup>3</sup>  
↑ \$0.046 change over Q1 2020

Real GDP growth (Q1 2020): -8.2% (annualized rate)\*<sup>4</sup>

Employment growth rate (seasonally adjusted)  
July 2019 to July 2020: -8.5%<sup>4</sup>  
↓ -10.2% change over Q1 2020 due to COVID-19

---

## TOP 5 WHERE ARE PEOPLE MOVING TO THE SAINT JOHN CMA<sup>6</sup> FROM?<sup>4</sup>

- 1 Fredericton
- 2 Moncton
- 3 Calgary
- 4 Toronto
- 5 Halifax

---

## REFERENCES:

<sup>1</sup>International Monetary Fund (IMF) <sup>2</sup>Nasdaq <sup>3</sup>Bank of Canada <sup>4</sup>Statistics Canada  
<sup>5</sup>IRCC <sup>6</sup>A CMA is a Census Metropolitan Area <sup>7</sup>Conference Board of Canada.

\* Expressed at an annualized rate, real GDP fell 8.2% in the first quarter. Increasingly, this number is being reported as an annualized rate (i.e. the GDP increased by 2% on an annualized rate in the first quarter). This is to allow people to compare it to the familiar annual rate.

## LOCAL CONTEXT (Saint John Census Metropolitan Area)<sup>6</sup>

Population (2019): 131,025<sup>4</sup>  
Percent change in population over 2018: ↑ 0.6%<sup>4</sup>

Population growth rank  
(out of 20 urban centres in Atlantic Canada): 8th<sup>4</sup>

Number of immigrant arrivals from Jan-May 2020: 260<sup>5</sup>  
↓ -28%<sup>5</sup> compared to last year

\*\*Due to COVID-19, job vacancy statistics have been postponed until further notice  
Job vacancies (Q3 2019): 2,115<sup>4</sup>

Labour force (seasonally adjusted) for July 2020: 67,100<sup>4</sup>  
↓ -5.5%<sup>4</sup> change in labour force over July 2019

Employment (seasonally adjusted) for July 2020: 60,500<sup>4</sup>  
↓ -8.3%<sup>4</sup> change in employment over July 2019

Unemployment rate (seasonally adjusted) for July 2020: 9.8%<sup>4</sup>  
↑ 2.9%<sup>4</sup> change in employment over July 2019

Value of building permits issued in first six months of 2020: \$65.3 M<sup>4</sup>  
↓ 23%<sup>4</sup> compared to building permits issued in first six months of 2019

Value of international exports in June 2020: \$835 B<sup>4</sup>  
↓ 32%<sup>4</sup> change compared to June 2019

Value of international exports – excluding refined oil – in June 2020: \$508 M<sup>4</sup>  
↓ -26%<sup>4</sup> change compared to June 2018

Saint John CMA GDP growth forecast for 2020: 1.2%<sup>7</sup>  
(This growth was projected before the result of COVID-19)

\*\* Due to COVID-19, stats are unable to be updated.



## FOCUS AREA

# 1

## WORKFORCE DEVELOPMENT

TO ATTRACT AND RETAIN TALENT TO SUPPORT THE GROWTH OF OUR EXISTING COMPANIES AND ATTRACT NEW COMPANIES TO OUR REGION.

### YEAR TWO TARGET

Build talent pipelines with employers with a focus on international students, newcomers and their spouses.

### STATUS ● ● ●

We have been making some progress in this area.

### YEAR-TO-DATE PROGRESS

88 of 150 international students and spouses are employment-ready.

12 of 25 companies engaged in workforce solutions that demonstrate an openness to hiring international students and newcomers.

### WINS AND ACHIEVEMENTS IN Q2

Work continues with UNBSJ on ways to promote the talent of the MBA student cohort, and secure work placements.

EDGSJ supported a provincial virtual job fair with 60 employers and more than 1,500 job seekers.

### CONCERNS AND CHALLENGES IN Q2

COVID-19 has been the dominant issue throughout the second quarter of 2020, affecting most initiatives.

### Q2 HIGHLIGHT

EDGSJ led a webinar for international students entitled “Saint John International Student Path to Employment” with the Local Immigration Partnership and community partners. 147 international students registered for the session and learned about government job seeking resources, an employer’s perspective on hiring, and insights from former international students.

READ MORE ABOUT OUR  
FOCUS AREAS IN OUR 3-YEAR  
ECONOMIC DEVELOPMENT  
PLAN, AVAILABLE AT:

**EDGSJ.COM**



## FOCUS AREA

# 2

## BUSINESS INVESTMENT & INNOVATION

PROMOTE THE VALUE PROPOSITION FOR INVESTMENT, AND SUPPORT COMPANIES IN BEING GLOBALLY COMPETITIVE.

### YEAR TWO TARGET

Create 300 jobs through investment attraction.

Deliver 200 sales presentations to newcomer entrepreneurs.

Secure commitment from five companies to develop the Innovation District.

### STATUS ● ● ●

We have been making some progress in these areas.

### YEAR-TO-DATE PROGRESS

Zero of 300 jobs have been created through Investment Attraction.

51 of 200 sales presentations have been delivered to newcomer entrepreneurs.

Zero of five companies have committed to development of the Innovation District.

### WINS AND ACHIEVEMENTS IN Q2

The Innovation District continues to move forward and remains a key area of focus.

We are working closely with ONB on several investment attraction files.

### CONCERNS AND CHALLENGES IN Q2

Immigration and newcomer entrepreneur sessions remain on hold, and we continue to find new ways to develop genuine relationships with potential investors while our preference for in-person meetings is replaced by video calls.

### Q2 HIGHLIGHT

We continue to work with Saint John Energy on the Smart Energy Project, with the aim of developing smart grid technologies. This will help to inform energy use in and around our area, and result in more efficiencies through advanced monitoring processes.

READ MORE ABOUT OUR FOCUS AREAS IN OUR 3-YEAR ECONOMIC DEVELOPMENT PLAN, AVAILABLE AT:

**EDGSJ.COM**





## FOCUS AREA

# 3

## ENTREPRENEUR DEVELOPMENT

BUILD THE SAINT JOHN ENTREPRENEURIAL ECOSYSTEM WITH A FOCUS ON SCALABLE START-UPS.

### 🎯 YEAR TWO TARGET

Launch 35 start-ups.

Create 70 jobs.

### 🔍 STATUS ●●●

We are on track for target achievement.

### YEAR-TO-DATE PROGRESS

10 of the targeted 35 start-ups have launched.

16 of the targeted 70 jobs have been created.

### WINS AND ACHIEVEMENTS IN Q2

Financing provided to new businesses from EDGSJ totalled \$75,000 over the second quarter, which allowed for businesses to leverage nearly \$400,000 in additional funding to support their endeavours.

### CONCERNS AND CHALLENGES IN Q2

Our ability to conduct in-person site visits and hold meetings with potential investors continued to be affected by COVID-19 throughout the second quarter.

### Q2 HIGHLIGHT

Considerable effort has been made to connect with clients to understand and assist with their special needs over the last several months, and securing sources of funding is now more important than ever.

Almost our entire loan portfolio took advantage of our no interest and no payment offer for June, July and August. Many of them continue to struggle with the COVID-19 reality, while others have found new revenue sources through a digital presence.

Started in June, a 10-week online ad campaign is supporting our entrepreneurial programming fall line-up and preparing this cohort to begin their training.

READ MORE ABOUT OUR FOCUS AREAS IN OUR 3-YEAR ECONOMIC DEVELOPMENT PLAN, AVAILABLE AT:

**EDGSJ.COM**



## FOCUS AREA

# 4

## MARKETING GREATER SAINT JOHN

TELL THE GREATER SAINT JOHN STORY TO ATTRACT PEOPLE, INVESTMENT, AND SUPPORT THE GROWTH OF OUR COMPANIES.

### YEAR TWO TARGET

Develop and execute three marketing campaigns including phase two of ASK GSJ.

Pitch and have published eight stories per year.

Deliver 12 monthly reports, four quarterly reports, and one annual report.

### STATUS ● ● ●

We are on track for target achievement.

### YEAR-TO-DATE PROGRESS

Much of the focus for marketing activities deviated from our original mandate of promoting and drawing awareness to Greater Saint John. Instead, we shifted to sharing information related to government funding programs supporting businesses.

The Ahead of the Curve website was another new initiative, as well as curating stories, supporting and drawing awareness for the webinar series, and branding and promoting activities for entrepreneur development programs.

Two additional op-eds were published this quarter in Huddle and the Telegraph Journal.

### Q2 HIGHLIGHT

There was a re-focus this quarter on promoting the Greater Saint John region through social media. These efforts resulted in 285,000 impressions and nearly 10,000 engagements across our Facebook, Twitter, Instagram and LinkedIn profiles.

Another Greater Saint John promotional initiative involved placement of a fresh new ad in Maritime EDIT magazine's summer edition, with readership throughout Atlantic Canada and beyond.



READ MORE ABOUT OUR FOCUS AREAS IN OUR 3-YEAR ECONOMIC DEVELOPMENT PLAN, AVAILABLE AT: [EDGSJ.COM](http://EDGSJ.COM)





# CARL

Director of Smart Grid at  
Saint John Energy

I have had the opportunity  
to travel the world and  
I have not witnessed a  
better place to live.”

Ask Carl what it’s like to  
live and work in Saint John,  
New Brunswick:

[carl@edgsj.com](mailto:carl@edgsj.com)

Location: Westfield Golf & Country Club in Grand Bay-Westfield, New Brunswick  
Distance from Uptown: 26 km / 25 minutes driving



[edgsj.com/carl](http://edgsj.com/carl)



EDGSJ COVID-19

# RESPONSE AND RECOVERY PLAN



APRIL 23, 2020

# INTRODUCTION

Economic Development Greater Saint John has an important role to play in leading regional economic response and recovery efforts during the COVID-19 crisis. During this critical time, the local economy of the Greater Saint John region is facing a period of great stress and uncertainty. Businesses are challenged to stay open, support their employees, and navigate the rapidly changing provincial and federal relief programs. In the days, weeks, and months ahead it is imperative that EDGSJ help lead our community through this unprecedented crisis to a place of strength.

As a direct result of these challenges, EDGSJ will work with its partners to implement a regional response and recovery plan that focuses on three priorities. 1) Prepare for Tomorrow's Economy, 2) Enable Entrepreneurs to Succeed, and 3) Restore Confidence and Build Momentum.

Key phases and actions have been outlined in our response and recovery plan in support of these priorities. Given the variables that may impact the reopening of our economy, these priorities and actions may require modification as new information becomes available.

It is our mandate as a regional economic development agency to support our businesses and our communities during this critical time and with our partners, we look forward to leading Greater Saint John to a full economic recovery.



# 3 PHASES OF RECOVERY



## PHASE 1 CRITICAL

- Triage business needs and provide resources and support
- Share and gather information and insights on programs and policies to mitigate loss to local businesses and to stimulate the economy
- Accelerate issues of concern and needs of businesses to government leaders

## PHASE 2 STABILIZATION

- Support workforce initiatives
- Assess the economic position of the Greater Saint John Region
- Support business to prepare for tomorrow's economy
- Instill confidence in a full economic recovery

## PHASE 3 RECOVERY

- Support business recovery and growth
- Restore business and consumer confidence
- Demonstrate local economic strength and attract investment to the region
- Firmly establish the Greater Saint John Innovation District as a top priority for the region



# PRIORITY 1.

## PREPARE FOR TOMORROW'S ECONOMY

### Critical

- Sector Impact Assessment

### Stabilization

- Support strategies to return to low levels of unemployment
- Facilitate support to businesses re-opening under public health requirements

### Recovery

- Attract companies that support and protect regional and national supply chains
- Leverage our COVID-19 impact resistance assets (i.e. Large exporters headquartered here, Port SJ, Fibre Optic Network and Connectivity)



# PRIORITY 2.

## ENABLE ENTREPRENEURS TO SUCCEED

### Critical

- Research and facilitate creative ways for hard hit businesses to adapt to the new reality (i.e. create new streams of revenue, create new processes, adopt technology, or pivot)
- Promote programming and resources to new and emerging entrepreneurs
- Address barriers to newcomer entrepreneurs accessing government assistance and establishing a business during COVID-19
- Provide hands-on support and advocate for businesses during COVID-19

### Stabilization

- Continue to deliver online entrepreneur development programming





# **PRIORITY 3.**

## RESTORE CONFIDENCE & BUILD MOMENTUM

### **Critical**

- Collaborate with and support Rise Up SJ initiatives

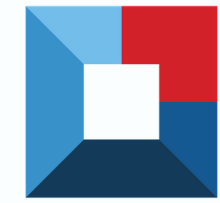
### **Stabilization**

- Highlight and share examples of companies and communities that have managed their way through the crisis
- Promote and engage our “Home Team” – large exporters who are headquartered here, and will continue to employ people and grow here in the future
- Engage the community in advancing the Innovation District

### **Recovery**

- Celebrate re-openings and the speed to which we move back to regular work





**ECONOMIC  
DEVELOPMENT**  
GREATER SAINT JOHN



**RISE** *Up* **SJ**



Agence de  
promotion économique  
du Canada atlantique



DISCOVER · DÉCOUVREZ  
SAINT JOHN





# MONTHLY PROGRESS DASHBOARD: APRIL 2020

## By focus area

### 1 WORKFORCE DEVELOPMENT

Attract and retain talent to support the growth of our existing companies and attract new companies to our region.



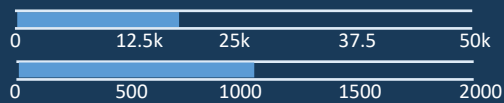
#### YEAR TWO TARGET & PROGRESS

Build talent pipeline with employers with a focus on international students, newcomers and their spouses.

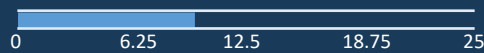
YTD PROGRESS: **86** of 150 international students and spouses are employment ready



YTD PROGRESS: **14,453** of 50k in impressions and **1,190** of 2,000 engagements



YTD PROGRESS: **8** of 25 companies engaged in workforce solutions that demonstrate an openness to hiring international students and newcomers



#### WINS & ACHIEVEMENTS THIS MONTH

- EDGSJ is working with UNBSJ on ways to promote the talent of the MBA student cohort and to secure work placements.



#### STATUS ● ● ●

Yellow means go: some headway has been made.

### 3 ENTREPRENEUR DEVELOPMENT

Build the Saint John entrepreneurial ecosystem with a focus on scalable start-ups.



#### YEAR TWO TARGET & PROGRESS

YTD PROGRESS: **7** of 35 start-ups launched



YTD PROGRESS: **16** of 70 jobs created



#### WINS & ACHIEVEMENTS THIS MONTH

- Financing provided to new businesses from EDGSJ: No loans
- Leveraged funds provided to new businesses: 0\$
- We canvassed our newcomer clients and connected them with resources and greater understanding of relief programs as needed. Our high school participants in the Idea Center continued a high level of engagement in online delivery. Our team has spent considerable time connecting with clients and understanding their needs at this time.



#### STATUS ● ● ●

Yellow means go: some headway has been made.

### 2 BUSINESS INVESTMENT & INNOVATION

Promote the value proposition for investment, and support companies in being globally competitive.



#### YEAR TWO TARGET & PROGRESS

YTD PROGRESS: **0** of 300 jobs created through Investment Attraction



YTD PROGRESS: **51** of 200 sales presentations to newcomer entrepreneurs



YTD PROGRESS: **0** of 5 companies committed to developing the Innovation District



#### WINS & ACHIEVEMENTS THIS MONTH

- The innovation district development will remain as a key area of focus.
- Investment attraction has been affected, projects underway are delayed. ONB is refocusing on recovery and there might be some changes in target sectors.
- Immigration and newcomer entrepreneur sessions are on hold.



#### STATUS ● ● ●

Yellow means go: some headway has been made.

### 4 MARKETING GREATER SAINT JOHN

Tell the Greater Saint John story to attract people, investment, and support the growth of our companies.



#### YEAR TWO TARGET & PROGRESS

- Develop and execute 3 marketing campaigns including phase 2 of ASK GSJ.
- Pitch and have published 8 stories per year.
- Deliver 12 monthly, 4 quarterly and 1 annual report.

#### WINS & ACHIEVEMENTS THIS MONTH

- To support our business community we co-hosted a series of webinars designed to interpret federal and provincial relief programs in a way that was easily relatable, a significant part of the discussion centered around the Q & A session. Panelists for April's webinars included Wayne Long, MP and Donna Mazerolle, CPA. The 3 webinars attracted over 275 attendees.
- We published a combined total of 75 messages sent across Twitter, Facebook, Instagram and LinkedIn garnering over 124k impressions, and 5,156 engagements.



#### STATUS ● ● ●

Yellow means go: some headway has been made.



ECONOMIC DEVELOPMENT

GREATER SAINT JOHN



# MONTHLY PROGRESS DASHBOARD: MAY 2020

## By focus area

### 1 WORKFORCE DEVELOPMENT

Attract and retain talent to support the growth of our existing companies and attract new companies to our region.



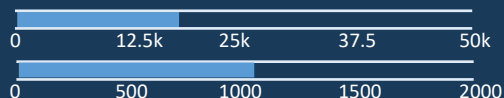
#### YEAR TWO TARGET & PROGRESS

Build talent pipeline with employers with a focus on international students, newcomers and their spouses.

YTD PROGRESS: **86** of 150 international students and spouses are employment ready



YTD PROGRESS: **14,453** of 50k in impressions and **1,190** of 2,000 engagements



YTD PROGRESS: **10** of 25 companies engaged in workforce solutions that demonstrate an openness to hiring international students and newcomers



#### WINS & ACHIEVEMENTS THIS MONTH

- Supported a Provincial virtual job fair with 60 employers and more than 1,500 job seekers.



#### STATUS ● ● ●

Yellow means go: some headway has been made.

### 3 ENTREPRENEUR DEVELOPMENT

Build the Saint John entrepreneurial ecosystem with a focus on scalable start-ups.



#### YEAR TWO TARGET & PROGRESS

YTD PROGRESS: **8** of 35 start-ups launched



YTD PROGRESS: **16** of 70 jobs created



#### WINS & ACHIEVEMENTS THIS MONTH

- Financing provided to new businesses from EDGSJ: \$25,000
- Leveraged funds provided to new businesses: \$33,700

Interest in Impact Loans has resumed. We had four submissions and 2 approved loans in May. One is not taking funding until December and will be counted then. A second round of Impact Loan client outreach happened in May, we have offered 3 months no payments no interest to our portfolio starting in June 2020. Opportunities for future webinars on Covid-19 recovery issues are on our agenda as we learn more about our clients needs.



#### STATUS ● ● ●

Yellow means go: some headway has been made.

### 2 BUSINESS INVESTMENT & INNOVATION

Promote the value proposition for investment, and support companies in being globally competitive.



#### YEAR TWO TARGET & PROGRESS

YTD PROGRESS: **0** of 300 jobs created through Investment Attraction



YTD PROGRESS: **51** of 200 sales presentations to newcomer entrepreneurs



YTD PROGRESS: **0** of 5 companies committed to developing the Innovation District



#### WINS & ACHIEVEMENTS THIS MONTH

- Progress on the innovation district continues to move forward and remains as a key area of focus.
- Continued progress on several key investment attraction files.
- Immigration and newcomer entrepreneur sessions remain on hold.
- Continue to work with Saint John Energy on the Smart Energy project to develop new smart grid technologies to help inform our energy use and create a more efficient way to monitor it.



#### STATUS ● ● ●

Yellow means go: some headway has been made.

### 4 MARKETING GREATER SAINT JOHN

Tell the Greater Saint John story to attract people, investment, and support the growth of our companies.



#### YEAR TWO TARGET & PROGRESS

- Develop and execute 3 marketing campaigns including phase 2 of ASK GSJ.
- Pitch and have published 8 stories per year.
- Deliver 12 monthly, 4 quarterly and 1 annual report.

#### WINS & ACHIEVEMENTS THIS MONTH

- To support our business community we continued to co-hosted a series of webinars to provide relevant and timely information to local business owners on Operations Planning, Optimizing your Banking Relationship, Pandemic Proofing your Business, and the Business Sector Snapshot that highlighted the survey results.
- Together the 4 webinars attracted over 250 attendees.
- We published a combined total of 63 messages sent across Twitter, Facebook, Instagram, and LinkedIn garnering over 86k impressions, and 2,603 engagements.



#### STATUS ● ● ●

Yellow means go: some headway has been made.



**ECONOMIC DEVELOPMENT**

GREATER SAINT JOHN



# MONTHLY PROGRESS DASHBOARD: JUNE 2020

## By focus area

### 1 WORKFORCE DEVELOPMENT

Attract and retain talent to support the growth of our existing companies and attract new companies to our region.



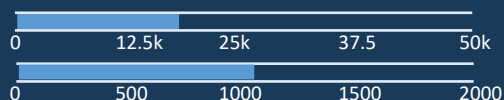
#### YEAR TWO TARGET & PROGRESS

Build talent pipeline with employers with a focus on international students, newcomers and their spouses.

YTD PROGRESS: **88** of 150 international students and spouses are employment ready



YTD PROGRESS: **14,453** of 50k in impressions and **1,190** of 2,000 engagements



YTD PROGRESS: **12** of 25 companies engaged in workforce solutions that demonstrate an openness to hiring international students and newcomers



#### WINS & ACHIEVEMENTS THIS MONTH

- Led a webinar for international students entitled "Saint John International Student Path to Employment" with the Local Immigration Partnership and community partners. 147 international students registered for the session and learned about government job seeking resources, an employer's perspective on hiring, and insights from former international students.



#### STATUS ● ● ●

Yellow: some headway has been made.

### 3 ENTREPRENEUR DEVELOPMENT

Build the Saint John entrepreneurial ecosystem with a focus on scalable start-ups.



#### YEAR TWO TARGET & PROGRESS

YTD PROGRESS: **10** of 35 start-ups launched



YTD PROGRESS: **16** of 70 jobs created



#### WINS & ACHIEVEMENTS THIS MONTH

- Financing provided to new businesses from EDGSJ: \$50,000
- Leveraged funds provided to new businesses: \$350,000

We approved two new Impact loans in June. One of those companies used our loan to leverage \$325,000. Almost our entire loan portfolio took advantage of our offer of no interest and no payments for June, July and August. Many of them continue to struggle with our COVID-19 reality while others have found new revenue sources through a digital presence. A ten-week Huddle marketing campaign commenced to support our Entrepreneurial Programming fall line-up, this will be supported on various social media platforms.



#### STATUS ● ● ●

Green means go: we are on-track for target achievement.

### 2 BUSINESS INVESTMENT & INNOVATION

Promote the value proposition for investment, and support companies in being globally competitive.

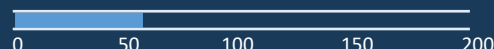


#### YEAR TWO TARGET & PROGRESS

YTD PROGRESS: **0** of 300 jobs created through Investment Attraction



YTD PROGRESS: **51** of 200 sales presentations to newcomer entrepreneurs



YTD PROGRESS: **0** of 5 companies committed to developing the Innovation District



#### WINS & ACHIEVEMENTS THIS MONTH

- We continue to make progress and move forward with the Innovation District which remains a key area of focus.
- We are working closely with ONB on several investment attraction files.
- Immigration and newcomer entrepreneur sessions remain on hold.



#### STATUS ● ● ●

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### 4 MARKETING GREATER SAINT JOHN

Tell the Greater Saint John story to attract people, investment, and support the growth of our companies.



#### YEAR TWO TARGET & PROGRESS

- Develop and execute 3 marketing campaigns including phase 2 of ASK GSJ.
- Pitch and have published 8 stories per year.
- Deliver 12 monthly, 4 quarterly and 1 annual report.

#### WINS & ACHIEVEMENTS THIS MONTH

- Re-focus on promoting the Greater Saint John Region through social media and a fresh new ad in Maritime Edit.
- Development of marketing strategy to support entrepreneur development programs and increase awareness of EDGSJ in the community.
- We published a combined total of 80 messages primarily focused on Entrepreneur Development programs posted on Twitter, Facebook, Instagram, and LinkedIn garnering over 75k impressions, and 1,435 engagements.



#### STATUS ● ● ●

Green means go: we are on-track for target achievement.



ECONOMIC DEVELOPMENT

GREATER SAINT JOHN





# MONTHLY PROGRESS DASHBOARD: JULY 2020

## By focus area

### 1 WORKFORCE DEVELOPMENT

Attract and retain talent to support the growth of our existing companies and attract new companies to our region.



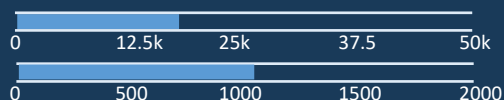
#### YEAR TWO TARGET & PROGRESS

Build talent pipeline with employers with a focus on international students, newcomers and their spouses.

YTD PROGRESS: **88** of 150 international students and spouses are employment ready



YTD PROGRESS: **14,453** of 50k in impressions and **1,190** of 2,000 engagements



YTD PROGRESS: **12** of 25 companies engaged in workforce solutions that demonstrate an openness to hiring international students and newcomers



#### WINS & ACHIEVEMENTS THIS MONTH

- Led a webinar for international students entitled "Saint John International Student Path to Employment" with the Local Immigration Partnership and community partners. 147 international students registered for the session and learned about government job seeking resources, an employer's perspective on hiring, and insights from former international students.



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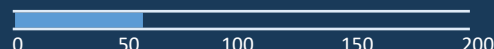


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- Pitch and have published 8 stories per year.
- Deliver 12 monthly, 4 quarterly and 1 annual report.

#### WINS & ACHIEVEMENTS THIS MONTH

- Re-focus on promoting the Greater Saint John Region through social media and a fresh new ad in Maritime Edit.
- Development of marketing strategy to support entrepreneur development programs and increase awareness of EDGSJ in the community.
- We published a combined total of 40 messages primarily focused on Entrepreneur Development programs posted on Twitter, Facebook, Instagram, and LinkedIn garnering over 33.9k impressions, and 390 engagements.



#### STATUS ● ● ●

Green means go: we are on-track for target achievement.



ECONOMIC DEVELOPMENT

GREATER SAINT JOHN

## 2020 ABC Written Submission

<b>- TD Station -</b>	
Mandate	To operate a cost efficient multipurpose facility.
Primary Functions	Trade Shows, concerts, ice rentals and one major tenant.
Name of Board Members	Ed Keyes, Gary Sullivan, Gary MacDonald, Pierre Rioux, Andrew Peters, Katie Bacon and Ron Hutton.
# of Staff	Approximately 250.
2020 CoSJ Subsidy	\$606,478.76
Projected 2020 revenue streams	Concerts, trade shows, concessions, parking, ice rentals, ticketing and sponsorships.
2020 continuous improvement	<i>We follow a maintenance life cycle program to keep our equipment running well and costs down. (Maintain, Repair, Replace) We are also working with energy consultants from the city on energy management initiatives.</i>
Annual Budget	<i>See attached.</i>
Response to YTD Actuals	<i>As at the end of August we have a small surplus of approximately \$10,000.00. All events from March to December were cancelled due to Covid 19. Sea Dog hockey and ice rentals started at the end of August.</i>
High-Level 2020 Performance/Service Objectives	The City of Saint John embarked on a co-funded retrofit program titled the Municipal Buildings Deep Energy Retrofits. TD Station was identified as one of the City's largest energy consuming assets and was studied by the City and MCW Maricor. It was determined that the lighting system and heat pumps are to be replaced in 2020.
YTD Performance/Service Targets	We anticipate a short fall in our 2020 operating budget of approximately \$92,500.00 due to loss of event revenue, concession revenue and Suite and Club seating rental revenue due to Covid 19.
Recent accomplishments	<ul style="list-style-type: none"> <li>•</li> </ul>
Emerging Issues	Ongoing maintenance of the building. Loss of revenue from the new Sea Dog contract. Loss of Revenue due to Covid 19.
Summary of primary take-aways for Common Council	<ul style="list-style-type: none"> <li>•</li> </ul>
Attachments	



## 2020 Operating Budget

	2019 Actual	End of August		2020 Budget	Revised Covid 19 2020 Budget	2021 Budget
		2020 Actual	2020 Budget			
<b><u>Revenue</u></b>						
Events	1,112,770	276,757	531,678	1,009,700	492,569	842,967
Food & Beverage	832,491	297,152	496,690	936,352	404,252	737,381
Advertising	218,175	149,333	141,597	212,396	221,835	217,404
Monthly Parking	362,478	209,297	234,825	352,825	294,977	287,000
Other	23,074	5,232	12,000	18,000	6,166	12,300
<b>Gross Revenue</b>	<b>2,548,988</b>	<b>937,771</b>	<b>1,416,790</b>	<b>2,529,273</b>	<b>1,419,799</b>	<b>2,097,052</b>
F & B Cost of Goods Sold	291,031	117,797	195,801	368,402	160,336	290,592
<b>Net Revenue</b>	<b>2,257,957</b>	<b>819,974</b>	<b>1,220,989</b>	<b>2,160,871</b>	<b>1,259,463</b>	<b>1,806,459</b>
<b><u>Expenses</u></b>						
Wages and Benefits	1,731,112	837,549	1,050,074	1,639,464	1,275,162	1,477,979
Food and Beverage	236,980	94,625	149,218	251,875	142,611	204,577
Utilities	240,945	102,723	154,121	254,575	213,057	210,650
Maintenance	216,710	131,489	126,910	194,010	181,625	187,240
Supplies	46,817	28,905	44,784	75,256	57,320	59,416
Marketing and Promotions	70,114	21,938	42,194	40,850	37,907	14,850
General	111,944	53,044	53,450	105,300	89,549	71,658
Credit Card Fees	84,725	25,400	47,540	63,138	30,017	46,387
Travel	14,057	2,517	9,900	15,400	2,517	6,000
Telephone	93,334	48,536	43,200	64,800	65,694	77,700
Finance	-	-	-	-	-	-
Sea Dogs Revenue Sharing	322,037	63,110	99,239	322,921	123,248	263,048
Insurance	33,298	22,163	22,168	33,252	33,248	33,252
<b>Total Expenses</b>	<b>3,202,072</b>	<b>1,431,998</b>	<b>1,842,799</b>	<b>3,060,841</b>	<b>2,251,955</b>	<b>2,652,756</b>
<b><u>Investment in the Community</u></b>	<b><u>(944,115)</u></b>	<b><u>(612,024)</u></b>	<b><u>(621,810)</u></b>	<b><u>(899,970)</u></b>	<b><u>(992,492)</u></b>	<b><u>(846,296)</u></b>

## October 2020 ABC Written Submission

### Saint John Aquatic Center Commission

<b>Mandate</b>	<ul style="list-style-type: none"> <li>Advance the health, welfare, and well-being of the residents of Greater Saint John, and the Province</li> <li>Stimulate interest in our activities</li> <li>Establish, promote, and encourage programs for the health, and welfare and well-being of persons with disabilities</li> <li>Support &amp; aid in the establishment of other associations formed for any of the objects of the Commission</li> </ul>																				
<b>Primary Functions</b>	The operation of, and programming for, the Canada Games Aquatic Centre																				
<b>Name of Board Members</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 70%;">Position</th> <th style="width: 30%;">Representative</th> </tr> </thead> <tbody> <tr> <td>One member appointed by the Council of Quispamsis</td> <td>Shalene Losier, Chair</td> </tr> <tr> <td>Member appointed by the Common Council of Saint John</td> <td>Paula Radwan</td> </tr> <tr> <td>Member appointed by the Common Council of Saint John</td> <td>Leslie Keirstead</td> </tr> <tr> <td>Member appointed by the Common Council of Saint John</td> <td>Vacant</td> </tr> <tr> <td>One member appointed by the Council of Grand Bay - Westfield</td> <td>Erin Toole</td> </tr> <tr> <td>One member appointed by the Council of Rothesay</td> <td>Lloyd Foote, Vice chair &amp; Treasurer</td> </tr> <tr> <td>Director of Recreation and Parks, City of Saint John</td> <td>Amy McLennan</td> </tr> <tr> <td>Mayor of the City of Saint John, <i>ex officio</i>, non-voting (Representative)</td> <td>David Merrithew</td> </tr> <tr> <td>Commissioner of Finance of the City of Saint John, <i>ex officio</i>, non-voting (Representative)</td> <td>Dawn Arbour</td> </tr> </tbody> </table>	Position	Representative	One member appointed by the Council of Quispamsis	Shalene Losier, Chair	Member appointed by the Common Council of Saint John	Paula Radwan	Member appointed by the Common Council of Saint John	Leslie Keirstead	Member appointed by the Common Council of Saint John	Vacant	One member appointed by the Council of Grand Bay - Westfield	Erin Toole	One member appointed by the Council of Rothesay	Lloyd Foote, Vice chair & Treasurer	Director of Recreation and Parks, City of Saint John	Amy McLennan	Mayor of the City of Saint John, <i>ex officio</i> , non-voting (Representative)	David Merrithew	Commissioner of Finance of the City of Saint John, <i>ex officio</i> , non-voting (Representative)	Dawn Arbour
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<b># of Staff</b>	60 Full-time Equivalents as at September 26, 2020																				
<b>2020 CoSJ Subsidy</b>	\$497,000 (The City's share of the approved operating subsidy from the GJRFC)																				
<b>Projected 2020 revenue streams</b>	Revenues sources include memberships, swimming lessons, beach contracts, massage, camps, and the annual grant from the Greater Saint John Regional Facilities Commission. Our annual subsidy from municipalities equates to about 27% of our funding (Down from over 40% in 2018). This compares favourably to other recreational assets in the region.																				
<b>2020 continuous improvement</b>	<p>We continue to improve internal controls to increase efficiencies and decrease expenses, including a number of capital improvements relating to energy that will decrease our ongoing costs.</p> <p>We continue to look for opportunities to increase revenues and have rationalised operations to decrease expenses.</p>																				
<b>Annual Budget</b>	\$2.8 million																				
<b>Response to YTD Actuals</b>	We anticipate that revenues will be down by over \$600,000 compared to budget. We took decisive action in March in response to our COVID-19 imposed shutdown. This included laying-off the vast majority of our staff. Because of these and other measures, we have reduced our expenses by an amount comparable to the reduction in revenues (over \$600,000). As a result, we expect that our approved 2020 funding from GJRFC will be sufficient. No further financial contribution will be required from the City.																				

<p>High-Level 2020 Performance/Service Objectives</p>	<p>Continue to offer programming and services that serve the needs of our community, our members, and to increase our user base.</p> <p>Significantly improve internal controls and improve the efficiency of our operations</p> <p>Significantly reduce our year-over-year requirement for municipal funding in 2020 and beyond.</p>
<p>YTD Performance/Service Targets</p>	<p>Despite being closed for nearly three months, we will not require additional financial resources from the City this year beyond the approved contribution from GJRFC</p>
<p>Recent accomplishments</p>	<ul style="list-style-type: none"> <li>• Our requirement for GJRFC funding decreased by nearly \$200K from 2018 to 2019 and will be down over \$200K from 2019 to 2020</li> <li>• Revenues increased 7% in 2019</li> <li>• We have removed the chlorine gas disinfection system from the facility</li> <li>• We are on track to again reduce our need for GJRFC funding significantly for 2021. GJRFC has granted our request for a contribution of \$599,000 for next year. That is a \$560,000 reduction over the amount we needed in 2018, cutting our funding requirement nearly in half over a three year period.</li> </ul>
<p>Emerging Issues</p>	<p>Although operations have largely returned to normal, the COVID-19 pandemic will continue to affect our operations. Should the current situation worsen, the full impact is unknown.</p> <p>The facility’s general changes rooms do not meet current standards for accessibility and public expectations. This affects the ability of some residents to equitable and appropriate access to the facility. We are looking at options to secure significant funding for renovations from federal programs. We also believe that we should work with the City to pursue funding under the community, culture and recreation infrastructure stream of the current Canada – New Brunswick Integrated Bilateral Agreement for the Investing in Canada Infrastructure Program.</p> <p>New Brunswick is scheduled to host the Canada Summer Games in 2029. No matter the host city, we should argue that the aquatics events be held here rather than building a second 50 meter pool in the province. Our facility will need upgrading to meet current standards for national competitions.</p>
<p>Summary of primary take-aways for Common Council</p>	<ul style="list-style-type: none"> <li>• The financial picture for the Commission continues to improve and the need for municipal funding is decreasing significantly</li> <li>• We currently have one vacancy on the Commission. It is a Saint John seat.</li> <li>• The Commission requests to be actively involved in the decision making around capital spending in the facility</li> </ul>
<p>Attachments</p>	<p>None</p>

## 2020 ABC Written Submission Template

<b>- Saint John Arts Centre-</b>	
Mandate	The Saint John Arts Centre advances the culture and economy of Saint John, by providing critical infrastructure for the growth and development of the arts. By incubating and developing talent, the Arts Centre strengthens our community by fostering connections and collaboration, locally and beyond.
Primary Functions	1. Art Gallery. The Arts Centre provides five exhibition galleries. There are six exhibition sessions per year each lasting seven weeks. 2. Workshops: We provide art-based workshops to people of all ages. 3. Rentals: For weddings, concerts or private functions. Including rentals of our printmaking and ceramics studios. 4. Performing Arts: Symphony NB, Early Music Festival, SJ String Quartet and the Summer Classics Series all hold their concerts in our main gallery on a regular basis. <b><i>Due to the COVID-19 pandemic we are only able to offer exhibitions in our two main floor galleries, but are hopeful to be able to offer exhibitions in all five galleries in 2021. By following the public health guidelines, SJAC was able to offer a full range of workshops and rental opportunities beginning in September 2020.</i></b>
Name of Board Members	Chair – John Runcie; Vice Chair - Emily Saab; Treasurer - Pat Joas; Secretary – Bailey Campbell; Director - Lisa-Ann Scichilone; Director - David Emerson; Director – Kara Stonehouse; Director - Leona Laracie; Director - Christopher Williams; Director - Anita Punamiya; Director – Tiffany Fawcett.
# of Staff	Four Full time: Andrew Kierstead-Executive Director, Kelly Cunningham-Promotions and Events Coordinator, Larry Morin-Building Maintenance and Maggie Higgins–Education & Outreach Coordinator.  Contract: Nora Bowes-Business Administrator.
2020 CoSJ Subsidy	Regional Facilities Commission – Operational Grant of \$125,000. New in 2020, Utilities, Property tax, Lease - \$83,326
Projected 2020 revenue streams	Workshops, facility rentals, project grants, sponsorships, donations, memberships and the CEWS program. <b><i>Due to the COVID-19 pandemic, our annual April fundraiser was cancelled, but we were able to offer workshops and rentals again starting in September. We are also aggressively initiating a mailout campaign for memberships and donations. (930 names)</i></b>
2020 continuous improvement	<i>Provide feedback on your organization’s ongoing effort to identify efficiencies in your operations and cost-savings</i>  We are taking advantage of the CEWS (wage and subsidy) program that is being offered by the federal government.  SJAC has also installed a HVAC system in the Tompkins Hall (lecture theatre) on the main floor and has renovated a small room in the basement so we can offer silk screen printing. This required the installation of an HVAC system in the basement.
Annual Budget	<i>Provide total annual operating budget incorporating all funding and revenue.</i>  SJAC budget for 2020 was approved for \$337,326 (revised numbers attached)

<p>Response to YTD Actuals</p>	<p><i>Provide feedback on YTD budget actuals, and any noteworthy issues that should be brought to the attention of the City of Saint John</i></p> <p>The Saint John Arts Centre provides a year-to-date report to the Regional Facilities Commission in June and again in August when we also present our new budget for 2021. The budget for 2021, which includes the operational grant and the new utilities, lease and property tax component, has been approved.</p>
<p>High-Level 2020 Performance/Service Objectives</p>	<p>The SJAC reopened on June 3, 2020 with public access limited to the main floor exhibition galleries, basement workshops and studio areas. We partnered with Early Music Festival and hosted a Mozart concert series in June, Summer Classics Series in July and August, and another performance series in September.</p> <p>Also, in early June, we began hosting the Province of NB and UNB's senior health study, "Art 4 Life" again.</p> <p>NBCCD's first year FVA program is being offered again this year. Classes began in September.</p>
<p>YTD Performance/Service Targets</p>	<p>Due to the COVID-19 crisis, we realize that meeting our performance target during this time period will be extremely difficult. However, the staff and volunteer board members are working hard to make a positive impact in our community during these difficult times. If there is no "second wave" in late fall or early winter, then the SJAC will be able to build upon this positive momentum and continue to offer workshops and rentals into 2021.</p>
<p>Recent accomplishments</p>	<ul style="list-style-type: none"> <li>• We have started our second year of partnering with the New Brunswick College of Craft &amp; Design in offering their Foundation Visual Arts program at the SJAC. There are nine students registered for this year's program, which meets the public health requirements for our workshop space.</li> <li>• As mentioned above, we have installed two HVAC systems in the Carnegie building which will help to improve air quality and eliminate the growth of mold.</li> <li>• During our closure (March 17 – June 2) SJAC developed a series of seven internet-based children's workshops called "Art at Home". We also able to receive funding through the Province of NB, for two new iMac computers that have the special capacity for video editing. This will bring our Mac Lab up to 6 computers. An application to Canada Council to develop a series of internet-based instructional videos for high school students was not successful. However, there may be an opportunity to reapply in January 2021.</li> <li>• SJAC has large gallery spaces which are attracting rental business for organizations with small groups.</li> </ul>

<p>Emerging Issues</p>	<p>The COVID-19 crisis has had a profound impact on all of us. The SJAC continues to seek a balance when it comes to providing services to the public while following public health regulations.</p> <p>As of September, the public has signed up for our programs and workshops without hesitation. However, a second wave could change this.</p> <p>Although we are receiving funding from the CEWS and through traditional operational grants, there may be a decline in workshop and rental revenues if there is a “second wave”. The SJAC is monitoring its cash flow projections closely.</p>
<p>Summary of primary take-aways for Common Council</p>	<ul style="list-style-type: none"> <li>• The SJ Arts Centre continues to provide excellent value as a Regional Facility to the Greater Saint John area.</li> <li>• We continue to work with other provincial arts centres in the sharing of ideas and possible solutions in a post-COVID-19 world.</li> <li>• The SJAC is seen as a leader of our arts community and welcomes the challenge of finding ways of serving our community in an efficient and cost-effective way.</li> </ul>
<p>Attachments</p>	<p><i>SJAC - ABC Budget 2020</i></p>

**Saint John Arts Centre Financial Statement as at August 31, 2020**

<b>BUDGET 2020</b>				
	<b>Revenue</b>	<b>Budget</b>	<b>As of</b>	<b>Expected</b>
		<b>2020</b>	<b>Aug. 31/20</b>	<b>Dec. 31/20</b>
1	Grants - Operating - Regional Facilities	125,000	83,333	125,000
2	- Rental, Property Tax and Utilities - Regional Facilities	83,326	41,660	83,326
3	- Operating - Prov. of NB	14,000	14,000	14,000
4	- Summer Student Work Project	7,000	-	-
6	- Administration of Grants (25%)	3,000	1,875	1,875
8	- Sponsorship	3,000	5,000	6,000
9	- Shelia Hugh Mackay	-	2,907	2,907
10	- Sculpture Saint John	9,000	275	-
11	- Canada Emergency Wage Subsidy	-	36,560	61,560
12	- James Wilson		35,545	38,900
13	- Prov. of NB - Silk Screening		5,000	5,000
14	Workshops	40,000	21,622	28,000
15	Rentals	15,000	10,313	15,000
16	- NBCCD	12,000	4,500	9,000
	- NBCCD Director Salary		2,919	5,850
17	- NBCCD Supplies		395	450
18	Performing Arts	3,000	3,743	3,743
19	Donations/Fundraising/Membership/Artist Rights Fees	18,900	9,828	12,000
20	Exhibitor sales / Openings	4,000	1,741	3,000
21	Interest earned	100	33	75
	<b>Totals</b>	<b>337,326</b>	<b>281,248</b>	<b>415,686</b>
	<b>Expenses</b>			
17	Grants - Operating - Wages and Benefits	157,100	111,712	162,690
	- NBCCD -Director Salary		2,919	5,850
18	- Rental, Property Tax and Utilities (after HST rebate)	83,326	41,660	83,326
19	- Summer Student Work Project	8,000	-	-
20	- Music in Millidgeville	100	-	-
21	- Summer Classic Series	2,500	2,427	2,427
23	- Sculpture Saint John	7,000	-	-
24	- Shelia Hugh Mackay		2,000	2,000
	- James Wilson		35,545	38,900
25	Programs and Workshops	26,100	9,806	18,200
26	Rentals	8,500	350	500
	NBCCD Supplies		1,634	1,900
27	Donations/Fundraising/Membership	8,000	191	2,500
28	- Artist Rights Fees	7,800	975	2,975
29	Exhibitions/Receptions	5,000	215	400
30	Advertising and Promotion	900	629	750
30A	- IT (Website)	1,500	970	970
31	Furniture and Equipment	5,000	12,649	21,000
32	Office (toner, postage, etc.)	2,500	3,833	5,000
33	Repairs / Maintenance / Cleaning	1,800	3,826	6,000
34	Professional Fees (Teed Saunders Doyle)	3,000	2,961	2,961
35	Insurance	2,800	1,750	2,800
36	Telephone and Internet Services	3,000	1,506	2,750
37	Bank Charges	400	180	325
38	Debit Machine/E-commerce (website)	3,000	832	1,500
	<b>Totals</b>	<b>337,326</b>	<b>238,569</b>	<b>365,724</b>
	<b>Projected surplus (deficit)</b>	<b>-</b>	<b>42,680</b>	<b>49,962</b>

ABC Written Submission – October, 2020  
**SAINT JOHN BOARD OF POLICE COMMISSIONERS**

Mandate	The Saint John Board of Police Commissioners is the governance authority for the Saint John Police Force. The role of the Board is to establish a vision and actionable objectives for the community, to provide oversight, and to ensure accountability in the application of Police resources to accomplish the objectives.																
Primary Functions	The Saint John Board of Police Commissioners has a responsibility under the <i>Police Act</i> to “provide and maintain an adequate police force” and to advise Common Council accordingly, so the municipality can budget the necessary money.																
Name of Board Members	<p>The Saint John Board of Police Commissioners comprises eight members. Seven members are appointed by Common Council. Two of these may also be members of Common Council. The eighth member is appointed by the Minister of Public Safety.</p> <p style="text-align: center;"><b>Appointments  Saint John Board of Police Commissioners</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Mayor Don Darling</td> <td>Appointed by Common Council on July 30, 2018 to the end of his term.</td> </tr> <tr> <td>Councillor Gary Sullivan</td> <td>Appointed by Common Council on July 30, 2018 to the end of his term.</td> </tr> <tr> <td>Michael Costello (Secretary)</td> <td>Appointed by Common Council on July 30, 2018 for a three year term - July 30, 2018 to July 29, 2021.</td> </tr> <tr> <td>Douglas Jones (Vice Chair)</td> <td>Appointed by Common Council on December 3, 2018 for a three year term - December 3, 2018 to December 3, 2021.</td> </tr> <tr> <td>Tamara Kelly</td> <td>Appointed by Common Council on August 17, 2020 for a three year term – August 17, 2020 to August 16, 2023.</td> </tr> <tr> <td>Maike White (Provincial Representative)</td> <td>Appointed by the Minister of the Department of Justice and Public Safety on November 10, 2017 for a three year term - November 10, 2017 to November 10, 2020.</td> </tr> <tr> <td>Edward Keyes (Chair)</td> <td>Appointed by Common Council on November 18, 2018 for a three year term – November 19, 2018 to November 19, 2021</td> </tr> <tr> <td>Katelin Dean</td> <td>Appointed by Common Council on August 17, 2020 for a three year term – August 17, 2020 to August 16, 2023.</td> </tr> </table>	Mayor Don Darling	Appointed by Common Council on July 30, 2018 to the end of his term.	Councillor Gary Sullivan	Appointed by Common Council on July 30, 2018 to the end of his term.	Michael Costello (Secretary)	Appointed by Common Council on July 30, 2018 for a three year term - July 30, 2018 to July 29, 2021.	Douglas Jones (Vice Chair)	Appointed by Common Council on December 3, 2018 for a three year term - December 3, 2018 to December 3, 2021.	Tamara Kelly	Appointed by Common Council on August 17, 2020 for a three year term – August 17, 2020 to August 16, 2023.	Maike White (Provincial Representative)	Appointed by the Minister of the Department of Justice and Public Safety on November 10, 2017 for a three year term - November 10, 2017 to November 10, 2020.	Edward Keyes (Chair)	Appointed by Common Council on November 18, 2018 for a three year term – November 19, 2018 to November 19, 2021	Katelin Dean	Appointed by Common Council on August 17, 2020 for a three year term – August 17, 2020 to August 16, 2023.
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# of Staff	139 police / 44 civilians																



2020 CoSJ Subsidy	\$26,095,633
Projected 2020 Revenue Streams	\$520,000
2020 Continuous Improvement	<ul style="list-style-type: none"> <li>• Automation and integration of Saint John Police Force records, data and digital evidence reporting review / ongoing</li> <li>• Review of Case Management governance framework / underway.</li> <li>• Strategic Plan 2019-2022 (25) – internal survey completed /currently implementing process for community engagement</li> <li>• Creation of Saint John Police Force Diversity Advisory Council – inviting members from diverse communities to partake in committee</li> <li>• Sexual Assault Review Committee – adopting Canadian Association of Chiefs of Police (CACCP) sponsor model to review all SJPF unfounded sexual assault files</li> <li>• Body-Worn Cameras</li> <li>• Saint John Police Force community partnership with the Child Youth Advocacy Centre (CYAC)</li> <li>• New strategic communications framework to be designed and implemented</li> <li>• Evidence Based Policing (E.B.P.: trust and legitimacy in policing) police science lens / E.B.P. – a shift in thinking, going from process oriented (output based) to innovative – function orientated (outcome based) / underway</li> </ul>
2020 Budgeted Net Operating Costs	\$25,575,633
Response to YTD Actuals	The Saint John Police Force is expected to be on Budget for 2020.
2021 and 2022 Budget	Common Council advised the Saint John Board of Police Commissioners that a proportional share of the city’s projected overall deficit in 2021 and 2022 (currently estimated to be \$10 million annually) will be required from the police force through workforce adjustments and personnel policy changes. This amounts to \$1.3 million annually in workforce-related cost adjustments.
High-Level 2020 Performance/Service Objectives (Core Businesses)	<ul style="list-style-type: none"> <li>• Crime Reduction</li> <li>• Emergency Response Calls</li> <li>• Law Enforcement</li> <li>• Public Safety</li> <li>• Community Engagement</li> </ul>

<p>YTD Performance/ Service Targets</p>	<ul style="list-style-type: none"> <li>• Crime Reduction</li> <li>• Public Satisfaction</li> <li>• Effectiveness / Efficiency / Economy Process Metrics</li> </ul>
<p>Recent/Concurrent Accomplishments</p>	<ul style="list-style-type: none"> <li>• Employee Recognition Program</li> <li>• Introduction of Online Mental Health Platform for all Employees</li> </ul>
<p>Current Issues</p>	<ul style="list-style-type: none"> <li>• The Commission is cognizant of the financial realities faced by the Saint John Police Force as a result of Common Council's recent budget decisions, as well as Collective Bargaining which is currently underway / potential arbitration</li> </ul>
<p>Emerging Issues</p>	<ul style="list-style-type: none"> <li>• Preparing for response to “second wave” of COVID-19</li> <li>• Review of service delivery to focus on core policing services</li> <li>• Collective Agreement Bargaining</li> <li>• Launch of Mental Health Response Team (MCRT) / two (2) Saint John Police force Constables selected for secondment and training</li> <li>• N.B. Department of Public Safety - Review of Policing in New Brunswick</li> <li>• Strategic plan / public engagement will take place by December, 2020</li> </ul>
<p>Summary of Primary Take-Aways for Common Council</p>	<p>The Saint John Board of Police Commissioners is pleased to announce Inspector Tony Hayes was the successful candidate for the Deputy Chief position with the Saint John Police Force. Deputy Chief Hayes joined the Saint John Police Force in 1992 equating to over 28 years of experience in various roles within the force in Patrol Services, Criminal Investigations Division and Administration Division.</p> <p>The Saint John Police Force is currently accepting applications for permanent Police Officer positions that are replacing retired officers.</p> <p>The Saint John Board of Police Commissioners is focused on providing excellent service to the citizens of Saint John in order to ensure they are safe and feel safe, which will also provide the right environment to drive economic growth in our city. As the civilian oversight body for the Saint John Police Force the Commission is committed to ensuring the concerns of the citizens and the community as a whole are reflected in the work of the Saint John Police Force.</p>

**2020 SAINT JOHN BOARD OF POLICE COMMISSIONERS  
SKILLS / COMPETENCY MATRIX**

			Knowledge, Skills, and Experience																		
			Please indicate your knowledge, skills, and experience for each category Advanced = 3      Intermediate = 2      Beginner = 1      None = 0																		
Board Members			Board & Governance Knowledge	Community Knowledge	Critical Thinking / Problem Solving	Diversity Issues Knowledge	Ethics	Financial and Accounting	Government Relations	Human Resource Knowledge	(Policing) Industry Knowledge	Labour Relations	Leadership	Legal Knowledge	Mental Health Knowledge	Organizational Efficiency	Public Affairs & Communications	Risk Management	Strategic Planning	Technology / IT	Gender (M or F)
Name	Appointment Date	Term Expiration Date																			
Michael Costello	July 30, 2018	July 29, 2021	3	2	3	1	2	2	1	1	1	0	2	3	0	2	1	2	1	2	M
Don Darling	July 25, 2016	End of term	3	3	3	2	2	2	3	2	1	2	3	2	2	2	2	2	2	2	M
Gary Sullivan	July 25, 2016	End of term	3	3	3	2	3	2	3	2	2	2	3	1	2	2	2	1	2	2	M
Maike White Provincial Rep.	November 10, 2017	November 10, 2020	0	2	3	2	2	3	1	2	0	2	1	1	3	1	2	2	3	3	F
Edward Keyes	November 19, 2018	November 19, 2021	3	3	3	2	3	2	3	3	2	3	3	3	2	2	2	3	3	2	M
Douglas Jones	December 3, 2019	December 3, 2021	3	2	3	3	3	2	3	3	2	3	3	2	2	3	2	3	3	2	M
Katelin Dean	August 17, 2020	August 16, 2023	1	3	3	2	2	0	1	2	2	1	2	1	2	2	3	2	2	2	F
Tamara Kelly	August 17, 2020	August 16, 2023	3	3	3	2	2	3	2	2	1	1	3	1	3	3	2	3	3	2	F
<b>Total Rating (Goal 10+):</b>			<b>19</b>	<b>21</b>	<b>24</b>	<b>16</b>	<b>19</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>11</b>	<b>14</b>	<b>20</b>	<b>14</b>	<b>16</b>	<b>17</b>	<b>16</b>	<b>18</b>	<b>19</b>	<b>17</b>	

**Competency Assessment Matrix – Assessment Guideline**

Use the guideline below to uniformly score the skills, experience and competency of commissionaires.

<b><u>Competency Level</u></b>	<b><u>Description</u></b>
<b>0</b>	No formal education, experience or particular competency in the area.
<b>1</b>	Has a background that allows for a basic understanding of the area. Basic understanding of principals and capable of following board discussions in the area.
<b>2</b>	Competent understanding of the area. Education and experience in fields related to the area. Capable of contributing to board discussions and analyzing data in the area.
<b>3</b>	Expert-level understanding of the area. Extensive practical experience and up-to-date knowledge of trends and best practices in the area. Capable of analyzing and explaining data, leading board discussions, developing long-term strategy and challenging experts in the area.

### Competency Assessment Matrix – Assessment Guideline

Use the guideline below to better understand the competencies in scoring the skills, experience and competency of commissionaires.

<u>Competency</u>	<u>Description</u>
<b>Board &amp; Governance Knowledge</b>	<p>Knowledge and expertise in board governance in private, public or non-profit sectors.</p> <p>Clear understanding of the distinction between the role of the board versus the role of management.</p> <p>Governance experience acquired through prior board or committee services or working with a board as an employee.</p>
<b>Community Knowledge</b>	<p>Knowledge and expertise of the community served by the organization.</p> <p>Community knowledge includes the capacity to build networks and foster trusting relationships with the various groups within the community that rely on the services provided by the organization.</p>
<b>Critical Thinking / Problem Solving</b>	<p>Ability to apply critical thinking to creatively assess situations and to generate novel or innovative solutions to challenges facing the organization.</p>
<b>Diversity Issues Knowledge</b>	<p>Knowledge and expertise in understanding diversity and related issues.</p> <p>Diversity issues knowledge includes understanding how individuals from different cultural backgrounds will react differently to similar situations, how values, behaviors, attitudes and practices will vary based on diversity and how systems, organizations and programs can be implemented to limit issues relating to diversity in the community and organization.</p>
<b>Ethics</b>	<p>Knowledge and expertise of ethical dilemmas and resolution thereof.</p> <p>Ethics knowledge includes working with individuals to understand conflicts of interest, identifying ethical dilemmas, and making a properly considered and honest decision not only when there is bias but also when there could be perceived bias in the decision.</p>
<b>Financial and Accounting</b>	<p>Knowledge and expertise in accounting and financial management.</p> <p>Financial and Accounting knowledge includes the ability to interpret financial statements, evaluate organizational budgets and understand financial reporting.</p>
<b>Government Relations</b>	<p>Knowledge and expertise in the public policy context affecting the organization.</p> <p>Government relations include knowledge of strategic priorities of government and the relationship between those priorities and the organization.</p>
<b>Human Resource Knowledge</b>	<p>Knowledge and expertise in strategic human resource management.</p> <p>Human resource knowledge includes workforce planning, employee engagement, succession planning, organizational capacity, compensation and professional development.</p>
<b>(Policing) Industry Knowledge</b>	<p>Knowledge and expertise of policing.</p> <p>Industry knowledge includes an understanding of community problems to be addressed, programs that have been implemented and that are currently being operated, the day-to-day struggles of the employees and other unique dynamics relevant to the organization.</p>

<b>Labour Relations</b>	<p>Knowledge and expertise of labour relations and collective bargaining negotiations.</p> <p>Labour relations includes knowledge of the ongoing relationship between union members, management and the commission, experience with negotiating collective agreements, experience with disputes under a collective agreement and all factors affecting the relationship between union members, management and the commission.</p>
<b>Leadership</b>	<p>Ability to inspire, motivate and offer direction and leadership to others.</p> <p>Understands the importance of teamwork to the success of the organization, including the ability to recognize and value contributions or board members, staff and stakeholders.</p>
<b>Legal Knowledge</b>	<p>Knowledge and expertise in legal principals, processes and systems.</p> <p>Legal knowledge includes interpreting and applying legislation, experience with adjudicative hearings, understanding regulations, and a basic understanding of other legal issues that may arise within the organization.</p>
<b>Mental Health Knowledge</b>	<p>Knowledge and expertise in mental health issues including prevention and recovery services.</p> <p>Mental health knowledge includes understanding the signs of mental health issues, triggers that lead to mental health issues, systems to reduce the consequences of mental health issues, best practices to reduce the affects of mental health issues on the organization and connections to mental health resources in the community.</p>
<b>Organizational Efficiency</b>	<p>Knowledge and expertise in sound management and operational business processes and practices.</p> <p>Organizational efficiency includes understanding topics such as managing complex projects, leveraging information technology, planning and measuring performance, and allocating resources to achieve outcomes.</p>
<b>Public Affairs &amp; Communications</b>	<p>Knowledge and expertise in communications, public relations and interacting with the media.</p> <p>Public affairs &amp; communications include knowledge of effective advocacy and public engagement strategies, developing key messages, crisis communications, and social media marketing.</p>
<b>Risk Management</b>	<p>Knowledge and expertise in enterprise risk management.</p> <p>Risk management includes identifying potential risks, recommending and implementing preventative measures, and developing plans to minimize the impact of risks.</p>
<b>Strategic Planning</b>	<p>Ability to think strategically about the opportunities and challenges facing the organization and to engage in short, medium and long-range plans to provide high-level guidance and direction to the organization.</p>
<b>Technology / IT</b>	<p>Knowledge and expertise in emerging technologies and implementation thereof.</p> <p>Technology and information technology includes knowledge of new technologies being implemented to improve operational efficiencies, technologies being used by similar organizations, and risks and regulatory requirements related to emerging technologies.</p>

## 2020 ABC Written Submission Template

<b><i>Saint John Energy (The Power Commission of the City of Saint John)</i></b>	
Mandate	Saint John Energy provides innovative customer-centred energy and utility solutions.
Primary Functions	Saint John Energy is the principal supplier of electrical energy to the Residential, General Service and Industrial sectors in the City of Saint John, as well as, a provider of Street and Area lighting rentals and various consumer products and services.
Name of Board Members	Bill Edwards (Chairperson), Stephen MacMackin, (Vice Chairperson), Commissioners - Ross Galbraith, Shelley Courser, James Shaw, John Mackenzie, Dave Alston, Board Secretary - Jonathan Taylor. President and CEO – Ray Robinson
# of Staff	104 fulltime Staff
2020 CoSJ Subsidy	Saint John Energy provides a net benefit to the City of Saint John totaling over \$2M annually and provides additional rate payer and community support benefits to the public in excess of \$8M per year.
Projected 2020 revenue streams	See attached 2020; Business Plan Documentation
2020 continuous improvement	
Annual Budget	
Response to YTD Actuals	
High-Level 2020 Performance/Service Objectives	
YTD Performance/Service Targets	
Recent accomplishments	



	<ul style="list-style-type: none"> <li>• The Burchill Wind project continues to advance with the required infrastructure investment having been approved by common council and SJE’s Board of Commissioners. The property is going through the re-zoning process and recently passed second reading. The developer Natural Forces has submitted their Environmental Impact Assessment. All engineering work continues to progress as planned with the operational date forecast to be on schedule for second half of 2022.</li> <li>• The property located at 90 Paradise Row has been successfully rezoned and the required infrastructure investment has been approved by common council and SJE’s Board of Commissioners. This project will build out a new substation to service the uptown core and allow for the retirement of the Union/Smythe St and Crowne St substations, both being on the waterfront.</li> </ul>
Emerging Issues	<ul style="list-style-type: none"> <li>• SJE announced the Home Heat saver program during the June AGM which provides residential customers with a map showing heat loss through their roof. This program is beginning to be launched to the public in October.</li> <li>• SJE continues to support the Sustaining Saint John work led by city management and continues to engage with various levels of government with respect to legislative amendments that will support the utility of the future.</li> </ul>
Summary of primary take-aways for Common Council	N/A
Attachments	Updated skills matrix was provided to nominating committee



# BUDGET 2020

Capital, Operating and Cash Budgets

**Ten-Year Business Plan & Financial Forecast**

# Saint John Energy

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## Introduction

The Management of Saint John Energy presents the Capital, Operating and Cash Budgets for the fiscal year 2020. Saint John Energy is the principal supplier of electrical energy to the residential, general service, small industrial and municipal sectors of the City of Saint John offering rates that are among the lowest in our region. On average, residential rates are 10% lower and commercial rates are 3% lower than elsewhere in the province. Saint John Energy provides savings to the City of Saint John of approximately \$2 million per year and our customers more than \$7 million per year benefiting Saint John and our province as a whole.

Saint John Energy has been proudly serving Saint John since 1922. We provide reliable, innovative energy services by keeping our 36,500 customers and community at the heart of everything we do. We have a long-term plan to grow in a progressive and sustainable manner, complementing our core distribution business with renewable energy and expanding into new markets. We will undertake this growth while maintaining our position of fiscal strength.

The projections contained within reflect the known, present financial position of Saint John Energy at the date of preparation of this document and incorporates Capital, Revenue and Expense and Cash Flow projections for the coming ten years based on the plans and requirements set forth by the Management of the Company through the budget and strategic planning and review process.

In certain instances, comparative numbers are given for the year 2019 that include a combination of actual (*known at the date of this document*) and projected figures. Year-end audited financial statements for the year 2019 will vary from those depicted reflecting the actual circumstances resulting from the complete operations for 2019.

## Strategic Focus and Financial Plan

The financial stability and sustainability of the Company constitutes one of the four strategic themes for Saint John Energy. The ability of the Company to maintain competitive rates while providing industry leading products and services is dependent on achieving and maintaining an appropriate financial structure.

### Strategic Focus

The following factors have guided management in the plans and priorities discussed or listed in the following pages and are reflected in the financial forecasts shown for the 2019 Budget, as well as the greater 10-year business plan.

**Purpose:** *We are a community-owned energy company that cares, above all, about people. We are relentless in our goal to provide our customers innovative, convenient, reliable energy choices that provide comfort, save money and help protect the environment. We care about our teams and we care about the communities we serve. We invest in them every day. In all that we do, we seek to leave the world a better place.*

**Mission:** *We provide affordable, reliable and innovative solutions to our customers, helping them make informed choices so they can take control of their energy needs.*

**Vision:** *To empower people and communities so they thrive.*

### Guiding Principles

Our Guiding Principles are the values that guide us every day. The thread through all that we do.

#### Safety & Wellness

Safety and wellness are our top priority. We act with compassion and understanding. We are like family. We also care about the safety and wellness of our customers and community.

#### Customer & Community

We believe in our community and are committed to strengthening it. We treat our customers with respect and always act in their best interests, which includes providing them with choice. We work hard to ensure our community is prosperous, healthy and flourishing. We value sustainability and protect the environment.

**Integrity**

We act with honour and in good faith. We are trustworthy and responsible. We strive to always do the right thing. We deliver on our promises.

**Bravery**

We are always forward thinking. We are ambitious and pioneering. We seek out new ways of doing business with thoughtful consideration. We challenge the status quo and encourage creativity, curiosity and continuous learning. We put plans into action that are smart and sustainable. We are explorers.

The Operating and Capital Budgets are resourced to achieve our Vision and will focus on our 4 overarching strategic themes:

- 1. Financial Stability and Sustainability**
- 2. Customer Focus**
- 3. People**
- 4. Organizational Effectiveness**

The results of this ten-year forecast reflect recapitalization challenges stemming from the implementation of the Long-Term Integrated System Capital Plan, the growth of new lines of business, new initiatives and the resources to meet the normal operations, maintenance and administrative requirements of the utility.

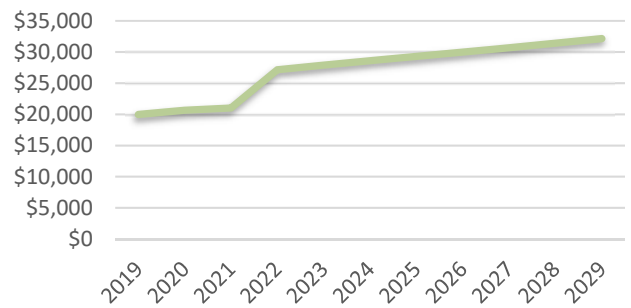
**Financial Outlook**

The following Budgeted Statement of Earnings and Budgeted Statement of Cash Flows (see pages 15 & 19) depict the projected financial situation of Saint John Energy throughout the ten-year plan for existing lines of business and include allowances for future plans where specifics are not currently known. For presentation purposes, Segmented Budgeted Statement of Earnings are also shown for each the core utility and consumer products segments.

**Gross Margin - Electrical Operations**

Sales and purchases of electricity are forecasted based on actual volume results from the most recent 12-month period and efficiency experience from the most recent 2-year period available at the time the plan was prepared. The 2020 Budget is expected to see an increase in Electrical Operations Gross Margin of \$0.7 million. Increasing the Gross Margin are a 2.48% average rate increase implemented in July 2019, and an anticipated 2% increase on April 1, 2020. Additional rate increases of 2% have been budgeted in each year of the plan. Actual changes to revenues and purchase rates will depend on wholesale power purchase costs and the specific sustainability needs of the Company in future years. The plan estimates that starting in 2022 a portion of the power purchases will come from the Spruce Lake Industrial Park windfarm operated by Natural Forces (Burchill Windfarm). Anticipated reductions in electrical sales volume during years two through ten of the plan are included as a provision for the estimated impact of new technologies, demographic changes and energy efficiency initiatives that may have an influence on sales and related energy purchases.

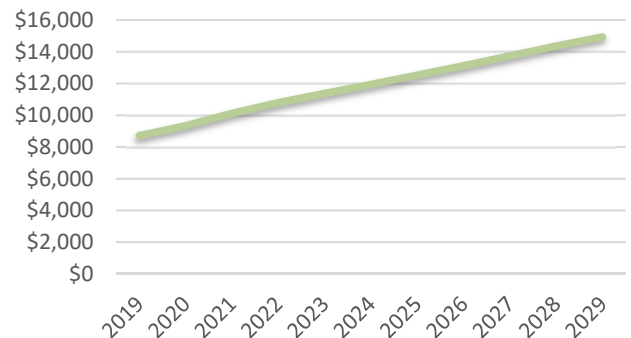
**Gross Margin- Electrical Operations (\$000's)**



**Other Income**

Other Income is comprised of revenue derived from water heater rentals, mini split heat pump rentals, street and area light rentals, facilities rentals, customer connection and other collection charges, pole attachment fees and third-party service work. Other non-electrical incomes are budgeted to increase by \$0.6 million in 2020. The major factors for this increase are the anticipated growth of the mini split heat pump rental program and projected rate

**Other Income (\$000's)**

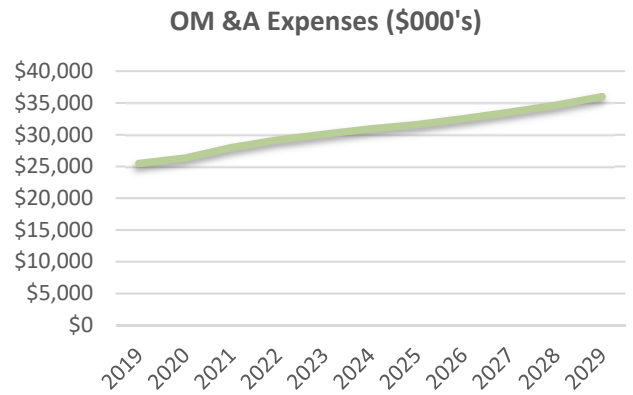




increases of 1.5% on heat pump rentals and 2% on other income streams. There is no projected rate increase for water heater rental units in 2020. Projected in the 10-year plan is continued growth for the mini split heat pump rental program and future rate increases beyond 2020 of 2% annually.

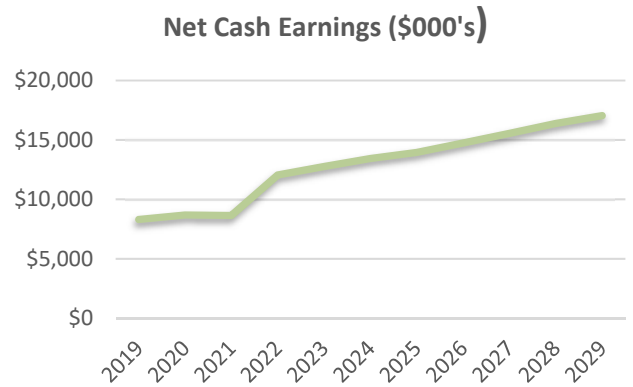
**Operations, Maintenance and Administrative Expenses (OM&A)**

OM&A includes labour, equipment, materials, contracted services, depreciation, insurance, taxes and other costs related to operating, managing and maintaining the utility and distribution system. These expenses are forecasted to increase by \$0.9 million over 2019 projected results in 2020 before a \$1.0 million increase to a non-cash pension charge. This change is primarily driven by increased variable costs related to the growth of the mini split heat pump rental program, increased amortization and utility tax costs related to distribution system investments and increases to employee costs due to cost of living increases and new positions related to product development, corporate communications, and smart grid technology implementation. Results beyond 2020 are influenced by inflationary provisions for wages, benefits and other expenses estimated to affect costs in the years 2021 through 2029 (see assumptions table page 18).



**Net Cash Earnings**

Net cash earnings are a measure of the Company’s earnings adjusted for non-cash items including amortization and non-cash future employee benefit actuarial charges for pension and other post-retirement benefits. Net cash earnings for 2020 are budgeted at \$8.7 million, an increase of \$0.4 million from the projected 2019 result due to the cash impacts revenue and expense variances noted above. Earning projections for future years are significantly impacted by the forecasted growth of the mini split heat pump rental program, power purchase mix and future rate increases while including the provision for reduced electrical sales volumes mentioned above.



**Regulatory Stabilization Reserve**

Contingent reserve amounts have been included in the plan in the years 2022 through 2029 to project core utility operations at a break-even net income basis. These amounts are a provision for future unknowns and could result in many scenarios including forgoing forecasted future rate increases, incremental investments into distribution and/or smart grid technology, investment to integrate future renewable energy projects, and if legislation change permits return of capital by way of dividend payments to the City of Saint John.

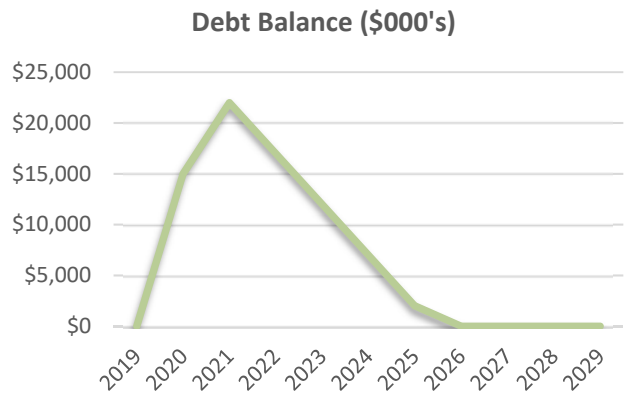
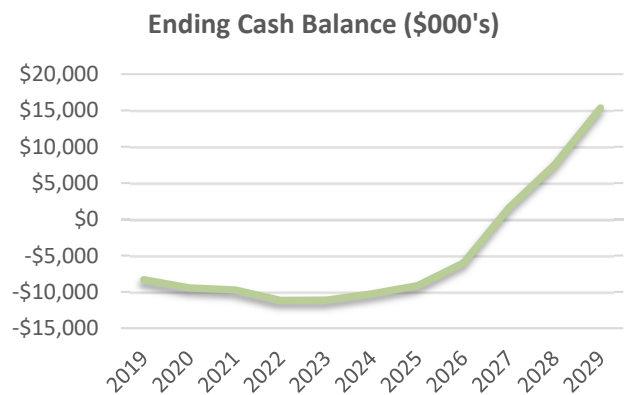
**Cash & Debt Position**

The Budgeted Statement of Cash Flows that projects the cash position of the Company at the end of each year shows a projected deficit ending cash balance in 2019 of \$8.3 million. Saint John Energy will manage cash flows as diligently as possible to attempt to leverage its current \$15 million operating line of credit to finance the continued growth of the mini split heat pump program and capital investments however term borrowing of \$25 million has been projected in the years 2020 (\$15 million) and 2021 (\$10 million). These term loans are projected to be repaid over five-year intervals. Debt servicing costs on the net cash used/generated by the mini split rental program are charged internally to the consumer products division and credited back to core utility operations.

The ten-year plan includes net investments in Property Plant and Equipment of \$109.6 million (\$24.8 million for 2020) which includes \$22.8 million in mini split heat pump systems (\$3.8 million for 2020).

**Sensitivity Analysis**

As with any budgeting process, there are estimates used that are based or depend on historical trending and time sensitive information. Actual results may be different or affected by unforeseeable circumstances. The following is an analysis of several of the largest items that



could affect the actual outcomes for the 2020 financial year with their impact on the Budgeted Statement of Earnings:

#### **Gross Margin**

- 1% variations to sales volume or rates change gross margin by approximately \$0.1M
- Other changes in weather patterns are assumed to be nominal, variances would have a similar affect to the sales volume sensitivity above

#### **Operations and Maintenance Expense (including other revenues and expenses)**

Management has identified known or specific cost changes and has included assumptions for inflationary effects over the period of the plan for both Capital and Expense related costs as follows:

- Planned installations of new mini split heat pump rental units of 1,000 in 2020 and 5,900 units over the ten-year plan. A +/-10% variance in actual volumes would have an effect on net cash earnings of \$38k in 2020 and \$1.2M for the total of the 10-year plan.
- Inflation on applicable expenses assumed at 1% per year. A +/-1% variance would have an \$0.1M effect on earnings in the second year of the plan.
- Employee Remuneration (dependent on actual complement). Base compensation increases are assumed to be 2% in 2020 for staff and unionized employees. Future years of the plan include an annual 2% base compensation increase for all employees. A +/-1% change for all employees' results in an increase in expense of \$0.1M in the first year of the plan.

#### **Other Post-Retirement Benefits Expense (OPEB) & Non-cash Pension Expense**

Other post-retirement benefit costs are anticipated to increase by 5% annually in the years 2020-2029. A 0.5% reduction in the discount rate used in the actuarial valuation of the liability would increase the non-cash expense in the first year of the plan in the amount of \$0.4 million. A 1% variance in the forecasted cash benefit payments in the first year of the plan would result in an incremental cash outlay of approximately \$4,100.

#### **Financing Costs**

Interest costs on Saint John Energy's operating line of credit and projected term borrowings utilized to fund the growth of the mini split heat pump rental program and distribution investments has been estimated to carry an interest rate of 4% during the 10-year plan. A +/-1% variance to the interest rate assumption would have a \$0.2 million effect on earnings in the first year of the plan.

Acknowledging the fact that actual experience will be different than the forecast, Saint John Energy's operational plans need to be flexible and dynamic enough to adjust throughout the year in order to achieve our commitment to meet or exceed the budgeted results. Management will undertake to adjust this plan as necessary to achieve the strategic and financial goals as outlined. Management will inform and/or seek Board approval where a material variance from this plan necessitates.

## **Material Risks and Uncertainties**

In the normal course of operations, Saint John Energy's earnings and capital investments plans can vary due to changes in several factors. Information on some of the key factors that could potentially impact actual results from the forecast presented in the 10-year plan is provided below.

**Legislative Landscape** - Legislative changes to both the Municipalities Act and the Electricity Act would allow Saint John Energy to expand products and services offerings, increase revenues and reduce operating costs to customers, as well as flow dividends back to the City of Saint John. Saint John Energy is continuing to take steps now to advocate for necessary change.

**Changing Business Landscape** – The energy industry is undergoing a period of significant change highlighted by the dual challenges of legacy infrastructure renewal and industry disruption. Legacy infrastructure dating from the electrification period of the nineteen sixties and seventies is now at end-of-life. Consumer choice is and will be driving the industry from its traditional position of monopoly seller of electricity to a bi-directional system where the customer has the choice to be buyer and seller. Recognizing these challenges Saint John Energy has moved from its traditional business outlook of a legacy electricity delivery company to one that emphasizes the importance of growth for the sustainability of the legacy system and the ability to continue to provide our customers with energy related choices and a high level of reliability and customer satisfaction.

**Electrification** – Saint John Energy continues to evaluate and prioritize opportunities to adapt and encourage the adoption of technologies that will replace fossil fuels (e.g. propane, natural gas, heating oil, and gasoline). Potential developments of electric vehicles and alternative electric home heating methods are an opportunity for Saint John Energy to expand customer offerings through smart energy services.

**Energy Conservation & Technological Advancements** - While Saint John Energy is actively seeking new programs and services to encourage its customers to reduce demand and energy consumption, the market, demographics or technology advancements could drive customers to reduce consumption faster than the utility can transition.

**Alternative Heating Solutions (natural gas and propane)** - The Saint John area currently has a significant percentage of electric space and water heating customers. Without offsetting economic or population increases, market share could be affected by the adoption of alternative solutions for these requirements.

**Electrical Sales/Purchase Volume** - Saint John Energy, due to its significant percentage of electric space heating customers and the mix of demand and energy which forms the basis of its wholesale power purchase rates, can be subject to short-term swings in weather especially during seasonal transition periods. This can lead to fluctuations in cost which, given certain circumstances, may not be fully recovered in revenue from its customers.

**Electrical Purchase Costs** – By legislation, only NB Power Corporation may sell electricity to a consumer or municipal distribution utility within the Province of New Brunswick except where the electricity supplied was generated within the territorial limits of the municipality and in compliance with the utilities distributed generation or net metering policies. As such, alternative supplies of electricity are limited within the territorial limits of Saint John. The majority of the utility’s power purchase costs (its largest expense) are subject to the business decisions of NB Power Corporation and/or other Provincial authorities and policy setters.

**Adverse Weather** - Extreme weather conditions such as ice storms and high winds can affect the utility’s ability to maintain system reliability, safety and the security of its supply. In addition to customer inconvenience, these unplanned events can significantly add to the operational cost of the utility.

**Carbon Costs** – The implementation of climate change actions and associated potential cost of carbon legislation could materially impact power purchase costs over the 10-year plan.

## 2020 Capital Expenditures Budget

The following items represent the planned core Capital Budget for 2020. These estimates include approximately 25% of the annual unionized labour/benefits payroll costs. For all major projects, approximately 10% has been added as contingency to the estimate to allow for potentially unidentified costs and/or cost escalation.

### **Distribution Equipment – Total \$2,701,053:**

Overhead Conductors and Equipment	\$550,000
Underground Services Historical Average	275,000
Woodward Avenue Circuit Extension	228,000
Central Business District Corrective Actions - 12U4	214,000
Overhead Primary Conductor Relocations - Phase 3	175,000
Manawagonish Conversion to Hendrix	130,000
Pole Replacements	127,500
Vault & Manhole Upgrades	110,000
Underground Conductor System Upgrades	100,000
Three Phase Padmount Transformer Upgrades	92,000
Padmount Switch Replacements	86,725
Candlewood Lane Underground Renewal	84,885
Westgate Loop	76,026
Single Phase Padmount Transformer Upgrades	60,125
Read Head - System Hardening Phase 1	50,000
Bell Weather Meters	50,000
Bayside Drive - System Hardening	50,000
Installation of URD Boxes	48,000
Metal Pole Replacements	40,000
Milford Lateral Replacement	39,292
Submersible Transformer Refurbishment	35,000
Metering Tanks	18,000
Driscoll Drive Underground Renewal	14,500
Three Phase Meters	14,000
Single Phase Meters	14,000
Street Lighting	10,000
Current Transformers	5,000
Potential Transformers	4,000

**Strategic Investment: Burchill Wind Farm Connection Line \$9,522,393**

**Strategic Investment: DMAF Funded Substation Project \$4,247,153**

**Strategic Investment: LCEF Funded Rental Lighting Conversion to LED \$840,400**

**Strategic Investment: Electric Vehicle Chargers \$38,000**

**Substation Equipment – Total \$57,429:**

Substation Equipment Additions	\$57,429
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**System Technology/NRCAN – Total \$2,371,213:**

NRCAN Water Heaters	\$1,068,000
NRCAN Project Management	809,605
NRCAN Utility Scale Battery	791,607
NRCAN Smart Electric Thermostats	187,000
NRCAN Integrated System Manager	165,874
NRCAN Living Lab	159,167
NRCAN Smart Control Centre	124,960
NRCAN Residential Battery	102,000
Regulator Communication Panels	75,000
Remote Terminal Unit (RTU) Upgrades	50,000
NRCAN Smart Heat Pumps	15,000
NRCAN Funding Contributions	(1,177,000)

**Mini-Split Heat Pump Rental Units \$3,787,500**

**Vehicles – Total \$459,800:**

Double Bucket Truck Unit # 21	\$266,800
Two Trailer Units	137,000
Underground Service Vehicle Overhauls	56,000

**Technology Hardware Equipment Purchases– Total \$394,400**

**Water Heater Rental Units (Non-NRCAN) - \$303,000**

**Building & Furniture Upgrades - \$55,000**

**Various Small Tools & Equipment - \$40,000**

**Grand Total 2020 Net Capital & Equipment Purchases Budget \$24,817,340**



Ten-Year Financial Forecast  
**Earnings, Cash and Capital Budgets**

**Consolidated Budgeted Statement of Earnings 2019 – 2029**

(in thousands of dollars)

	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Electrical operations											
Revenue	113,118	116,863	118,962	121,037	123,150	124,984	126,528	128,091	129,673	131,274	132,895
Energy purchased	93,140	96,208	97,936	99,645	101,270	102,659	103,802	104,954	106,114	107,282	108,459
Energy purchase savings from Burchill	-	-	-	(5,758)	(6,021)	(6,291)	(6,565)	(6,845)	(7,130)	(7,420)	(7,717)
Gross margin	19,978 17.7%	20,654 17.7%	21,025 17.7%	27,150 22.4%	27,901 22.7%	28,617 22.9%	29,292 23.2%	29,983 23.4%	30,689 23.7%	31,412 23.9%	32,152 24.2%
Other income											
Water heater rental revenue	3,121	3,121	3,183	3,246	3,310	3,375	3,441	3,508	3,577	3,647	3,719
Mini-split heat pump rental revenue	2,914	3,694	4,363	4,921	5,389	5,835	6,295	6,770	7,259	7,763	8,202
Lighting and other rental revenue	1,091	1,129	1,151	1,174	1,197	1,221	1,244	1,269	1,294	1,319	1,345
Other revenue	1,592	1,398	1,426	1,454	1,483	1,513	1,543	1,574	1,605	1,637	1,670
<b>Net revenue from operations</b>	<b>28,695</b>	<b>29,996</b>	<b>31,149</b>	<b>37,945</b>	<b>39,280</b>	<b>40,560</b>	<b>41,815</b>	<b>43,103</b>	<b>44,424</b>	<b>45,779</b>	<b>47,088</b>
Distribution operations and maintenance expense	11,016	11,826	12,734	13,373	13,823	14,216	14,596	14,998	15,446	15,885	16,416
Administration, billing, and collecting expense	10,998	10,855	11,246	11,520	11,752	11,986	12,062	12,361	12,643	12,912	13,173
Water heater rental expense	1,550	1,437	1,467	1,509	1,549	1,581	1,618	1,660	1,711	1,759	1,809
Mini-split heat pump rental expense	1,618	1,836	2,109	2,342	2,530	2,697	2,865	3,049	3,269	3,617	4,130
Lighting rental expense	285	391	425	432	438	445	451	457	463	470	478
Regulatory stabilization reserve	-	-	-	2,942	3,390	3,874	4,314	4,348	4,270	4,213	4,224
Non-cash pension charge	957	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940
<b>Results before financing costs</b>	<b>2,271</b>	<b>1,711</b>	<b>1,229</b>	<b>3,887</b>	<b>3,858</b>	<b>3,821</b>	<b>3,970</b>	<b>4,291</b>	<b>4,682</b>	<b>4,982</b>	<b>4,920</b>
Finance income	44	46	46	46	46	46	46	46	46	46	46
Finance costs	106	978	1,360	1,120	760	360	120	40	40	40	40
<b>Net earnings</b>	<b>2,209</b>	<b>779</b>	<b>(85)</b>	<b>2,813</b>	<b>3,144</b>	<b>3,507</b>	<b>3,896</b>	<b>4,297</b>	<b>4,688</b>	<b>4,988</b>	<b>4,926</b>
Adjust for non-cash:											
Amortization	4,383	4,975	5,765	6,256	6,604	6,886	6,995	7,338	7,666	7,962	8,226
Loss (gain) on disposal of fixed assets	228	271	285	297	307	316	326	351	424	646	1,087
Non-cash pension charge	957	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940
Non-cash other post-retirement benefits	528	720	735	749	764	780	795	811	827	844	861
<b>Net cash earnings</b>	<b>8,305</b>	<b>8,685</b>	<b>8,640</b>	<b>12,055</b>	<b>12,760</b>	<b>13,429</b>	<b>13,952</b>	<b>14,737</b>	<b>15,545</b>	<b>16,379</b>	<b>17,039</b>

**Segmented Budgeted Statement of Earnings 2019 – 2029 - Core Utility**

(in thousands of dollars)

	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Electrical operations											
Revenue	113,118	116,863	118,962	121,037	123,150	124,984	126,528	128,091	129,673	131,274	132,895
Energy purchased	93,140	96,208	97,936	99,645	101,270	102,659	103,802	104,954	106,114	107,282	108,459
Energy purchase savings from Burchill	-	-	-	(5,758)	(6,021)	(6,291)	(6,565)	(6,845)	(7,130)	(7,420)	(7,717)
Gross margin	19,978 17.7%	20,654 17.7%	21,025 17.7%	27,150 22.4%	27,901 22.7%	28,617 22.9%	29,292 23.2%	29,983 23.4%	30,689 23.7%	31,412 23.9%	32,152 24.2%
Other income											
Lighting and other rental revenue	1,091	1,129	1,151	1,174	1,197	1,221	1,244	1,269	1,294	1,319	1,345
Other revenue	1,592	1,398	1,426	1,454	1,483	1,513	1,543	1,574	1,605	1,637	1,670
<b>Net revenue from operations</b>	<b>22,660</b>	<b>23,181</b>	<b>23,602</b>	<b>29,778</b>	<b>30,581</b>	<b>31,350</b>	<b>32,079</b>	<b>32,825</b>	<b>33,588</b>	<b>34,368</b>	<b>35,168</b>
Distribution operations and maintenance expense	11,016	11,826	12,734	13,373	13,823	14,216	14,596	14,998	15,446	15,885	16,416
Administration, billing, and collecting expense	10,998	10,855	11,246	11,520	11,752	11,986	12,062	12,361	12,643	12,912	13,173
Lighting rental expense	285	391	425	432	438	445	451	457	463	470	478
Regulatory stabilization reserve	-	-	-	2,942	3,390	3,874	4,314	4,348	4,270	4,213	4,224
Non-cash pension charge	907	1,840	1,840	1,840	1,840	1,840	1,840	1,840	1,840	1,840	1,840
Consumer Products shared cost allocation*	(639)	(800)	(816)	(832)	(849)	(866)	(883)	(901)	(919)	(937)	(956)
<b>Results before financing costs</b>	<b>93</b>	<b>(931)</b>	<b>(1,827)</b>	<b>504</b>	<b>187</b>	<b>(145)</b>	<b>(300)</b>	<b>(277)</b>	<b>(156)</b>	<b>(15)</b>	<b>(6)</b>
Finance income	714	579	621	616	573	505	420	317	196	55	46
Finance costs (core)	106	978	1,360	1,120	760	360	120	40	40	40	40
<b>Net earnings</b>	<b>701</b>	<b>(1,330)</b>	<b>(2,566)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Adjust for non-cash:											
Amortization	2,738	3,277	3,848	4,151	4,351	4,502	4,475	4,678	4,870	5,056	5,262
Loss (gain) on disposal of fixed assets	90	130	133	135	138	141	144	146	149	152	155
Non-cash pension charge	907	1,840	1,840	1,840	1,840	1,840	1,840	1,840	1,840	1,840	1,840
Non-cash other post-retirement benefits	466	658	670	681	693	704	716	728	740	752	765
<b>Net cash earnings</b>	<b>4,902</b>	<b>4,575</b>	<b>3,924</b>	<b>6,808</b>	<b>7,021</b>	<b>7,187</b>	<b>7,175</b>	<b>7,393</b>	<b>7,599</b>	<b>7,800</b>	<b>8,022</b>

\*Included in this statement is an allocation of shared costs (corporate overheads) that are not directly attributable to either segment. This amount is allocated from the core utility segment to the consumer product segment.

**Segmented Budgeted Statement of Earnings 2019 – 2029 – Consumer Products**

(in thousands of dollars)

	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Income											
Water heater rental revenue	3,121	3,121	3,183	3,246	3,310	3,375	3,441	3,508	3,577	3,647	3,719
Mini-split heat pump rental revenue	2,914	3,694	4,363	4,921	5,389	5,835	6,295	6,770	7,259	7,763	8,202
<b>Net revenue from operations</b>	<b>6,035</b>	<b>6,815</b>	<b>7,547</b>	<b>8,167</b>	<b>8,698</b>	<b>9,209</b>	<b>9,736</b>	<b>10,278</b>	<b>10,836</b>	<b>11,410</b>	<b>11,921</b>
Water heater rental expense	1,550	1,437	1,467	1,509	1,549	1,581	1,618	1,660	1,711	1,759	1,809
Mini-split heat pump rental expense	1,618	1,836	2,109	2,342	2,530	2,697	2,865	3,049	3,269	3,617	4,130
Non-cash pension charge	50	100	100	100	100	100	100	100	100	100	100
Consumer Products shared cost allocation*	639	800	816	832	849	866	883	901	919	937	956
<b>Results before financing costs</b>	<b>2,178</b>	<b>2,642</b>	<b>3,056</b>	<b>3,383</b>	<b>3,671</b>	<b>3,966</b>	<b>4,271</b>	<b>4,569</b>	<b>4,838</b>	<b>4,997</b>	<b>4,926</b>
Finance costs	670	533	575	570	527	459	374	271	150	9	0
<b>Net earnings</b>	<b>1,508</b>	<b>2,109</b>	<b>2,481</b>	<b>2,813</b>	<b>3,144</b>	<b>3,507</b>	<b>3,896</b>	<b>4,297</b>	<b>4,688</b>	<b>4,988</b>	<b>4,926</b>
Adjust for non-cash:											
Amortization	1,645	1,697	1,917	2,105	2,253	2,384	2,520	2,660	2,796	2,906	2,964
Loss (gain) on disposal of fixed assets	138	141	152	162	169	176	182	205	274	493	932
Non-cash pension charge	50	100	100	100	100	100	100	100	100	100	100
Non-cash other post-retirement benefits	62	62	65	68	72	75	79	83	87	92	96
<b>Net cash earnings</b>	<b>3,403</b>	<b>4,110</b>	<b>4,715</b>	<b>5,247</b>	<b>5,738</b>	<b>6,242</b>	<b>6,777</b>	<b>7,344</b>	<b>7,945</b>	<b>8,579</b>	<b>9,017</b>

\*Included in this statement is an allocation of shared costs (corporate overheads) that are not directly attributable to either segment. This amount is allocated from the core utility segment to the consumer product segment.

**Significant Assumptions Impacting the Budgeted Statement of Earnings**

<b>Assumption</b>	<b>Year (s) Impacted</b>	<b>Comment</b>
Future Rate Increases on Electrical Sales/Purchases	2020 - 2029	Rate increases of 2% in each year of the plan for both electrical sales and purchases from NB Power. A +/- 1% would result in a +/- \$199k annual change to electrical sales gross margin.
Sales Mix	2020 - 2029	Sales mix by customer class is assumed to remain constant over the term of the forecast.
Base kWh Reduction	2021 - 2029	Sales reductions in the years 2021 thru 2029 estimated to total 4.95% of the base year kWh sales by 2029. The cumulative effect of this reduction on the 10-year plan is a reduction of \$4.4 million in gross margin with an annual reduction in 2029 of \$1.1 million.
Purchase Demand Load Factor	2020 - 2029	Purchase demand load factor used in forecasting power purchase costs is based on average monthly demand factors over the previous two-year period. A +/- 1% variance to the monthly load factor variance would result in a +/- \$390k annual change to power purchase costs.
Employee Compensation	2020 - 2029	Assumptions for the 2020 year were based on a known increase of 2.0% for the collective bargaining unit on April 1 <sup>st</sup> , 2020 and estimates for both inflationary (2%) and progression (1.5%) increases for staff. For future years beyond 2020, an annual 2% base compensation increase has been assumed. A 1% +/- variance to this assumption would result in an annual +/- \$101k of employee compensation costs.
Employee Benefits	2020 - 2029	Increases for both current and future employee benefits were assumed to increase by 5% annually beginning in 2019. A 1% +/- variance to this assumption would result in a +/- \$55k annual change to employee benefit costs.
Mini-split Heat Pump Rentals	2020 - 2029	Planned installations of new mini-split heat pump rental units of 1,000 units in 2020 and 5,900 units over the 10-year plan. A +/- 10% variance in actual rental volumes would have a +/- \$38k impact on 2020 net cash earnings and a +/- \$1.2M impact over the 10-year plan.
General Inflation	2021 - 2029	In all cases where a previous assumption did not exist for a budgeted item (sales, employee compensation, benefits, etc.) a 1% general inflation assumption was used. A +/- 1% variance to this assumption would result in a +/- \$101k change to forecasted annual net cash earnings.

**Budgeted Statement of Cash Flow**

(in thousands of dollars)

Period ended December 31st	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Cash flows from operating activities:											
Net earnings	2,209	779	(85)	2,813	3,144	3,507	3,896	4,297	4,688	4,988	4,926
Items not involving cash											
Amortization	4,383	4,975	5,765	6,256	6,604	6,886	6,995	7,338	7,666	7,962	8,226
Loss on disposal of fixed assets	228	271	285	297	307	316	326	351	424	646	1,087
Non-cash pension expense	957	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940
Other post-retirement benefits	528	720	735	749	764	780	795	811	827	844	861
<b>Net Cash Earnings</b>	<b>8,305</b>	<b>8,685</b>	<b>8,640</b>	<b>12,055</b>	<b>12,760</b>	<b>13,429</b>	<b>13,952</b>	<b>14,737</b>	<b>15,545</b>	<b>16,379</b>	<b>17,039</b>
Financing:											
Proceeds from long-term borrowing		15,000	10,000								
Debt repayments			(3,000)	(5,000)	(5,000)	(5,000)	(5,000)	(2,000)	-	-	-
<b>Cash from financing</b>	<b>-</b>	<b>15,000</b>	<b>7,000</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(2,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Investing:											
Purchases of property, plant, and equipment	(8,737)	(20,727)	(12,095)	(5,787)	(4,971)	(4,803)	(5,051)	(6,786)	(5,088)	(7,556)	(6,384)
Purchases of consumer products	(4,485)	(4,091)	(3,823)	(2,721)	(2,729)	(2,756)	(2,784)	(2,812)	(2,840)	(2,868)	(2,897)
<b>Cash from investing</b>	<b>(13,222)</b>	<b>(24,817)</b>	<b>(15,918)</b>	<b>(8,508)</b>	<b>(7,700)</b>	<b>(7,559)</b>	<b>(7,834)</b>	<b>(9,598)</b>	<b>(7,927)</b>	<b>(10,424)</b>	<b>(9,281)</b>
<b>Net increase (decrease) of cash</b>	<b>(4,917)</b>	<b>(1,132)</b>	<b>(278)</b>	<b>(1,454)</b>	<b>60</b>	<b>870</b>	<b>1,118</b>	<b>3,139</b>	<b>7,617</b>	<b>5,955</b>	<b>7,758</b>
<b>Beginning cash balance</b>	<b>(3,401)</b>	<b>(8,318)</b>	<b>(9,450)</b>	<b>(9,728)</b>	<b>(11,182)</b>	<b>(11,122)</b>	<b>(10,252)</b>	<b>(9,135)</b>	<b>(5,995)</b>	<b>1,622</b>	<b>7,577</b>
<b>Ending cash balance</b>	<b>(8,318)</b>	<b>(9,450)</b>	<b>(9,728)</b>	<b>(11,182)</b>	<b>(11,122)</b>	<b>(10,252)</b>	<b>(9,135)</b>	<b>(5,995)</b>	<b>1,622</b>	<b>7,577</b>	<b>15,335</b>

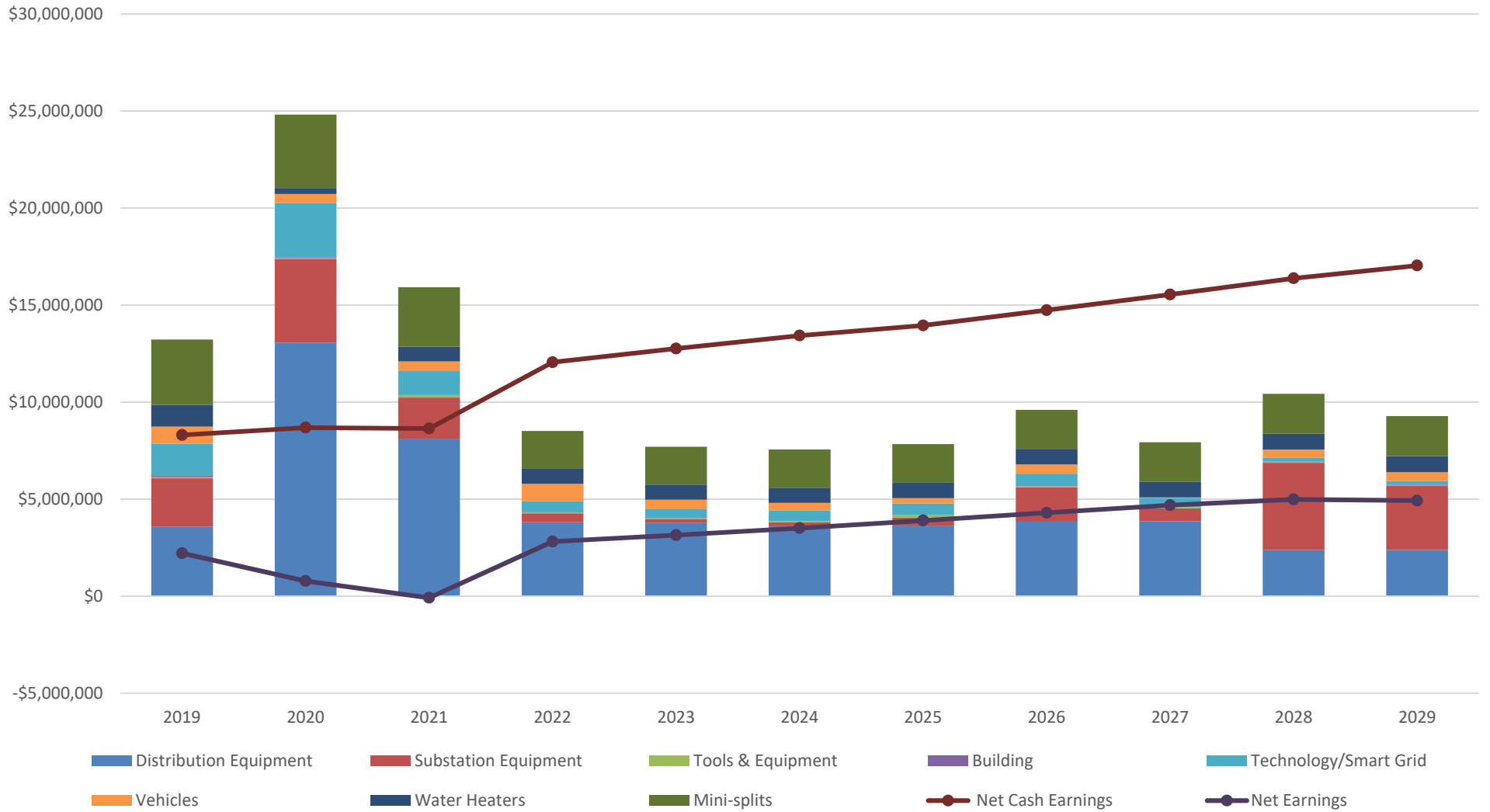
**Capital Expenditures Budget by Year and Class 2019-2029**

(in thousands of dollars)

Value Stream	Accounting Class	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>Sustain Spending</b>	Distribution Equipment	3,446	2,701	3,495	3,806	3,790	3,600	3,633	3,839	3,854	2,373	2,378
	Substation Equipment	180	57	425	460	190	205	415	1,775	668	4,500	3,300
	Tools and Equipment	67	40	112	40	40	40	120	45	45	45	45
	Vehicles	764	460	500	900	495	384	279	480	20	425	445
	Buildings	87	55	15	15	15	15	15	15	15	15	20
	System Technology	114	125	75	400	275	275	275	275	275	-	-
	Technology	199	394	637	166	166	284	313	357	211	198	196
<b>Sustain Spending Subtotal</b>		<b>4,857</b>	<b>3,832</b>	<b>5,259</b>	<b>5,787</b>	<b>4,971</b>	<b>4,803</b>	<b>5,050</b>	<b>6,786</b>	<b>5,088</b>	<b>7,556</b>	<b>6,384</b>
<b>Customer Demand</b>	Water Heaters	1,110	303	763	770	778	786	793	801	809	818	826
	Mini Split Heat Pumps	3,375	3,788	3,060	1,951	1,951	1,971	1,990	2,010	2,030	2,051	2,071
<b>Customer Demand Subtotal</b>		<b>4,485</b>	<b>4,091</b>	<b>3,823</b>	<b>2,721</b>	<b>2,729</b>	<b>2,756</b>	<b>2,784</b>	<b>2,812</b>	<b>2,840</b>	<b>2,868</b>	<b>2,897</b>
<b>Strategic Investments NRCan Smart Grid</b>	Substation Equipment	678	792	-	-	-	-	-	-	-	-	-
	Water Heaters	1,112	1,068	-	-	-	-	-	-	-	-	-
	Distribution Equipment	2,133	-	-	-	-	-	-	-	-	-	-
	System Technology	1,853	1,260	520	-	-	-	-	-	-	-	-
	Heat Pumps	801	15	-	-	-	-	-	-	-	-	-
	Smart Thermostat	37	187	-	-	-	-	-	-	-	-	-
	Thermal Storage	142	-	-	-	-	-	-	-	-	-	-
	Residential Battery	-	102	-	-	-	-	-	-	-	-	-
3rd Party Contribution	(5,500)	(1,177)	-	-	-	-	-	-	-	-	-	-
<b>Strategic Investments NRCan Smart Grid Total</b>		<b>1,256</b>	<b>2,246</b>	<b>520</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Strategic Investments - DMAF Substation Total</b>		<b>2,376</b>	<b>4,247</b>	<b>1,694</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Strategic Investments - Burchill Wind Farm Total</b>		<b>-</b>	<b>9,522</b>	<b>4,622</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Strategic Investments - EV Chargers Total</b>		<b>-</b>	<b>38</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Strategic Investments - LCEF Lighting Total</b>		<b>-</b>	<b>840</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		<b>12,974</b>	<b>24,817</b>	<b>15,918</b>	<b>8,508</b>	<b>7,700</b>	<b>7,560</b>	<b>7,833</b>	<b>9,597</b>	<b>7,927</b>	<b>10,425</b>	<b>9,281</b>



**Graphical Representation of Earnings and Capital Investments 2019 – 2029**





**SAINT JOHN ENERGY**

**THE POWER COMMISSION OF THE CITY OF SAINT JOHN**

**is located at 325 Simms Street**

**Saint John, N.B. Canada**

**E2M 3L6**

**Voice - 506-658-5252**

**Toll Free -1-877-907-5550**

**Fax - 506-658-0868**



## September 2020 – Saint John Parking Commission

<b>Saint John Parking Commission</b>	
Mandate	<p>The Commission exists for the purpose of conducting the necessary activity, to maintain the efficient operation of both on-street and off-street parking facilities.</p> <p>These business processes are for the fulfillment of public needs in relation to:</p> <ul style="list-style-type: none"> <li>• Parking in general;</li> <li>• The establishment of a permanent coordinated system of parking facilities;</li> <li>• Parking planning, design, location and acquisition;</li> <li>• Maintenance, operation, ownership, leasing, in the capacity of lessor or lessee, land, buildings and facilities allocated to parking;</li> </ul>
Primary Functions	To effectively and efficiently manage On and Off-Street Parking while supporting Municipal growth and priorities.
Name of Board Members	<p>Chair - Patricia Ellsworth Secretary Treasurer - Tim Peterson</p> <p>Members: Kay Gillis, Michael McGovern, Charles Bryant, Donna Reardon, 1 vacancy</p>
# of Staff	<p>18 staff - comprised of Saint John Parking Commission staff and contract services members.</p> <p>Note: Currently Employment staffing consists of 3 local 486 members, 2 maintenance employees, 2 full time Market Square supervisors, 2 rotational Market Square commissionaires, 5 On and off-street enforcement commissionaires, 1 Enforcement Supervisor, 1 Collections Officer, 1 Operations Manager and 1 General Manager.</p>
2020 CoSJ Subsidy	Saint John Parking Commission does not receive an operating subsidy from the City;
Projected 2020 revenue streams	<p>There are two (2) revenue streams for the Saint John Parking Commission:</p> <ul style="list-style-type: none"> <li>- On-Street Parking: Net income generated by this business process is directly allocated to the City of Saint John. Saint John Parking Commission recoups a small fee for services.</li> <li>- Off-Street Parking inclusive of the Peel Plaza Parking Garage. Note: <u>100%</u> of revenue from off street lots and Peel Plaza is realized by the Saint John Parking Commission.</li> <li>- Off- Street Parking as it relates to Market Square Parking Garage operates in a similar fashion to On-Street Parking, whereby the net</li> </ul>

income generated from the garage is directly allocated to the City of Saint John. SJPC recoups a small fee for services.

2020 continuous improvement

For 2020, SJPC has four CI plans in the works or currently completed as projected. (Part of the sustainability initiatives)

1. Increase On-street parking rates, up to \$2.25/hour.
2. Increase initial penalty notice infractions by \$10, as well as increases when a ticket ages.
3. Increase monthly parking rates by a minimum of 10%
  - Already implemented as of April 01<sup>st</sup>, 2020
4. Commence planning for differential parking for non-residents of Saint John.
5. 17 new Pay by Plate machines have replaced the old Pay & Display machines. Currently all installed April 2020
6. Launching of Hotspot electronic permitting system set for Nov 1, 2020. This will allow the public to purchase any type of permit online. Improves customer experience, creates efficiency and will allow for accurate data collection. This application also will help with Covid 19 cashless transactions.
7. New Integrated Customer Service Centre will allow more efficiency in customer service as City Hall as a whole. One Local 486 employee will transition to ICSC Oct 5, 2020 to assist with parking and all front facing services of City Hall.
8. Working to reduce winter maintenance (ex plowing, salt and Sand) in our larger lots
9. Reviewing contracts with some vacant lots to see if the viability is still there or in the near future.

Annual Budget

On-Street Parking 2020 Annual Budget

Revenue: \$1,841,000, Expenses: \$616,756, **Net Income: \$1,224,244**

Off-Street Parking 2020 Annual Budget – Surface Lots

Revenue: \$2,054,578 Expenses: \$1,981,971 **Net Income: \$72,607**

Off Street Parking 2020 Annual Budget – Market Square

Revenue: \$1,544,240, Expenses: \$338,955, **Net Income: \$1,205,285**

Off Street Parking 2020 Annual Budget – Peel Plaza Parking Garage

Revenue: \$411,385, Expenses: \$1,109,265, **Net Income (\$697,880)**

<p>Response to YTD Sept Actuals</p>	<p><u>On-Street Parking 2020 YTD – Sept YTD</u>  Revenue: \$859,254 Expenses: \$347,765  <b>Actual Net Income: \$511,509</b>  <b>Budgeted Net Income: \$914,097</b></p> <p><u>Off-Street Parking 2020 YTD – Sept YTD - Lots</u>  Revenue: \$1,139,786 Expenses: \$1,359,144  <b>Actual Net Income: (\$219,358)</b>  <b>Budgeted Net Income: \$59,611</b></p> <p><u>Off Street Parking 2020 YTD – Sept YTD – Market Square</u>  Revenue: \$741,740 Expenses: \$174,346  <b>Actual Net Income: \$567,394</b>  <b>Budgeted Net Income: \$899,035</b></p> <p><u>Off Street Parking 2020 YTD – Sept YTD – Peel Plaza Parking Garage</u>  Revenue: \$259,052 Expenses: \$761,854  <b>Actual Net Income (\$502,802)</b>  <b>Budgeted Net Income: (\$524,138)</b></p> <p><b>**</b> Note: Covid-19 has significantly impacted the revenue stream of all Parking related income statements. Until such a time that businesses are re-opened, this trend will continue.</p>
<p>High-Level 2020 Performance/Service Objectives</p>	<ul style="list-style-type: none"> <li>• Identify strategic land use opportunities as it relates to the overall Growth Plan;</li> <li>• Work toward On and Off street parking availability representation, electronically (Hotspot application) currently launching Nov 1, 2020;</li> <li>• Electronic permitting- Set to go live Nov 1, 2020</li> </ul>
<p>YTD Performance/ Service Targets</p>	<ul style="list-style-type: none"> <li>• Performance Area Targets will continue to evolve as a result of Phase II of the Transportation Plan and through the Commission'(s) efforts in development of a multi-year Strategic Plan;</li> </ul>
<p>Recent accomplishments</p>	<ul style="list-style-type: none"> <li>• Addition of 17 new Pay by Plate Machines in the uptown core.</li> <li>• Minimum 10% rate increase to all Off-street parking lots managed by the Saint John Parking Commission.</li> <li>• Communication and launch date of Nov 1, 2020 the implementation of a new electronic permitting platform.</li> </ul>

	<ul style="list-style-type: none"> <li>• Update of the new Parking and Traffic By-laws to comply with the new Local Governance Act.</li> <li>• New penalty notices created, to comply with regulations under the new Local Governance act.</li> <li>• Sale of the Canterbury Parking Garage, in lieu of a new multi level commercial and residential building. (The Telegraph). This will help improve the tax base for the City of Saint John.</li> <li>• Effective April 1<sup>st</sup> 2020 we introduced a new monthly parking lot in SCP known as Vulcan St lot with 37 spots rented. Due to Covid that has reduced to 15.</li> </ul>
Emerging Issues	<ul style="list-style-type: none"> <li>• Covid-19. Significant revenue loss, as it relates to all aspects of Parking, both On and Off-street</li> <li>• Dredging of the Water Street lot. This may result in reduced capacity in the lot, thereby requiring monthly parkers to be displaced.</li> <li>• Development of the new Multi-level building at the corner of Canterbury Street and Grannan lane, will cause the loss of both On-street parking revenue and potentially the loss of monthly revenue in the Princess lot (required for lay-down space), during construction. Construction is still ongoing.</li> </ul>
Summary of primary take-aways for Common Council	<ul style="list-style-type: none"> <li>• As a result of Covid-19, there has been dramatic impacts to the revenue side of all Parking income statements. We have seen a small improvement as restrictions have been lifted and business reopen.</li> </ul>
Attachments	None



## 2020 ABC Written Submission Template

### - Saint John Trade & Convention Centre -

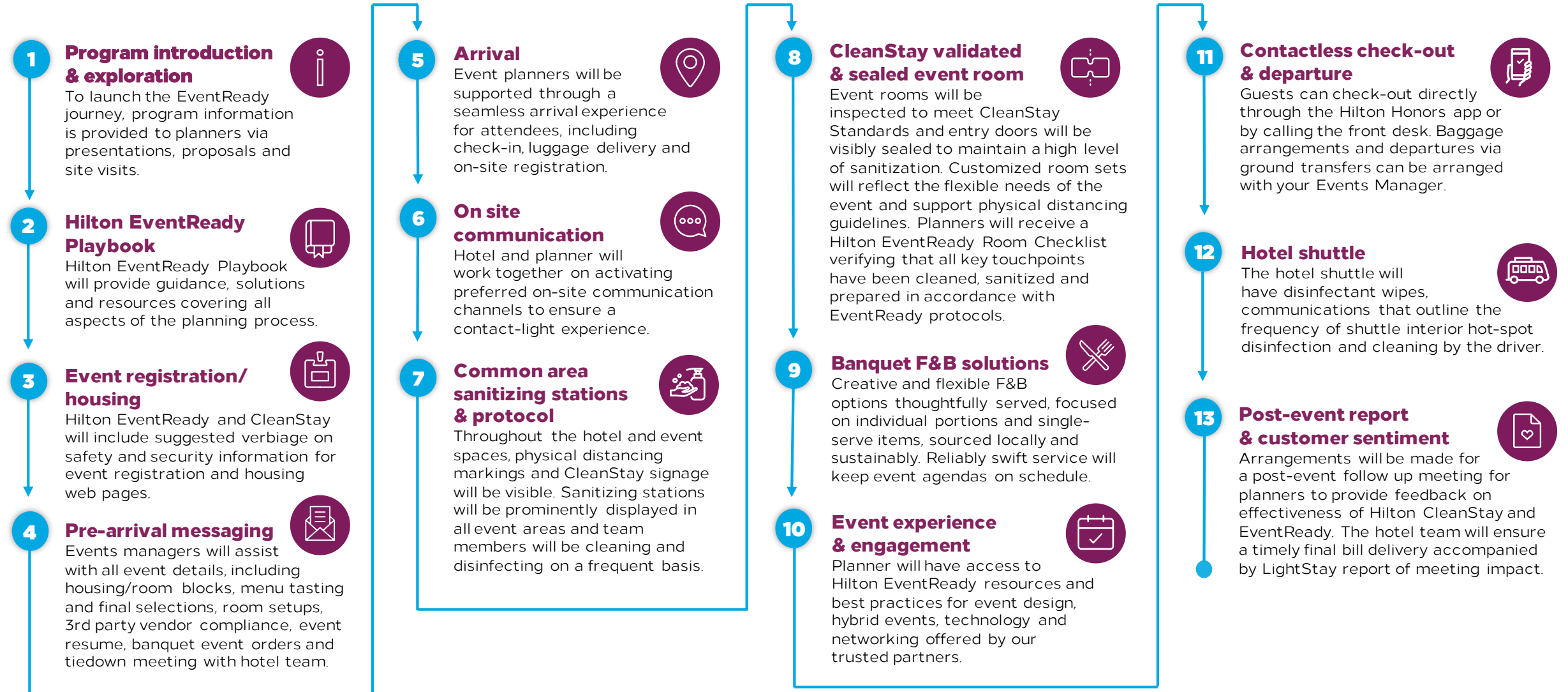
Mandate	To operate a first class Conference Centre comparable to other centres of its size in North America. To be an economic driver for the community.								
Primary Functions	The facility functions as a venue in which to host meetings, conventions & special events and as a hub for a broad range of events for the local community.								
Name of Board Members	Hilton Saint John manages the Centre on behalf of the City of Saint John. Management reports to both the 'Greater Saint John Regional Facilities Commission' and to the 'Saint John Trade & Convention Centre Oversight Committee'. Peter Murray is the chair of the Oversight Committee.								
# of Staff	Provides employment for up to 90 people during peak events. As of Sept 1 2020, only 4.6 FTEs are currently working in the centre due to COVID-19.								
2020 CoSJ Subsidy	The Centre operates within a budget approved by the 'Greater Saint John Regional Facilities Commission'. The 2020 approved budget allowed for a contribution of \$457,694. Changes to staffing structure and operating norms have not only mitigated all lost revenues from the closure earlier in the year and the massive cancellations, but current forecast shows a significant decrease in anticipated contribution at year end.								
Projected 2020 revenue streams	The Centre's primary revenue streams are: a) meeting room rentals b) food and beverages sales c) audio visual / power / broadband. With the centre closed for over 4 months, budgeted revenue streams were severely impacted. The centre re-opened August 1 on the strength of contract business for meeting room rentals for the balance of the year. Revenue for the centre is forecast to be down approximately 50% to budget. This is driven by the 4 month closure and the absence of convention group business. The majority of 2020's revenues will be derived from meeting room rentals and AV commissions, the centre's most profitable revenue streams.								
2020 continuous improvement	During the 4 month COVID shutdown, a full review of centre operations and staffing was undertaken. Staffing structure was stripped down to base levels and first priority was to put new business on the books to allow the centre to reopen. By mid July a number of new contracts were signed that provided sufficient revenue to ensure the centre would be ahead financially by reopening. One additional sales dedicated sales resource was added in September to continue to drive revenue for the balance of 2020 and into 2021 to replace the large convention group events that will be not return until at least mid year 2021. Hilton is able to leverage the Canadian Emergency Wage Subsidy to offset labour costs at the centre.								
Annual Budget	<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><i>2020 Revenue Budget</i></td> <td style="width: 33%; text-align: center;"><i>\$467,360</i></td> <td style="width: 33%;"><i>2020 Forecasted Revenue</i></td> <td style="text-align: right;"><i>\$180,400</i></td> </tr> <tr> <td><i>2020 Contribution Budget</i></td> <td style="text-align: center;"><i>\$457,694</i></td> <td><i>2020 Forecasted Contribution</i></td> <td style="text-align: right;"><i>\$200,179</i></td> </tr> </table>	<i>2020 Revenue Budget</i>	<i>\$467,360</i>	<i>2020 Forecasted Revenue</i>	<i>\$180,400</i>	<i>2020 Contribution Budget</i>	<i>\$457,694</i>	<i>2020 Forecasted Contribution</i>	<i>\$200,179</i>
<i>2020 Revenue Budget</i>	<i>\$467,360</i>	<i>2020 Forecasted Revenue</i>	<i>\$180,400</i>						
<i>2020 Contribution Budget</i>	<i>\$457,694</i>	<i>2020 Forecasted Contribution</i>	<i>\$200,179</i>						
Response to YTD Actuals	Prior to COVID 19, the centre was off to a strong start for the year and ahead of budget with a full slate of events supporting a banner year. Then COVID hit, forcing the closure of the centre for more than 4 months. During this closure, Hilton retooled the operation completely; creating a new lean structure that supports critical functions to drive revenues from segments that are the most profitable. This structure is scalable when revenues return in a meaningful way and when large events are possible again.								
High-Level 2020 Performance/Service Objectives	The centre has benefited greatly from Hilton's comprehensive response to COVID 19 and is well positioned to host safe and productive events in the post COVID world. Hilton programs Clean Stay and Event Ready have inspired confidence in planners to meet again and to be able to proceed with critical training events to ensure the success and continued viability of other operations.								

	<p>The centre has filed a full COVID operating plan with the province and has demonstrated leadership in resuming meetings and events that comply with all COVID directives. Please see supporting documentation attached for more information.</p>
<p>Emerging Issues</p>	<ul style="list-style-type: none"> <li>• Keep product fresh, relevant and competitive with new centres in Halifax and Moncton coming online. Fredericton now has a hotel connected to their facility.</li> <li>• Ensure pedway system is maintained and accessible to guests with varying mobility, as this is a key competitive advantage for Saint John.</li> <li>• Ensure escalator and elevator infra structure within Market Square is maintained as recent unplanned outages have created considerable challenges to operation and accessibility.</li> <li>• Enhance and amplify marketing efforts in order to expedite recovery from COVID-19</li> <li>• Ensure Saint John Trade and Convention Centre has the city’s support to retain it’s blue chip reputation for professionalism and hospitality so it can continue to be a key economic driver for our region.</li> <li>• In partnership with Discover Saint John, support required to market to high potential meeting and convention markets and continue to “punch above our weigh” in this very competitive arena.</li> </ul>
<p>Summary of primary take-aways for Common Council</p>	<p>The Trade and Convention is a key economic driver in the city generating millions in ancillary event attendee spending annually. It ensures viability for many business operators within the uptown area and beyond, enhancing the vibrancy of the uptown life style and supporting GDP and tax revenues. The visitors the TCC attracts bring new money into our region and are a target market for potential new residents and entrepreneurs for our city.</p> <p>The COVID 19 pandemic has decimated the meetings and convention industry. With the careful management and restructuring, Hilton has managed to mitigate these impacts and require less funding from the city in 2020 to cover operating deficits. While the centre has not suffered financially, the businesses and the community it supports have been crippled by the cancellations and postponements of major events. The negative financial impact is not being felt directly through the subsidization of the centre’s operations, but it is overwhelming to the restaurants, retail, and service industry that relies on meetings and conventions to survive.</p>
<p>Attachments</p>	<p><i>Hilton Clean Stay and Event Ready collateral</i></p>

\*Objective is to have each written submission no longer than three (3) pages in length.

# The EventReady PLANNER Experience


Hilton is partnering with customers and planners to deliver an elevated standard for events across the entire journey.





# The EventReady ATTENDEE Experience





Building upon our already high standards of housekeeping and hygiene, EventReady with CleanStay will ensure attendees enjoy an even cleaner and safer stay and event, from check-in to check-out.


**1 Event registration process**   
Hilton EventReady and CleanStay program details will be provided to the event planner along with suggested verbiage for event websites and communication for all attendees.


**2 Pre-arrival messaging**   
Communications customized by the event planner that includes: reservation details, Hilton CleanStay information, event expectations, travel tips and resources.

**3 Arrival**   
Careful consideration will be given to the ease of attendee arrival, parking, luggage check and event registration.

**4 Contactless & enhanced check-in**   
Hilton Honors members can use digital check-in and Digital Key through the Hilton Honors app and go straight to their room. All attendees will experience a streamlined check-in process, minimizing contact.

**5 Deep-cleaned guestroom**   
In the room, guests will see: a clean top of bed (washed after every stay - a Hilton standard), mirror clings messaging outlining the use of disinfectant for "high-touch areas", TV remote sealed in a protective sleeve and disinfectant wipes. All printed collateral and materials will also be removed from the room.


**6 Common area sanitizing stations & protocols**   
As attendees move throughout the hotel's event space, they will notice physical distancing reminders and Hilton CleanStay signage. Sanitizing stations will be prominently displayed in all function spaces and team members will clean and disinfect on a frequent basis.


**7 CleanStay validated & sealed event room**   
Inspected to meet Hilton CleanStay Standards. Main entry door sealed to maintain a high level of sanitization. Customized room sets will reflect the flexible needs of the event and support physical distancing guidelines. Signage will be placed throughout reminding attendees to respect physical distancing, hand washing frequency and directional flow for F&B breaks and meals.


**8 Service delivered with Hilton hospitality**   
Attendees can rely on contact-light communications while service remains swift and efficient. Throughout the entire on-site experience, our Hilton hospitality shines through.

**9 Banquet F&B solutions**   
Attendees will experience creative food and beverage thoughtfully served, focused on individual portions and single-service solutions, sourced locally and sustainably.

**10 F&B retail outlets**   
For meals and beverages, guests will experience seating arranged to accommodate social distancing, order from sanitized (or single use) menus, and notice special attention to cleanliness and hygiene. Guests ordering room service will experience meals with single-use service ware delivered in a contact-light manner.

**11 Fitness center**   
When guests go to the fitness center or recreation facility, they will notice the equipment has been rearranged to accommodate social distancing. They will also see increased availability of disinfectant wipes with signage on proper use.

**12 Contactless check-out & departure**   
Guests can check-out directly through the Hilton Honors app or by calling the front desk. Baggage arrangements and departures via ground transfers can be arranged with your Events Manager.

**13 Hotel shuttle**   
The hotel shuttle will have disinfectant wipes, communications that outline the frequency of shuttle interior hot-spot disinfection and cleaning by the driver.



# A Higher Standard for Meetings and Events



**Hilton EventReady with CleanStay delivers event experiences that provide peace of mind from start to finish.**

Designed to create event experiences that are clean, flexible, safe and socially responsible, **Hilton EventReady** provides curated solutions for every step of your event, from innovative technology resources, redesigned spaces to food and beverage presentations.



### Hilton CleanStay Standards

- Elevated procedures for cleanliness and sanitation.
- Completed EventReady Room Checklist provided to planners.
- Hilton CleanStay Event Room Seal is applied once the room is properly cleaned, set and EventReady.



### Flexible

- Partnerships grounded in transparency and shared objectives.
- Flexible pricing, space options and contract terms.
- A proprietary Hilton EventReady Playbook\* for expert guidance and curated resources.



### Safe & Socially Responsible

- Creative and customized event sets that respect physical distancing guidelines.
- Inspiring food and beverage menus: thoughtfully served, timely and versatile.
- Environmental impact solutions and community service experiences.

[meetings.hilton.com/eventready](https://meetings.hilton.com/eventready)



\*Coming in August 2020



## October 2020 - Transit Commission

<i>Saint John Transit Commission</i>									
Mandate	The Commission exists to provide municipal transit service in alignment with the municipal and transportation plan(s). (PlanSJ & MoveSJ)								
Primary Functions	An efficient and safe operation / strategic planning of municipal transit services.								
Name of Board Members	Chair - Patricia Ellsworth Secretary Treasurer - Tim Peterson  Members: Kay Gillis, Michael McGovern, Charles Bryant, Donna Reardon, 1 vacancy								
# of Staff	<b>68</b> staff comprised of: <ul style="list-style-type: none"> <li>- 45 Full Time / 1 Part Time Drivers;</li> <li>- 14 Maintenance staff;</li> <li>- 9 Administration/Supervision staff; 2 of which are part time and 1 casual</li> </ul> Note: Reduction is the result of layoffs in April								
2020 CoSJ Subsidy	\$5,894,787								
Projected 2020 revenue streams	\$4,315,215								
Annual Budget	\$10,210,002								
Year To Date <u>April, 2020</u>	<table style="width: 100%; border: none;"> <thead> <tr> <th style="text-align: left; width: 50%;"><u>Year To Date Budget</u></th> <th style="text-align: left; width: 50%;"><u>Year To Date Actual</u></th> </tr> </thead> <tbody> <tr> <td>Cost of Operations: <b>\$4,519,323</b></td> <td>Cost of Operations: <b>\$4,740,953</b></td> </tr> <tr> <td>City Subsidy: <b>\$4,421,088</b></td> <td>City Subsidy: <b>\$4,421,088</b></td> </tr> <tr> <td style="text-align: center;"><b>Deficit: (\$98,325)</b></td> <td style="text-align: center;"><b>Deficit (\$319,865)</b></td> </tr> </tbody> </table>	<u>Year To Date Budget</u>	<u>Year To Date Actual</u>	Cost of Operations: <b>\$4,519,323</b>	Cost of Operations: <b>\$4,740,953</b>	City Subsidy: <b>\$4,421,088</b>	City Subsidy: <b>\$4,421,088</b>	<b>Deficit: (\$98,325)</b>	<b>Deficit (\$319,865)</b>
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City Subsidy: <b>\$4,421,088</b>	City Subsidy: <b>\$4,421,088</b>								
<b>Deficit: (\$98,325)</b>	<b>Deficit (\$319,865)</b>								
High-Level 2020 Performance / Service Objectives	<ul style="list-style-type: none"> <li>- Adapt to the ever changing effects of Covid-19</li> <li>- Development of service standards. Standards will define when to add or decrease services. Upon approval and adoption, standards will be posted publically; this has been halted and not complete.</li> <li>- Develop new website for easier access to transit information, email notifications and service updates;</li> <li>- Continuing talks with a vendor for a new pay by phone app.</li> <li>- Continue to work on employers and post-secondary transit programs to increase ridership;</li> </ul>								



<p>YTD Performance/ Service Targets</p>	<ul style="list-style-type: none"> <li>- Performance Area Targets will continue to evolve as a result of Phase II of the Transportation Plan and through the Commission(s) efforts on a multi-year Strategic Plan;</li> </ul>
<p>Recent accomplishments</p>	<ul style="list-style-type: none"> <li>- Rapid adaption to the impacts of Covid -19 <ul style="list-style-type: none"> <li>o First Transit system in Canada to reinstate the collection of fares, by implementing security shield between the operators and the public</li> <li>o One of only a few transit systems who actioned layoffs to help reduce costs</li> <li>o Reduced service hours by 27%. 97,000 down to 71,200</li> <li>o Reduced subsidy to Para transit by over 25%</li> <li>o <b>Reduced year-end deficit from a potential 1.2 million forecast in April to \$330,000 by the end of September</b></li> </ul> </li> <li>- Stantec: Transit Operational Audit Review, currently on going and to be completed by October 2020.</li> <li>- Recently amended the Vehicle for hire By-Law to assist the Taxi industry during Covid-19 <ul style="list-style-type: none"> <li>o Temporarily allowed taxis to be 8 years of age instead of 7</li> <li>o Deferred the payment of both the Operators and Owners licence</li> <li>o Permanently added the ability to use a laptop as a taxi meter.</li> </ul> </li> <li>- Commenced contract negotiations with ATU Local 1182 - temporarily suspended as a result of Covid-19</li> <li>- Continued focus on part time roster of drivers to reduce overtime expenditures while developing a pool of trained candidates to address eminent retirements;</li> </ul>
<p>Emerging Issues</p>	<ul style="list-style-type: none"> <li>- Covid-19 <ul style="list-style-type: none"> <li>o March 19, suspended fare collection to ensure social distancing between the operator and the public</li> <li>o March 21, started social distancing on SJTransit buses, thereby limiting capacity to only 9 passengers plus one operator/bus</li> <li>o April 18, resumed fare collection, albeit at a much lower volume, as a result of social distancing.</li> <li>o April 26, 2020, 27% reduction in service hours</li> <li>o May 09, layoffs of approximately 20% of permanent staff</li> <li>o June 29, 2020, increased passengers from 9 to 20 and made face masks a requirement.</li> <li>o Ridership is increasing slowly since April each month.</li> <li>o Fare revenue is just over 50%.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Insufficient revenue, to remain cashflow positive after mid July.</li> <li>- Nextbus: on going legal issues which is currently being handled by our legal team at Cox and Palmer.</li> <li>- Significant increase insurance premiums (\$45,000)</li> <li>- Board members have not been replaced. As a result, by the end of November, we will not have quorum to be able to vote on changes.</li> <li>- School board ridership continues to decline. There is a provincial initiative to move students from City Transit ridership to school bus network use;</li> <li>- Collective Agreement has expired</li> </ul>
<p>Summary of primary take-away for Common Council</p>	<ul style="list-style-type: none"> <li>- <b><i>Efforts required to find Federal or Provincial funding to aid with the impacts of Covid-19</i></b></li> <li>- <b><i>Advocacy that our – and all for that matter - Transit systems be Carbon Tax exempt;</i></b></li> <li>-</li> </ul>
<p>Attachments</p>	<ul style="list-style-type: none"> <li>- None</li> </ul>