



2019 Growth Work Plan Common Council

April 23, 2019



SAINT JOHN

It's all about GROWTH

WHO ENABLES GROWTH

- Everyone
- Common Council, Growth and Finance Committees
- City departments and agencies
- Provincial and federal counterparts
- Private and community sector partners

It's all about GROWTH

Core municipal team delivering on growth

- Economic Development Greater Saint John
- Develop Saint John
- Discover Saint John
- City Manager's Office
- Growth and Community Development Services

2018 Summary

Key growth partners

- Uptown Saint John
- Port Saint John
- Saint John Airport
- Post Secondary Training and Labour (GNB)
- Population Growth Division (GNB)
- Atlantic Canada Opportunities Agency
- YMCA Newcomer Connections
- University of New Brunswick – Saint John
- Local Immigration Partnership
- Regional Chamber
- Opportunities New Brunswick (GNB)
- Labour Market Team (GNB)
- Saint John Newcomer Centre
- PRUDE
- Local Associations
- The Chamber
- Atlantic Human Services
- New Brunswick Community College

2018 Summary

Economic Development Greater Saint John 2018 Year-End Report ([March Growth Committee](#))

Develop Saint John 2018 Year-End Report ([March Growth Committee](#))

Population Growth and Growth and Community Development Services 2018 Year-End Report ([April Growth Committee](#))

Discover Saint John 2018 Year-End Report ([May Growth Committee](#))

2018 Summary

Financial Overview (excluding capital)

Investment	2018 Investment
Economic Development Agencies <ul style="list-style-type: none">• Develop Saint John• Discover Saint John• Economic Development Greater Saint John	\$2,329,497
Economic and Cultural Facilities <ul style="list-style-type: none">• RF: Trade and Convention Centre• RF: Harbour Station• RF: Harbour Station• RF: Imperial Theatre• RF: Saint John Arts Centre• Saint John City Market• Market Square	\$4,876,776
Growth and Community Development Services	\$5,230,653
	\$12,436,926

2018 Summary

Financial Overview (Other)

Investment	Category	Total
Neighbourhood Plan	Capital funding	\$500,000
Growth Fund (\$350,00/year)*	Operating reserve	\$814,580.24

2018 Summary

Growth Reserve Update (as of Jan. 1st, 2019)

Total: \$814,580.24

Committed and Active

- Succeed and Stay - \$116,974 (February 2019)
- Communicating Growth - \$57,750 (Sept. 2018)
- Digital Rendering Neighborhood Plan - \$25,000 (Sept. 2018)

Pending

- Vacant and Dangerous Building Program - \$25,000
- Heritage Development Grant - \$80,000

2018 Summary

- Introduction of Develop Saint John
- Development of new Economic Development Greater Saint John 2019-2021 Strategic Plan
- Adoption and implementation of Population Growth Framework
- Wrapping-up Roadmap for Smart Growth
- Impressive achievement of growth targets
- Public roll-out of initial draft of new Neighborhood Plan for the Central Peninsula and new Heritage Bylaw

	Status	 2018 Projects – <u>Population</u>
City	Delivered	Finalize Population Growth Plan
City	Active	Launch Newcomer Guide
City	Delivered	Love your City Campaign
City	Delivered	Host welcome ceremonies for newcomers
City	Active	Dollars-and-cents case for living in City
City	Active	Conduct research on living in SJ
City	Active	Evaluate and recommend options for an arts & culture framework to link with neighbourhood revitalization
City/YMC A	Active	Newcomer success stories
SJMNR	Delivered	Enhanced process/presentation for Exploratory Visits

Immigrant Entrepreneurs

- New Provincial Nominee Stream
 - Net Worth of at least \$600,000 CDN
 - Entrepreneurs need to invest at least \$250,000 in their business in NB
 - Create 2 new full time jobs
- 2018 Results
 - 25% Entrepreneurs selected Saint John = 56 Nominations
 - 57% Chinese, 25% Vietnam, 9% Iran, 9% other countries
 - This represents a potential of >112 new jobs and >14M in business investment



The Saint John
Newcomers
Centre





Le Centre
de nouveaux arrivants
de Saint-Jean



la
Ruche
Incuber une culture d'innovation et
d'entrepreneuriat pour les nouveaux
arrivants au Nouveau-Brunswick





	Status	 2018 Projects – <u>Population</u>
PETL	Delivered	Promote Atlantic Immigration Pilot Program to employers
Uptown SJ	Delivered	Host apartment/condo tours of Uptown
SJMNRC	Delivered	Host new Multicultural Festival in SJ
EDGSJ	Active	International Business/ Employee Relocation
PETL	Delivered	Recruitment Mission
PETL	Active	Predictive model on local job needs
Chamber	Delivered	Student mixer program
YMCA	Active	Launch Youth Retention Task Force & Youth on-ramp program
PETL	Delivered	Hiring fair enhancements
SJLIP	Active	Profile most successful immigrants

Population Growth Framework - Trends

ATTRACT	2018	2019 Target	Status
Landings of Permanent Residents	835	1075	On Target
Percentage of Economic Immigrants	82%	70%	Exceeding Target
Net Increase of New Residents	432	>400	Exceeding Target

ENHANCE	Status
SJ LIP – Release of Settlement Strategy by 2018	Delayed – Connected to new Succeed and Stay Program

RETAIN	2018	Baseline	Status
Reduction in interprovincial migration compared to 2016 Census	-214	-795	Significant Improvement

	Status	 2018 Projects – <u>Employment</u>
EDGSJ	Delivered	New strategy and work plan
EDGSJ/ City	Active	Pursuit of Filling Unfilled Jobs initiative





Status

2018 Projects – Tax Base Growth

City	Active	Finalize Neighborhood Plan (Urban Design Policies, Zoning By-law, PlanSJ amendments, Uptown noise framework (phase 1), rewrite of the Heritage By-law to support enhanced investment and development in central peninsula)
City	Delivered	Water Rate Analysis on Vacant Properties
City	Delivered	Vacant property and lot matching program
City	Active	Industrial raw water to the eastside
City	Active	Vacant Building Fee-for-Service Program
City	Deferred	Development Signage Policy
City	Active	Support the development of the new South End School



	Status	 2018 Projects – <u>Tax Base Growth</u>
City	Deferred	Launch of the Neighbourhood Improvement Program (Targeting strategic areas of urban blight)
Develop SJ/City	Active	Support the redevelopment of Fundy Quay
Develop SJ/City	Active	Pursue properties: Lantic Sugar, 90-102 Mecklenberg, 45 Boars Head, Grannan/Canterbury



Status

2018 Projects – Process Improvement

City/ Agency	Active	Strategic Marketing Enhancements (Value Proposition)
City/ Agency	Deferred	5-10 Year Economic Plan
ESJ/City	Delivered	Smart Cities Journey
City	Active	Capital Investment Strategy for Neighbourhood Plan
Develop SJ/City/ Chamber	Delivered	Developer award program
City	Delivered	Development and distribution of growth info graphics



2018 Target	Lead	2018 Year-End Results
\$75 million tax base increase	DevelopSJ	<u>\$75* million in tax base growth</u> 55 projects / 8.6:1 ROI (10 year)
PlanSJ Geographic Targets - 95% development in PDA - 85% development in Intensification areas	GCDS	90% in PDA 59% in intensification areas
Permit Turnaround Time - Tier 1 – 5 business days - Tier 2 – 10 business days - Tier 3 – 20 business days	GCDS	Tier 1 - 3.8 Tier 2 - 8.3 Tier 3 - 9.4
Vacant and Dangerous Buildings Program - 75 resolved cases	GCDS	<u>83 total closed cases</u> 50 repaired/reoccupied (33 demolitions)
Community Standards Program - 25 resolved cases	GCDS	<u>75 total resolved cases</u>
Development Incentive Program - \$150,000 of leveraged facade upgrades / 20 projects	GCDS	<u>41 approved properties</u> \$551,636 estimated leveraged investment
Heritage Development Grant - Pay out minimum of 95% of grant budget by Nov. 30	GCDS	<u>29 approved properties</u> \$381,012 estimated leveraged investment
25 new start-ups	EDGSJ	37 start-ups
845 new and retained jobs	EDGSJ	<u>821 hired</u> 896 announced jobs

2019 Growth Outlook

Summary of feedback from Growth Committee

- Continue focus on beautification of neighborhoods
- Celebrate our success in economic growth
- City continue to play enabling role for growth
- Our ability to grow must continue to have a link to our sustainability efforts and vice versa
- Review unnecessary obstacles to spurring growth
- Customer service excellence must be prioritized
- Maintain rigor on evaluating our progress in achieving economic growth

2019 Growth Projects

#	Project	Lead	Timeline
1	Outcomes associated with the sustainability working group	CM	TBD
2	Preparation and development associated with destination marketing fund	CM	Q4
3	Deliver recommendations on a new aligned economic development model for Saint John	CM	Q4
4	Begin the implementation of the Succeed and Stay Project and continuation of Population Growth Framework	GCDS	2021
5	Finalize Neighborhood Plan for the Central Peninsula	GCDS	Q4
6	Finalize new Heritage Bylaw	GCDS	Q4
7	Enhanced customer service: (1) customer centric OSDS; (2) barrier reduction; (3) process improvement	GCDS	Q4

2019 Growth Projects

#	Project	Lead	Timeline
8	Filling unfilled jobs	EDGSJ	Q4
9	Pursue three catalytic growth infrastructure projects	DevelopSJ/GCDS	Q4
10	Improve culture of customer service initiative(s)	CI	Q4
11	Introduce new City Hall	CI	Q4
12	Introduce new City website	IT	Q4
13	Develop and implement strategic communications framework	CM	Q4
14	Submit application to transfer local immigration partnership to the City of Saint John	GCDS	Q2

2019 Growth Projects

#	Project	Lead	Timeline
15	Finalization of Roadmap for Smart Growth projects	GCDS	Q4
16	Recommend renewal and updates to Development Incentive Program	GCDS	Q2
17	Recommend enhancements to the Heritage Development Grant funding and policies	GCDS	Q2
18	Digital rendering of Neighborhood Plan	GCDS	2020

2019 Growth Projects

What did not make the list of projects for 2019

- Full review of Municipal Plan
- Neighborhood Plan for other areas of the City
- 10-year economic plan
- Expansion of incentive programs to other geographic areas of the City

Organization	2019 Growth Targets
Economic Development Greater Saint John	<ul style="list-style-type: none"> • Increase in employment – from 62,500 to 64,062 • Increase in labour force – from 66,600 to 68,265 • Increase GDP 0.5% greater than provincial GDP • Increase in Consumer Confidence – from 99.1% to 100.1%
Develop Saint John	<ul style="list-style-type: none"> • Support \$50 million in tax base growth
Discover Saint John	<ul style="list-style-type: none"> • To be presented in May to Growth Committee
Growth and Community Development Services	<ul style="list-style-type: none"> • Permit Turnaround: Tier 1-5 days/Tier 2-10 days/Tier 3-20 days • Vacant and Dangerous Buildings Program - 75 resolved cases • Community Standards Program - 85 resolved cases • Development Grant- \$150,000 of leveraged investment through 20 projects / \$2.5 million in leveraged private sector investment (incentive program) • Heritage Grant- \$240,000 of leveraged investment/20 projects • Population Growth – Admission of 1,075 PRs / net population increase
City of Saint John	<ul style="list-style-type: none"> • Produce 20 growth improvements and 20 customer service enhancements within municipal departments

Growth Committee: What to expect?

- Continue to play role as stewards and ambassadors to growth
- Mid-year reporting from agencies and targets
- New expectation letters towards year-end
- Receive recommendations on new aligned economic development model
- Each meeting to begin with a “Growing in Saint John” presentation
- Ensure regular reporting and updating on growth activity with Common Council
- Link growth-related efforts to ongoing fiscal challenges