

The Roadmap for Smart Growth

We are here



Presentation to Senior Leadership Team
August 14 2017

The Roadmap for Smart Growth

2017 Roadmap Progress

We are here

While there remain important economic obstacles to overcome in the coming years (which have been previously reviewed with Growth Committee and Council), ***this report highlights the progress and accomplishments of the Growth Committee and the Roadmap for Smart Growth over 2017.***

The Roadmap for Small Growth

Community of Support

We are here

- ✓ **5** Committee Members
- ✓ **12** Committee meetings (totally 30 hours)
- ✓ **14** departments, agencies and committees
- ✓ **17** external experts/organization advising
- ✓ **7** distinct engagement efforts

Roadmap for Smart Growth

The Roadmap for Smart Growth

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Cross-corporate & agency strategic program that envelops, tracks & evaluates a variety of initiatives focused on the delivery of key growth-related community outcomes

Roadmap for Smart Growth:

Roadmap Breakdown

We are here



3 – Key Outcomes

6 – Strategies

45 – Specific Actions

Roadmap for Smart Growth:

Roadmap Breakdown

We are here

3 – Key Outcomes



6 – Strategies

52 – Specific Actions

Roadmap for Smart Growth:

New Additions

- Addition of ESJ targets;
- Addition of establishment of Local Immigration Partnership Council;
- Addition of vacant property and lot matching program;
- Addition of 90-102 Mecklenburg St;
- Addition of 45 Boars Head Road;
- Addition of 50 Carleton Street;
- Addition of parking garage on corner of Grannan/Canterbury;
- Replace “Immigration Strategy” with “HDC to establish a Local Immigration Partnership Strategy”.

The Roadmap for Smart Growth

2017 Work Plan: Road Map for Smart Growth City of Saint John

#	ACTION ITEM/TASK	RESPONSIBILITY	TIMELINE	STATUS	MEDIA*	NOTES
PROCESS IMPROVEMENTS						
1.	Launch of Roadmap for Smart Growth	City of Saint John	March 2017	Completed	YES	
	Media Briefing on Roadmap	Mayor Darling	March 28 th	Completed		
	Stakeholder information session on Roadmap	Mayor Darling	March 28 th	Completed		
	Op-ed to TJ – Introduction to Roadmap	S. Somerville	April 1 st	Completed	Yes	
	Roadmap presentation to ESJ Board	J. Trail / Hamilton / P. Ouellette	April 5 th	Completed		
	Op-ed to TJ – Tax Base Growth	S. Somerville	April 7 th	Completed	Yes	
	Roadmap presentation to DMO Board	J. Hamilton / P. Ouellette	April 11 th	Completed		
	Roadmap presentation to SJIP Board	J. Trail / Hamilton / P. Ouellette	April 12 th	Completed		
	Roadmap review with the in-house Real Estate Team	J. Hamilton / P. Ouellette	April 12 th	Completed		
	Op-ed to TJ – Population Growth	S. Somerville	April 14 th	Completed	Yes	
	Op-ed to TJ – Employment Growth	S. Somerville	April 28 th	Completed	Yes	
	Roadmap Presentation to SJWD Board	J. Hamilton/P. Ouellette	April 27 th	Cancelled		
	Op-ed to TJ – Value Proposition	S. Somerville	May 8 th	Completed	Yes	
	Roadmap presentation to HDC Board	J. Hamilton/P. Ouellette	May 17 th	Completed		
2.	Approve and release mandate letters to agencies and partners	City of Saint John	April 2017	Completed	No	
	Send around draft mandate letters to agencies	P. Ouellette	April 4 th	Completed		ESJ, HDC, SJIP, SJWD
	Review mandate letter with Board Chair and CEO of ESJ	J. Hamilton / P. Ouellette	April 12 th	Completed		
	Review mandate letter with Board Chair and CEO of SJWD	J. Hamilton / P. Ouellette	April 12 th	Completed		
	Adopted final version of mandate letters	Common Council	May 15 th	Completed		ESJ, HDC, SJIP, SJWD
3.	Enhance capacity around strategic land development, which will include an alignment exercise to enhance the City's real estate practices	City of Saint John	April 2017	Completed	No	
	Ad hoc Strategic Land Development Committee meeting	Growth and Community Development	April 18 th	Completed		To review, coordinate and define next steps associated with high-priority real estate opportunities. Committee to meet monthly on go

* Media refers to the City's intentional approach to release/announce initiatives associated with the identified action.

** To be reviewed in conjunction with the 2017 Growth Committee meeting schedule.

The Roadmap for Smart Growth

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	Roadmap presentation to DMO Board	J. Hamilton / P. Ouellette	April 10 th	Completed		
	Roadmap presentation to SJIP Board	J. Hamilton / P. Ouellette	April 12 th	Completed		
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Completed = 31 (60%)

Active = 16 (30%)

Pending = 3 (6%)

Discontinued = 2 (4%)


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** To be reviewed in conjunction with the 2017 Growth Committee meeting schedule.

The Roadmap for Smart Growth

Process Improvements

Completed = 6/10 (3 active, 1 pending)

- ✓ Launch of Roadmap 
- ✓ Four mandate letters (HDC, SJIP, SJWD, ESJ)
- ✓ Alignment exercise – Develop Saint John
- ✓ Population Growth Manager
- ✓ Financial/Economic Analyst
- ✓ Fair Taxation Analysis and Recommendations

The Roadmap for Smart Growth

Population Growth

- **Completed = 3/7 (3 active, 1 pending)**
- ✓ Supporting Local Immigration Partnership
- ✓ Integrating City into immigration landscape
- ✓ Development of Population Growth Framework
- ✓ Identification of 'early wins', major gaps and relevant research

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Population Growth



- ⤴ Atlantic Immigration Pilot Program – 2017 effort could yield up to 156 additional permanent residents in Saint John by 2019.
- ⤴ As of October 2017, Saint John has welcomed an estimated 433 foreign nationals into the City.

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Employment Growth

- **Completed = 6/7 (1 discontinued)**
- Investment readiness strategy
- 2017 year-end targets
- Labour market strategy
- Introduction of new ESJ CEO

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Employment Growth



ESJ established KPIs of 500 new and retained jobs in high potential businesses, 250 new jobs from external investors, 20 start-ups and 40 corresponding jobs all for 2017, and as of Q3, ESJ estimates that their efforts have helped generate 541 new and retained jobs, 199 new and retained jobs and 17 start-ups and 33 jobs.

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Tax Base Growth

- **Completed = 16/28 (10 active, 1 pending, 1 discontinued)**
- Targets for Vacant and Dangerous Building Program
- Introduction of Develop SJ
- Launch of neighborhood planning program
- Urban development incentive program
- Active Strategic Land Committee
- Identified 10 municipal-owned properties
- Large-scale project support program
- Building permit mapping tool

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Tax Base Growth



- Municipal Property - \$300,000 sale revenue and estimated \$180,000 in eventual tax base growth.
- Development Incentive - \$3 million in construction activity, 37 new units, leveraged \$350,000 in building façade upgrades.
- Vacant and Dangerous Building – Likely to close 78 cases by year-end, includes 34 demolitions and 36 repairs/reoccupy.

In addition to Roadmap outcomes...

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- ⬆ Development Signage Pilot Program
- ⬆ Community Standards Enforcement
- ⬆ One Stop Development Shop
- ⬆ Growth Reserve Budget
- ⬆ Leveraged External Capital Funding
- ⬆ Strategic Roadmap Communications

Looking towards 2018 optimistically

- City of Saint John has optimized its economic development structure - the entire Saint John economic development landscape is working in concert towards pre-defined growth-related community outcomes.
- Finalization of the **Safe, Clean Drinking Water Program**.
- Completion of the **Irving Oil Headquarters** building, which will become the third tallest building in New Brunswick. The last time a building of this height was built in New Brunswick was over 35 years ago.
- Initial phases of the **Westside Port Expansion** Project.

Looking towards 2018 optimistically

We are here

- First **new school** in the Central Peninsula in over 50 years.
- Development of **New Brunswick Museum** in Saint John.
- Continued development progress for **The Crossing**.
- Variety of **municipal properties** identified in the Roadmap:
 - 1671 Sandy Point Road (ongoing consideration);
 - Property on the corner of Princess/Canterbury;
 - Property on the corner of Grannan/Canterbury;
 - Non-for-profit housing development at Union and Wellington.

Looking towards 2018 optimistically

We are here



- 2017 construction value = \$178.7M (highest since 2008)
- As of October 2017 - 133 housing units under construction in SJ (highest in three years).
- Saint John CMA employment in October 2017 was up by 2,000 compared to October 2016 (a 3.1% increase).

Looking towards 2018 optimistically

- Nearly 2,000 immigrants in the Saint John CMA that have settled in the past five years.
- For the first time in the post-World War II era, the Uptown has led the Greater Saint John Region in population growth with a rate of more than 15%, compared to a 2.2% decline in population in the neighboring Town of Rothesay and a 0.5% decline in the Provincial Population.

The Roadmap for Smart Growth **Looking towards 2018**

KNOWN REMAINING ROADMAP ACTIONS:

- ⤴ Value Proposition
- ⤴ Economic Targeting Exercise
- ⤴ Population Growth Framework
- ⤴ Local Immigration Partnership Strategy
- ⤴ Property Matching Program
- ⤴ Neighborhood Planning Program
- ⤴ Develop SJ

The Roadmap for Smart Growth **Looking towards 2018**

ONGOING ROADMAP IMPLEMENTATION:

- Vacant and Dangerous Building Program;
- Community Standards Pilot Program;
- Development Signage Pilot Program;
- Development Incentive Program;
- Mandate letters;
- Continued pursuit of fair taxation recommendations;
- Partnership with local, provincial and federal counterparts to maximize immigration recruitment and retention;
- Implementation of investment readiness strategy;
- Improve access and corresponding response to labour market data;
- Large-Scale Project Support Program;
- Support towards the One-Stop Development Shop;
- Implement decision associated with City Hall;
- Ongoing engagement with local and external developers.