

ROADMAP 2021

HIGHLIGHTS YEAR 1



A STRATEGIC ECONOMIC PLAN FOR ST. JOHN'S



Message from the Mayor

Just over one year ago the City launched Roadmap 2021, our strategic economic plan. Since that time, we have been working with our partners to deliver on the many action items identified in the Roadmap.

Roadmap 2021 offers a vision of St. John's as a vibrant city capitalizing on its energy, creativity and distinctiveness to embrace economic progress and enhance quality of life. It's been a great year of working together to realize that vision.

Council will continue with the implementation of Roadmap 2021 as a means of delivering on the City's economic development mandate. Roadmap 2021 will carry us forward as we build on our past achievements and chart a course to create a strong, vital and liveable capital city.

Dennis O'Keefe
Mayor

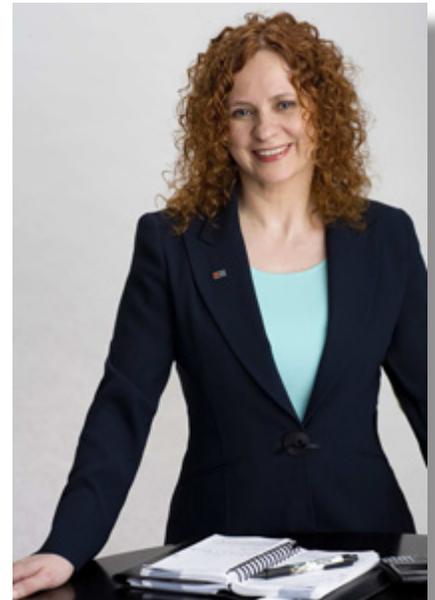
Message from the Chair of the Roadmap Liaison Committee

As Chair of the Liaison Committee, I am thrilled to present this report of highlights from our first year of implementation for Roadmap 2021. We've made some great progress, the results of which are presented in the following pages.

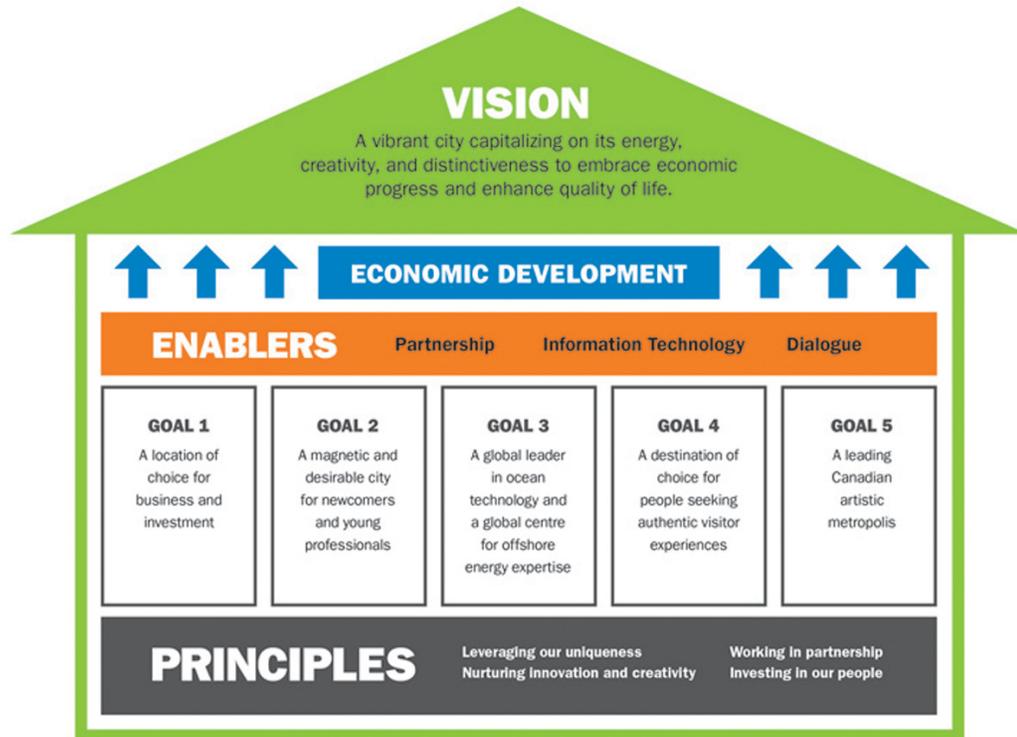
From the very beginning, we have advocated that the Roadmap be an evergreen document; one that we continually review, update and keep current. Recently, we came together with our Liaison and Working Committees to review our progress and make the necessary adjustments. We're on track and the work continues in earnest.

We also made a commitment to keep the lines of communication open as we embark on this ambitious undertaking. We hope this report serves to not only provide some highlights of our progress, but also encourages you to continue the dialogue by getting in touch.

Debbie Hanlon
Ward 4, Councillor



Roadmap 2021 is a long-term vision and action plan to guide our city's economic development over the next ten years. It articulates a bold vision, sets guiding principles, identifies strategic goals and outlines a series of priority actions to be undertaken by the City of St. John's and its various partners. Roadmap 2021 is about embracing new directions, leveraging opportunities, building partnerships, developing linkages and taking new approaches to support the advancement of Newfoundland and Labrador's capital city. You can access Roadmap 2021 online at: www.stjohns.ca/publications/roadmap-2021



Since we launched the Roadmap in December 2011, the St. John's economy has continued to perform exceptionally well. Large natural resource projects have brought technical, construction and service employment to the city. In turn, significant investments are being made by the private sector in office, hotel and retail developments. The labour force participation rate in St. John's exceeds that of the nation and employment growth has been primarily in full time jobs. On a comparative basis, median family incomes in St. John's have been growing faster than in most other cities in Canada. The rate of economic activity is surpassing annual forecasts in areas of housing starts and population growth. It is indeed a time of opportunity and it is against this economic backdrop that we are implementing Roadmap 2021.



GOAL 1: A location of choice for business and investment

New processes for public input

Utilizing technology is one means of enabling greater public engagement in civic matters. In February 2012, the Mayor's Symposium for the St. John's Municipal Plan Review used a real-time voting and feedback technology to engage attendees. The Municipal Plan Review process also reached out to the broader community via social media, gathering opinion through online polls and discussions. We're committed to creating new opportunities for the public to play a role in shaping the future of our city.



Photo credit: Paul Daly

Dialogue and creative approaches to heritage, density and sustainability

Sometimes novel ideas generate great dialogue and vice versa. In June 2012, the Royal Architectural Institute of Canada (RAIC) held their Festival of Architecture in St. John's for the very first time. The event featured an innovative design studio in which architecture students presented concept designs for three strategic sites in St. John's. Delegates, local officials, developers and members of the business community were on hand to participate in the dialogue. We were pleased to partner with the RAIC on the design studio and we were encouraged by the students' creativity.

Actions that we have moved up on the priority timeline

Lands inventory

The economy in St. John's continues to thrive and interest in development is stronger than ever. We're undertaking an inventory to identify lands available for commercial and residential development earlier than we had originally identified in Roadmap 2021. Work is now underway.



**We are the only barriers to the greatness of our city.
Remember who we are and what makes us special.
Then modernize. Innovate. Take risks.**

*- Emad Rizkalla, President and CEO,
Bluedrop Performance Learning Inc.
Member, Roadmap Advisory Committee.*

GOAL 2: A magnetic and desirable city for newcomers and young professionals

Establish 19-35 year olds on city advisory committees

Young people bring new and different perspectives to local issues. In December 2011, we launched the NextUp! Program, an initiative to enlist the participation of the next generation in municipal government. We invited 19-35 year olds to join several city advisory committees and the response was fantastic. We now have young people appointed to the Heritage Advisory Committee, the Mayor's Advisory Committee on Seniors, the Mayor's Advisory Committee on the Status of Persons with Disabilities, the Arts Advisory Committee, the Environmental Advisory Committee and the Urban Forest Advisory Committee. The Municipal Plan Review Advisory Group also has a next generation representative. We're so pleased to be working with such talented and creative young people to build a better city.

NEXTUP!

Engaging the next generation

Welcoming community

Attracting newcomers is vitally important to the future of our city and creating a welcoming community is one means of enhancing newcomer settlement and integration. In June 2012, with our partners at Citizenship and Immigration Canada, we hosted a citizenship ceremony at City Hall. As the twenty individuals received their Canadian Citizenship, they also received an information package and survey from the City. The meet and greet time at the reception was especially enjoyable. The information we gathered from participants will help us develop new welcoming community initiatives.



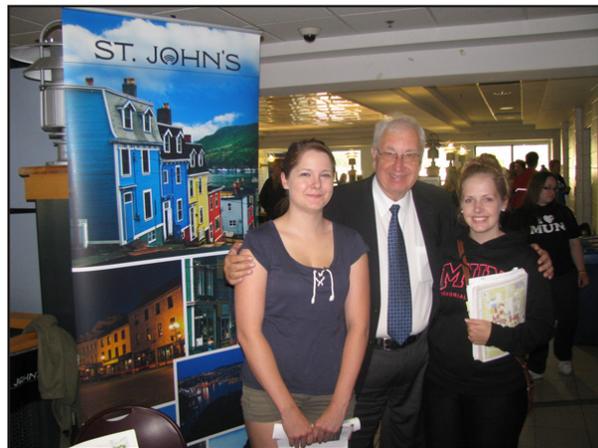
The New Canadians Choir brightened up the Great Hall at City Hall by performing some festive tunes in December. Part of the choir's performance was featured in a national CBC news story.



Communicating with students

The post-secondary student community in St. John's is an immense source of talent. Communicating with students over the course of their studies is a first step in encouraging them to live and work in St. John's.

In August 2012, we participated in the orientation program for first year students at Memorial University. Councillor Bruce Tilley and city staff were on hand to welcome students to St. John's and provide information on the city.



We are also reaching out to international post-secondary students. Working with the Professional Skills Development Program for International Students at Memorial University, we invited 20 international students to network with dignitaries and energy professionals at the Annual General Meeting of the World Energy Cities Partnership held in St. John's in October 2012. The students were delighted with the opportunity, the international delegates embraced the concept and businesses remarked about the potential for future collaboration.

In February 2013, Mayor Dennis O'Keefe and Councillor Bruce Tilley met with students from the Entrepreneurship Training Program for International Graduate Students. The exchange of information was fantastic and we look forward to continuing the dialogue.



Actions that we have moved up on the priority timeline

Community Market

Community markets support local food and products, highlight multiculturalism, encourage social cohesion and ultimately contribute to the vibrancy of a city. Roadmap 2021 identified the need to enhance the presence of a community market in St. John's. We'll be working with partners to move this project forward in the coming weeks.



GOAL 3: A global leader in ocean technology and a global centre for offshore energy expertise



Enhance Ocean Week

Ocean Week profiles the ocean technology expertise that exists in St. John's and enhances awareness of the importance of the ocean to the local economy and everyday life. In October 2012, we celebrated the 10th anniversary of Ocean Week with more events than ever before. Two industry conferences, an ocean technology speaker series event, a public lecture, ocean film night, a reading at the library and much more. A great week thanks to our partners at OceansAdvance; Ocean Innovation and the Marine Institute; and the A.C. Hunter Public Library.

Enhance participation in international city memberships

St. John's became a member of the World Energy Cities Partnership (WECP) in 2002. The WECP is a non-profit organization whose 19 member cities are globally recognized as international energy capitals. In 2011, we took on a more active role in the WECP as Mayor Dennis O'Keefe accepted the Presidency of the organization. In October 2012, we hosted the WECP's Annual General Meeting (AGM) and welcomed delegates from 12 countries to the city. The AGM was an immense success due to partnerships with government, industry, and academic institutions and the participation and enthusiasm of local and international post-secondary students. Making international connections such as those afforded by our membership in the WECP, opens up opportunities to profile the city and build new business relationships.



Attraction of ocean and energy related conferences

Attracting industry specific conferences enables us to showcase local knowledge, increase opportunities for business development and strengthen our position as a City of Ocean Excellence. From September 14-19, 2014 St. John's will play host to the MTS/IEEE OCEANS conference and exhibition. OCEANS is a major forum for scientists, engineers and end-users throughout the world to present the latest research, developments and applications in oceanic science and engineering. We're pleased to be working with the sponsoring societies IEEE and MTS, and our local partners the Department of Innovation, Business and Rural Development; OceansAdvance; the Marine Institute; and the Atlantic Canada Opportunities Agency to welcome more than 1,000 delegates to the city. OCEANS presents an unprecedented opportunity for the local ocean technology industry to make the international connections that will help establish St. John's as a global leader in ocean technology.



GOAL 4: A destination of choice for people seeking authentic visitor experiences



National Geographic Geotourism MapGuide

St. John's offers visitors a unique blend of history, culture and natural experiences. Showcasing the city's unique tourism assets is key to building the industry. In 2012, as part of a National Geotourism Stewardship Council, we partnered to develop a print map and interactive website of Eastern Newfoundland. The project highlights some of our natural, historic, and cultural assets and benefits from National Geographic's mapmaking expertise and internationally recognized brand. It's an important and effective platform for promoting ourselves to the world. An official launch of the project will take place in the spring of 2013. You can check out the website at www.nlgeotourism.com.

Capture opportunities related to special anniversaries and celebrations

Special celebrations provide an opportunity to showcase the city and encourage visits, particularly by expatriates. In August 2012, we partnered with Memorial University to participate in events and festivities for Reunion 2012. Memorial alumni from around the world attended the reunion and participated in more than 70 events scheduled over 5 days. It was a fantastic opportunity to showcase St. John's and 'Have a Time.'



Develop the Quidi Vidi craft incubator and visitor centre

The Quidi Vidi Village Plantation opened in the summer of 2012. Supported in part by the City of St. John's and the Atlantic Canada Opportunities Agency, the facility serves as both an information centre for visitors wishing to explore Quidi Vidi Village and a craft incubator for local artisans who occupy its purpose-built studio spaces. The Craft Incubator is designed to provide emerging artisans with the skills, support and space to develop and launch their professional craft careers. Incubator programming was made possible through partnerships with the Anna Templeton Centre for Craft, Art and Design; RBC; and the Government of Newfoundland &

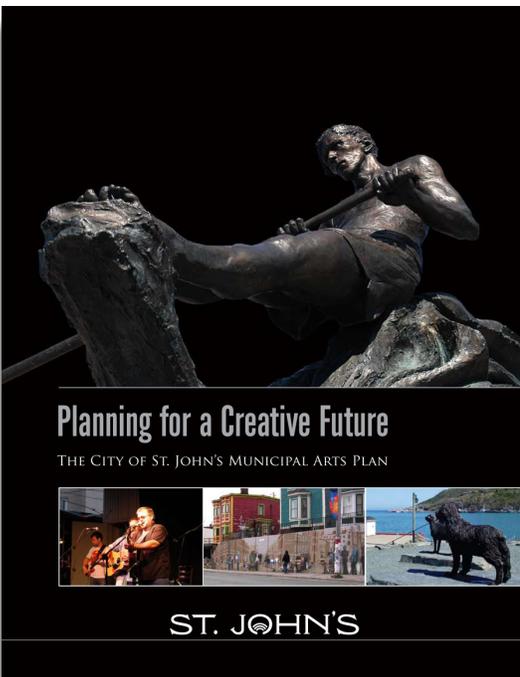
Labrador's Department of Innovation, Business and Rural Development. As well, members of the Quidi Vidi Village Foundation, who have always been stewards of this special place, embraced the initiative and played a role in the project. A big thank-you to all of our partners for making the Plantation a reality.



GOAL 5: A leading Canadian artistic metropolis

Feasibility assessment for arts centre

A desirable city for residents, visitors and businesses is one that has a mosaic of artists – from writers, musicians and actors to painters, sculptors and dancers. St. John’s is that City – rich with artists whose creativity is key to shaping the vibrancy of this place. The need for appropriate and available arts space is essential to both sustaining and growing the arts. The arts community have requested that a thorough review of space requirements be undertaken and we, along with our partners the Government of Newfoundland and Labrador and the Government of Canada, are cost sharing that study. Nearly 100 artists, arts organizations and associated organizations have been consulted and a functional plan and business plan analysis is nearing completion.



Arts symposium

Delivering and implementing the goals and strategic directions of the City’s Municipal Arts Plan - Planning for a Creative Future is key to Roadmap 2021. To continue the dialogue between the City and the St. John’s arts community, we’re planning an arts forum (the third such event since 2000) to take place May 24-25, 2013. We’re aiming to share accomplishments since the adoption of the Municipal Arts Plan and work with artists, arts organizations, and other stakeholders to ensure resources continue to be used where they’re needed most; focus will be on cultivating connections, especially between the arts and business communities. A planning committee is working to ensure the day-long event will be as beneficial as possible to everyone involved.



The journey continues

Roadmap 2021 is an ambitious plan that builds on our strengths, and addresses the challenges facing our economy with innovative strategies and actions. There is much to accomplish and we look forward to working with our industry and community partners to achieve all the goals outlined in Roadmap 2021. The journey will be both challenging and exciting and we're ready to take it on.

Dialogue is key

Solid economic development relies on ongoing dialogue. We recognize the value of keeping the lines of communication open to achieve the goals identified in Roadmap 2021. If you have comments or suggestions about Roadmap 2021, we would like to hear from you.

Get in touch with us

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By phone: (709) 576-8394

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Cities, not countries, are the fundamental elements of a developing economy and have been so from the dawn of civilization.

- Financial Times, May 3, 2006

VISION

ST. JOHN'S IS A VIBRANT CITY
CAPITALIZING ON ITS ENERGY,
CREATIVITY AND DISTNINCTIVENESS
TO EMBRACE ECONOMIC PROGRESS
AND ENHANCE QUALITY OF LIFE.