

ROADMAP 2021

HIGHLIGHTS YEAR 2



A STRATEGIC ECONOMIC PLAN FOR ST. JOHN'S



Message from the Mayor



Roadmap 2021 is the cornerstone of the City's economic development platform and presents our long-term vision of St. John's as a vibrant, creative, distinct and livable city.

In the two years since its launch, we have continued to advance the initiatives identified in Roadmap 2021. Our progress has been made possible by working closely with our many valued partners. From the very early days of identifying the need for a long-term economic plan through to the implementation of various projects, we have worked with, and relied on, our partners to make Roadmap 2021 a reality. We look forward to continuing those partnerships in 2014 and beyond.

Roadmap 2021 provides us with a solid framework for building a brighter future and growing a capital city that will continue to be a strong economic engine for Newfoundland and Labrador.

A handwritten signature in black ink that reads "Dennis O'Keefe".

Dennis O'Keefe
Mayor

Message from the Co-Chairs of the Roadmap Liaison Committee

On behalf of the Roadmap Liaison Committee it is a pleasure to present our Year 2 Report. A wide range of initiatives were undertaken in 2013 and this report provides some of the project highlights.

As we move forward, the need to review and fine-tune the Roadmap is paramount. Our economy and city is changing on an almost daily basis and we must ensure that the Roadmap remains relevant and practical. To that end, we continue to meet with our Liaison and Working Committees to review our progress and make adjustments as required.

We encourage you to get in touch with your comments on this report or any aspect of Roadmap 2021. You can reach out to us by email at business@stjohns.ca, on Facebook (www.facebook.com/CityofStJohns) or Twitter (www.twitter.com/CityofStJohns).



Councillor Dave Lane

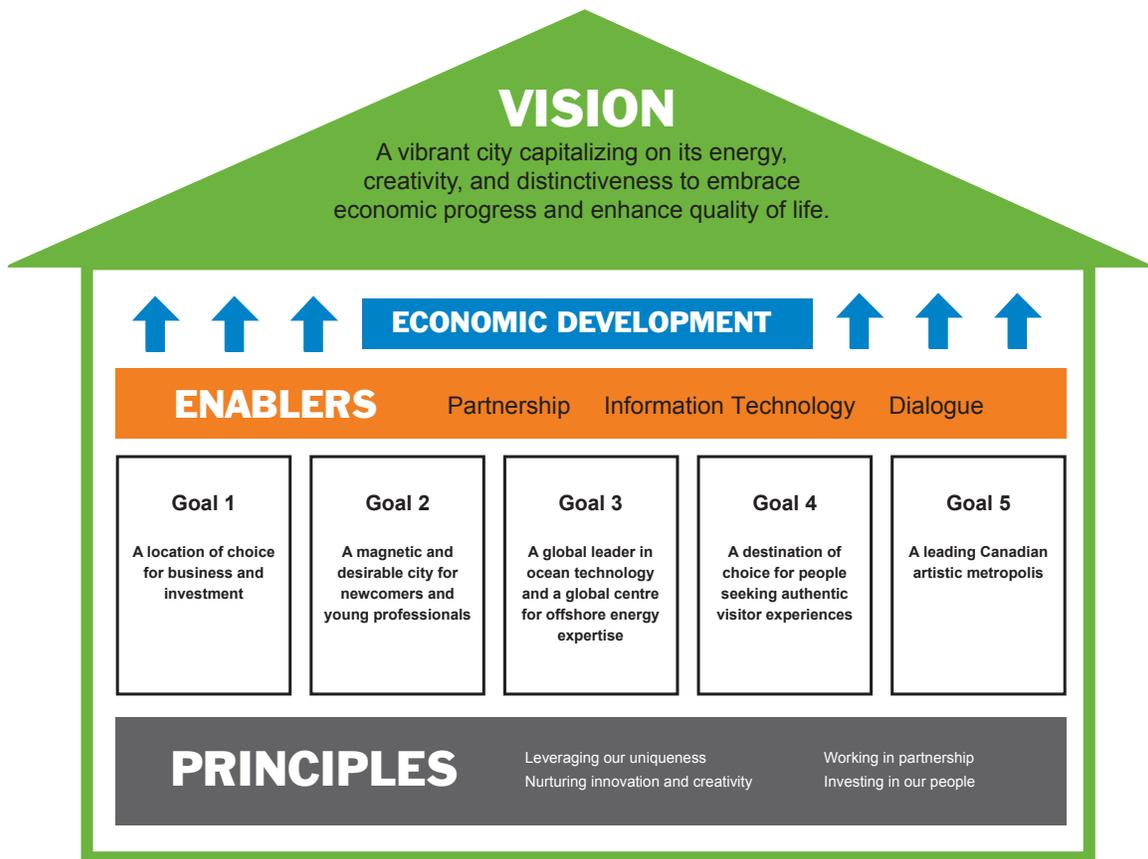
A handwritten signature in black ink that reads "Dave Lane".



Councillor Bruce Tilley

A handwritten signature in black ink that reads "Bruce Tilley".





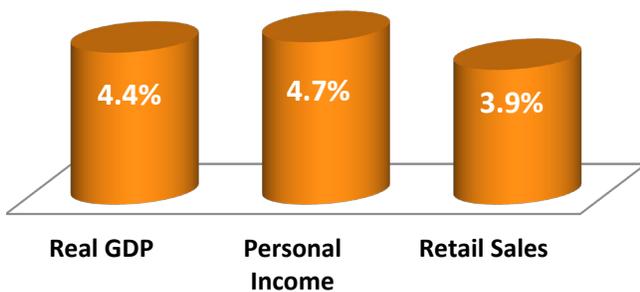
Launched in December 2011, Roadmap 2021 is a 10-year economic plan for the City of St. John's. Developed in partnership with key stakeholders and in consultation with the community, Roadmap 2021 sets a long-term vision for the City, identifies five strategic goals and outlines an action plan of projects and initiatives. For further information, Roadmap 2021 and related materials are available online at: www.stjohns.ca

AN ECONOMIC SNAPSHOT

The St. John's economy continued to perform well in 2013. Rising oil revenues caused by production increases at the Hibernia, Terra Nova and White Rose oil fields resulted in solid economic growth. Personal incomes and retail sales continued to exhibit gains. The metro area labour market weakened somewhat amid the uncertainty associated with public sector restraint in the province, the winding down of construction at the Long Harbour nickel processing facility and the slowing housing market. Natural growth and net in-migration resulted in another annual population gain as the metro area population reached 203,600, surpassing previous estimates.

Economic Indicators

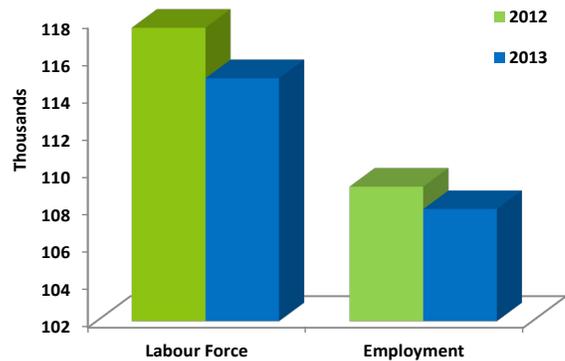
St. John's Metro
% Change 2012-2013



Government of Newfoundland, Dept. of Finance (Economic Research and Analysis Division).

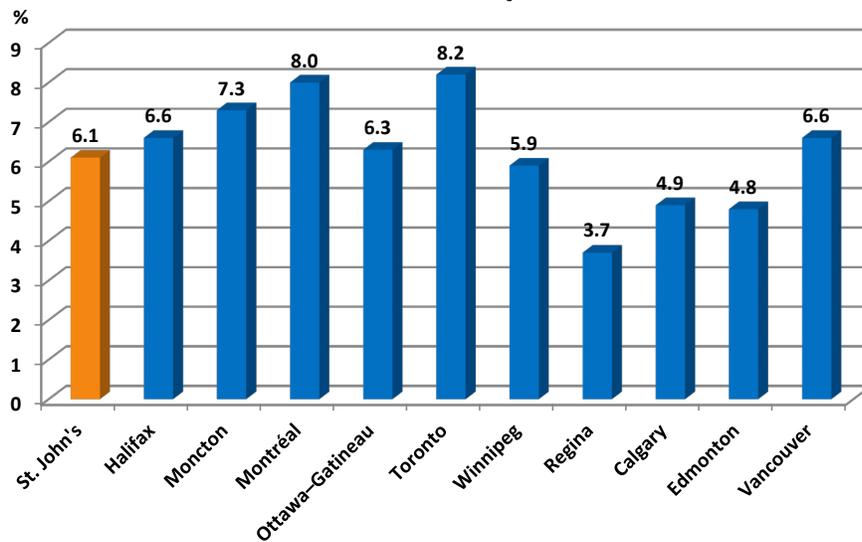
Labour Force and Employment

St. John's Metro



Government of Newfoundland, Dept. of Finance (Economic Research and Analysis Division).

2013 Unemployment Rate (%) Select census metropolitan areas



Statistics Canada



GOAL 1: A LOCATION OF CHOICE FOR BUSINESS AND INVESTMENT

Streamlined commercial tax system

Cities with effective taxation have an advantage in attracting investment, creating employment and generating sustainable economic activity. In January of 2013, the City responded to the needs of the business community and streamlined its commercial tax system by creating one realty tax for commercial properties. This one tax system is more equitable and efficient and helps establish St. John's as a more competitive and business-friendly city.

Business registration system

Changing one system sometimes necessitates changes elsewhere. With the move to a one-tax system, the City ceased conducting assessments on individual business occupancies and as a result, no longer collected information specific to the businesses operating within its boundaries. In December of 2013, the City implemented a Business Registration process requiring all commercial enterprises operating in the city to register. This new registration system will enable the City to collect some very important data; data that will not only inform City policies and programs but will also serve as a critical first step in increasing engagement with the business community. As the City begins to develop an engagement framework, the business registration process will provide an easy and accurate method of connecting to businesses.



Land inventory

Economic activity in St. John's is robust. Construction projects abound and interest in developable land has been heightened. Throughout 2013, an interdepartmental team at City Hall began developing an inventory of vacant land in the City that could potentially be utilized as commercial, residential or park/green space. The objective of the land inventory project, which will continue throughout 2014, is to improve the use of lands that are presently underutilized and encourage appropriate development. Several pieces of city-owned land with further development potential have been identified to date and a process to encourage development on these sites will be considered.

GOAL 1: A LOCATION OF CHOICE FOR BUSINESS AND INVESTMENT

Impact study

St. John's is experiencing a period of exceptional growth as major natural resource projects generate significant economic impacts. To better understand these impacts, the City conducted a study in 2013 with financial assistance and support from Petroleum Research Newfoundland & Labrador and the Government of Newfoundland and Labrador. *Assessing the Future Impacts of Mega-Projects in St. John's Metro* addressed such topics such as demographics, labour, education, transportation, housing, education, and research and development. The report identified that the current economic climate is not a short-term phenomenon and while there are challenges ahead, there is also an unequalled opportunity for advancing business development and generating long-term growth throughout the region. This study along with other pieces of work being undertaken by the City, will greatly inform city plans, priorities and future directions.



Upper storey development in the downtown

Facilitating the development of underutilized space in the downtown could increase occupancy, encourage density, and add to the vitality of the downtown core. Much of the underutilized space in the downtown is located in 2 and 3 storey heritage buildings. Development of these properties presents unique challenges including how to maintain the historic integrity of the property while providing an acceptable degree of fire and life safety through cost-effective building upgrades. Following from an earlier study on fire safety alternatives for heritage buildings, the City undertook further investigation in 2013 and completed a fire protection engineering analysis entitled *Fire Safety Alternatives for Mixed Occupancies with Upper Storey Development*. This analysis indicated that economical upgrades could be achieved in the properties in question while allowing an acceptable level of life safety. The results of this study has been shared with businesses, property owners and other community stakeholders in an effort to encourage the development of underutilized space.

ACTIONS THAT HAVE NOT PROCEEDED AS ORIGINALLY SCHEDULED

Business visitation program

This action was deferred to allow for the development of the new business registration process. The business registration process will collect baseline data on businesses operating in the city and is a necessary step prior to developing a business visitation program.

GOAL 2: A MAGNETIC AND DESIRABLE CITY FOR NEWCOMERS AND YOUNG PROFESSIONALS

Community market

Community markets provide many social, economic and environmental benefits and as a place where people interact and socialize, markets contribute significantly to the vibrancy of a city. In May 2013, the City formed a steering committee with local partners to oversee an assessment of the requirements for a community market in St. John's. The study, being conducted by a consultant, will also assess the suitability of the former Metrobus depot on Freshwater Road as a potential site for a market. The study will be completed in 2014.



Local Immigration Partnership

Welcoming communities encourage the participation of newcomers in the economic, social and cultural life of a city. In 2013, the City began the process of establishing a Local Immigration Partnership (LIP) to improve immigrant settlement and integration. Working with the Association for New Canadians (ANC) and with three year funding support from Citizenship and Immigration Canada, the City created a LIP Coordinator position within the Department of Community Services. In 2014, the City and the ANC will establish a LIP Partnership Council with representatives from various community organizations to begin the work of developing a sustained, local approach for the successful integration of immigrants.



Citizenship ceremonies

Citizenship ceremonies mark a significant milestone in the lives of immigrants. The City was thrilled to once again partner with Citizenship and Immigration Canada to host a number of such ceremonies in 2013. In total, 354 individuals received their Canadian citizenship at St. John's City Hall last year.

GOAL 2: A MAGNETIC AND DESIRABLE CITY FOR NEWCOMERS AND YOUNG PROFESSIONALS

Emerging leader awards

Young people make important and lasting contributions to our community; contributions that should be applauded and recognized. Comprehensive research is currently underway to explore creating the City's first ever emerging leadership awards to recognize and empower the next generation (Nexters aged 19-35) of community leaders. Spanning multiple platforms and outlets, the awards will recognize the entrepreneurial, social and research contributions of Nexters; celebrating their innovative ideas, drive and ability to engage and mobilize others towards achieving collective goals. This project will be part of the City's broader engagement framework which is also under development.



Expansion of strategic air routes

Effective air access is critical to quality of life, the attraction and retention of talent, and the overall competitiveness of the local economy. Alongside its partners, the City has long advocated for increased air access. In November 2013, the St. John's International Airport Authority welcomed WestJet's announcement of a new transatlantic service from St. John's to Dublin between June and October 2014. This improved access will provide increased opportunities for business development, tourism and the recruitment of talent that is so crucial to the continued growth of the St. John's economy.

Congratulations to the St. John's Airport Authority

ACTIONS THAT HAVE NOT PROCEEDED AS ORIGINALLY SCHEDULED

Support for Nexter-based conferences

Work on this initiative will be considered in the broader context of Nexter engagement, to ensure all projects are appropriately aligned.

GOAL 3: A GLOBAL LEADER IN OCEAN TECHNOLOGY AND A GLOBAL CENTRE FOR OFFSHORE ENERGY EXPERTISE

Supporting ocean- and energy- related conferences

Conferences provide excellent opportunities to showcase local capabilities. In 2013, the City supported several ocean-related events in St. John's including Maritime & Arctic Security 2013, and the International Organization for Standardization (ISO) Technical Committee on Arctic Operations. These events, focused on the Arctic, help position St. John's and Newfoundland and Labrador as a region with not only a strategic geographic position, but also as a region with considerable harsh environment expertise.



City council-industry dialogue

The petroleum industry and other natural resource projects have had a tremendous impact on St. John's. Facilitating a dialogue between Council and key industry stakeholders is vital to managing these impacts for mutual benefit. In April 2013, the City hosted *Energy City: A City-Industry Outlook Forum*, during which industry representatives exchanged information with City Council and senior staff. This forum was an excellent mechanism for enhancing understanding of the immediate and long-term issues and requirements of both industry and municipal government.



Ocean Technology Speaker Series

Facilitating dialogue within an industry sector can enhance collaboration and encourage business development. The *Ocean Technology Speaker Series* is a regular networking and information forum for the local ocean technology sector. The City co-hosted five speaker series events in 2013 in partnership with OceansAdvance Inc. with topics ranging from marine safety, to renewable energy, and business opportunities in Brazil.

ACTIONS THAT HAVE NOT PROCEEDED AS ORIGINALLY SCHEDULED

Arctic Thinkers Forum

Preliminary discussions have emphasized the complexity of undertaking this project. A short-term (two year) timeline as was originally identified in the Roadmap appears to have been somewhat ambitious. Further investigation and discussion is required.

GOAL 4: A DESTINATION OF CHOICE FOR PEOPLE SEEKING AUTHENTIC VISITOR EXPERIENCES



Supporting festivals and events

Special events and festivals enhance the tourism industry, build community spirit, foster positive community relations, and enrich the quality of life for residents. The City supports local organizations that plan and deliver special events and festivals by providing financial assistance from the Special Events and Festivals Fund. In 2013, \$100,000 was provided to 20 festivals and events. In an effort to extend the tourism season, events that are held outside peak season are given extra consideration. Several festivals held outside the traditional tourism season received funding in 2013 including Lawnya Vawnya, held mid-April; Festival du Vent, held in late November; and the Mummings Festival, held in December.

Enhanced downtown visitor experiences

For centuries, St. John's iconic downtown core and harbour have been the commercial and cultural heart of the city. In 2013 the City continued to support activities in the downtown that enhanced experiences for both visitors and residents. On Fridays in July and August, the City partnered with corporate sponsor Husky Energy to present the much-loved *Music at Harbourside Park* lunchtime concert series. From June to September, Metrobus, together with a number of tourism partners including the City, offered a trolley service that visited 13 attractions throughout the city including Signal Hill and the Rooms. After a very successful inaugural season, Metrobus will offer the trolley service again in 2014.



GOAL 4: A DESTINATION OF CHOICE FOR PEOPLE SEEKING AUTHENTIC VISITOR EXPERIENCES

Special anniversaries and celebrations

Special anniversary events and celebrations offer opportunities to showcase the city, increase tourism, and enhance the cultural and social life of residents. Commemorations for the 100th Anniversary of the First World War began in 2014. The provincial Department of Tourism, Culture & Recreation is leading this initiative with the City of St. John's as one of its many partners. Bowring Park's 100th Anniversary will also be celebrated in 2014. The Bowring Park Foundation has formed a Centennial Committee, with the City as a member, and planning is well underway for a variety of events including a signature event in July. Bannerman Park will mark its 150th Anniversary in 2014 with details to be announced.

Expedition cruising

The St. John's tourism product is ideally suited to capture opportunities related to cruising the northern frontiers. Gateway to the Arctic is one of the initiatives established by Cruise St. John's (a partnership between the City of St. John's and the St. John's Port Authority) to market the City and Port to cruise passengers and expedition cruise lines. In 2013, National Geographic, in association with Lindblad Expeditions, made its inaugural visit to the province. Their successful island voyage will be repeated in 2014. Adventure Canada has been offering circumnavigational cruises of Newfoundland for 19 years and are planning to expand their visits to St. John's in 2014.



ACTIONS THAT HAVE NOT PROCEEDED AS ORIGINALLY SCHEDULED

Ongoing communication with visitors

This initiative will be considered in the context of the City's broader marketing and communications strategy.

GOAL 5: A LEADING CANADIAN ARTISTIC METROPOLIS

Arts symposium

Arts & The City 3: Cultivating Connections was held at City Hall on May 24-25, 2013. The symposium provided an opportunity to seek input from stakeholders to help ensure the City's Municipal Arts Plan remained up-to-date and relevant within the community. Various presentations and panel discussions highlighted the incredible talent resident in the local arts community and also underscored the significant contribution the arts sector makes to the city and the province. Consultation sessions were attended by more than 120 people representing various arts disciplines, not-for-profit community organizations, the business community, and the community at large. A final report on the proceedings and results of *Arts & The City 3*, including recommendations to City Council, is in the final stages of development.



Arts and business

The City's Municipal Arts Plan recognized the importance of working in partnership to foster new, mutually beneficial relationships between the arts and business communities. Led by the private-sector, the non-profit organization Business and Arts NL has been formed to foster greater business-arts interaction. The City is appreciative of the work being undertaken by Business and Arts NL and is in the process of developing similar linkages at the city level to build relationships that contribute to the long-term vitality of the local arts community and in turn, the vibrancy of our city.

ACTIONS THAT HAVE NOT PROCEEDED AS ORIGINALLY SCHEDULED

One-stop art and event information

This initiative requires further discussion and analysis in the broader context of audience development and engagement.

Implementation of Roadmap 2021 will continue throughout 2014. There is much to accomplish and together with our partners we will continue to work towards our 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.

Get in touch with us

By e-mail: business@stjohns.ca

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(www.facebook.com/CityofStJohns)



VISION

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