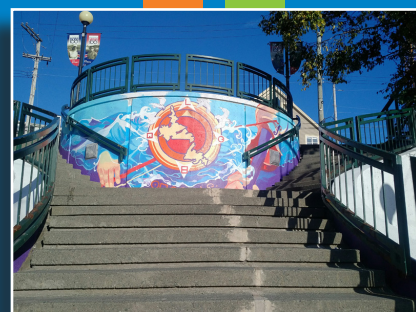
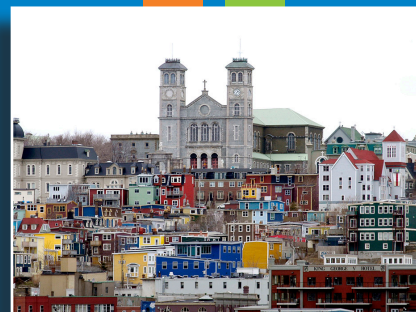


ROADMAP 2021 HIGHLIGHTS YEAR 5 2016

A Strategic Economic Plan for the City of St. John's



INTRODUCTION

Roadmap 2021 is a long-term vision and action plan to guide our City's economic development. 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 at: www.stjohns.ca/publications/roadmap-2021



Moving Forward

Implementation of Roadmap 2021 continues. While previous annual reports have highlighted activities since the launch in 2011, Roadmap 2021 called for a review every three years. A review was completed in late 2015 and resulted in additions to the plan, and reinforced the relevancy of the existing goals and actions.

Learn about what has been accomplished since then as we describe the highlights of year 5, in 2016. Much has been done and there is still plenty to accomplish 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.

Economic Snapshot

Since launching the Roadmap in December 2011, the St. John's economy had a period of performing exceptionally well. Large natural resource projects brought employment to the City, and significant investments were made by the private sector in office, hotel and retail developments. The unemployment rate decreased to its lowest level in at least 40 years hovering around six per cent and was one of the lowest metro rates of any Canadian city. The rate of economic activity was surpassing annual forecasts in areas of housing starts and population growth.

However, since 2014, the economic landscape has been changing. Housing starts have decreased significantly and the unemployment rate has been increasing. Household income exhibited the lowest rate of growth in nearly twenty years in 2016, and other economic indicators are expected to remain weak. As major projects move past peak construction periods into completion, capital investment is expected to decline.

Get in touch with us

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GOAL 1: A LOCATION OF CHOICE FOR BUSINESS AND INVESTMENT

Improving city processes, business relations, and research and information help create an environment that enables business to grow, diversify and flourish in a city that recognizes business and investment activity bring employment, opportunities and innovation.

ENGAGING CITIZENS

- Engagement between the City and its citizens is an essential component of an effective municipal government. The Engage! St. John's policy and framework was launched in October 2014 and in 2016

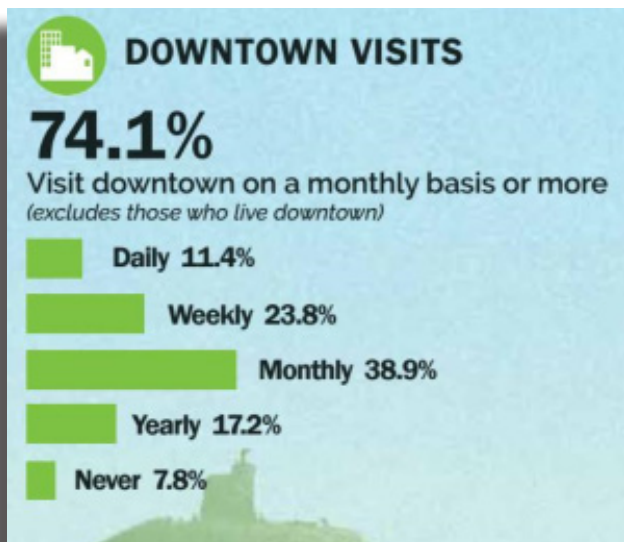
engagement initiatives were conducted around Budget 2017, programming at the Paul Reynolds Community Centre at Wedgewood Park, the ongoing Water Street rehabilitation project, and a significant engagement activity related to biking in St. John's.



The Engage! St. John's online portal allows residents and stakeholders to participate in engagement activities. Continued advancements in 2016 led to more than 10,000 visits. **Visit us at <http://engagestjohns.ca/engage>**

BUSINESS ROUNDTABLE

- A new approach to engage the business community has been developed. A Business Roundtable was established to enhance communications and have a process whereby the City would seek involvement and have a forum for discussion with representative business organizations. Its purpose is to enhance understanding and identify issues with the objective of proposing and defining options and solutions that address both groups' interests.



RESEARCH AND INFORMATION

- The City of St. John's in partnership with the municipalities of Torbay, Conception Bay South, Paradise and Portugal Cove-St. Philip's completed a joint demographic survey to provide data to help inform policy, planning and the delivery of services now and in the future. Information is available for the St. John's Census Metropolitan Area (CMA) region as well as the City of St. John's. The survey collected information directly from residents to better inform demographics as well as gain their perspectives on a number of topics.

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

A qualified workforce is an essential ingredient for economic development and innovation. Fostering a vibrant community furthers our aim to nurture youth and young professionals, embrace diversity and promote St. John's as an ideal city in which to live and work.

LOCAL IMMIGRATION PARTNERSHIP

• Advancing the Local Immigration Partnership (LIP) improves immigrant settlement and integration into the economic, social, and cultural life of the City. The LIP Community Forum brought community partners together to assist in determining strategic priorities and action items, feeding directly into the strategic planning process. A series of workshops specific to each of the working groups as well as online consultation through Engage! St. John's were held in advance of the forum. The forum was also used as an opportunity to evaluate the LIP's first two years.



WELCOMING POST-SECONDARY STUDENTS

• Over 100 international students gathered at City Hall in September 2016 for a "Welcome to St. John's Mixer" and to connect with local business leaders. The City and its private and public sector partners welcomed new international students by bringing them together with the business community and city stakeholders. This event allowed students to begin developing relationships with our city and lay the groundwork for future collaborations.

• The City continues to build on our relationship with the post-secondary community. To welcome new students and faculty, Metrobus collaborated with the City and Memorial University to offer one-hour city bus tours during fall orientation. The City also participated in MUN's expanded Winter Welcome Orientation Program and offered new students a

chance to experience the City's Winter Activity Centre at North Bank Lodge in Pippy Park.

• St. John's Bound is the new brand developed to increase recognition of the City and its services. The brand demonstrates that the City understands the importance of newcomers, the University and students to the future of St. John's. The St. John's Bound web-page let's students know there's much to experience, explore, and to imagine the boundless possibilities for a future right here in St. John's.





COMMUNITY MARKET

- In 2016 there was a significant step towards realization of the community market as public, corporate, and community partners confirmed financial support and the City of St. John's announced a decision to move forward. Community markets contribute to the vibrancy of a city by creating space where people can gather and offers the potential for many partnerships.

Construction will begin in summer 2017 with an expected opening in 2018. The St. John's Farmers Market will relocate to the new space to run both the market and a community facility on the repurposed site of the former Metrobus depot at Freshwater Road.

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

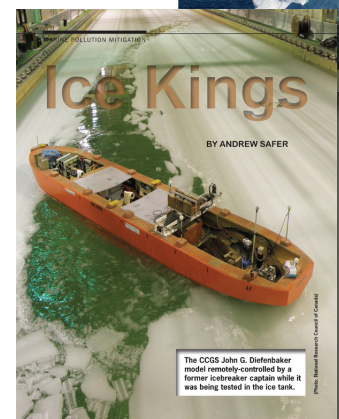
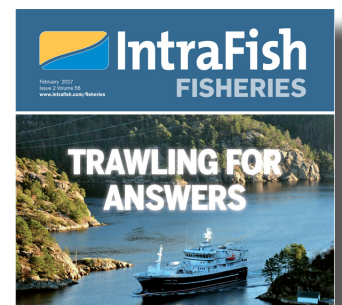
To promote and solidify St. John's position as a leader in ocean technology and as a centre for offshore energy expertise, niche opportunities have been pursued and marketing and promotion continues.

OCEAN TECHNOLOGY MEDIA PROGRAM

- To profile the local ocean technology sector and support the development and expansion of this industry, a program that contracts local writers to develop editorial content in key international magazines and journals was reestablished in 2016. In partnership with the Department of Tourism, Culture, Industry and Innovation, the Ocean Technology Media Program was successful in producing 12 articles that have generated international profile for the local ocean technology sector and St. John's.

ATTRACTING OCEAN CONFERENCES

- Attracting oceans related conferences and events also foster industry development. The International Arctic Technology Conference (ATC) was held in 2016 in St. John's, the first Canadian city to host this event. The City supported local partners to attract the event to Newfoundland and Labrador, which brought together leaders in offshore oil exploration to discuss the challenges of Arctic oil and gas exploration and development.



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

Tourism makes an important contribution to the local economy and offers visitors an intriguing blend of history, culture and natural experiences. A number of efforts outline how St. John's advances the infrastructure, amenities and products necessary to enhance the visitor experience and benefit the local economy.



ST. JOHN'S CONVENTION CENTRE

- In June 2016, the City of St. John's along with its partners officially opened the newly redeveloped St. John's Convention Centre. The expansion is expected to double the number of large meetings and conventions the facility holds each year.

DESTINATION DEVELOPMENT PLAN

- To address future tourism development, the City was a stakeholder in a Destination Development Planning process, resulting in a Destination Development report for the St. John's/North East Avalon region. The goal is to

create an understanding of key directions and implementation processes to develop tourism product and strengthen the tourism industry.

COMMEMORATING THE FIRST WORLD WAR

- Historic commemorations offer distinctive opportunities. St. John's played a strategic role in Newfoundland's war effort, and during the 100th Anniversary of the First World War a series of programs were developed. City departments offered existing programs and services around a First World War theme, grants were available to assist community groups with their commemoration projects, and a website created a lasting legacy to the stories of St. John's - the Homefront - and the war. Also, the Trail of the Caribou CBC television documentary that garnered a wide audience was supported.



SPECIAL CELEBRATIONS

- The New Year's Eve - Canada 150 celebration showcased being the first City in Canada to ring in the new year and provided an opportunity to get a head start on celebrating the 150th anniversary of Confederation. Funded by the Government of Canada, the City was able to host an outdoor concert on the steps of City Hall with popular local acts, an amazing pyrotechnics show and of course a New Year's countdown.

GOAL 5: A LEADING CANADIAN ARTISTIC METROPOLIS

The vibrancy, attractiveness and livability of the City are inherently tied to the arts. With an aim to support artistic endeavours, a number of initiatives illustrate our investments in the arts which further enrich our City.

CULTIVATING CIVIC ART

- To better showcase the City's Civic Art Collection, a professional curator to prepared three themed exhibitions displayed in the Great Hall at City Hall: Maps of YOUR City; About Play; and Natural History: Real and Invented.



- The Water Street façade of the redeveloped St. John's Convention Centre features a large two-dimensional image titled Aftermath (cracking up) created by Newfoundland-based painter and book artist Tara Bryan.
- Local artists beautify our City and showcase their talent through murals. In 2015 Kyle Bustin created a large brightly coloured contemporary landscape image in Scanlan's Lane and Sarah O'Rourke-Whelan produced Opus on the George Street East Stairwell in 2016.

SUPPORTING ARTISTS

- The popular 'Music @' concert series promoting our diverse musical talent has expanded into spring and fall, and has added venues such as Bannerman Park and the Quidi Vidi Village Plantation.

- The City of St. John's continues to invest in artists, arts organizations, and festival and events through various grants programming.

