



STRATEGIC VISION



ROADMAP FOR GROWTH

Message from the CEO & Board Chair

Since our inception on January 1, 2021, Envision Saint John: The Regional Growth Agency has embarked on an ambitious mission to build a roadmap for growth for the Saint John region. From our Board of Directors to every member of our team, collectively, we have been hard at work in laying the foundation and setting in motion a framework that sets the strategic direction to accelerate a new model for economic growth in New Brunswick that is being recognized as a game-changer.

We have been moving swiftly and deliberately, setting a pace for the work ahead. With clarity and focus we will drive outcomes that are meaningful by growing the population, increasing the municipal property tax base, and enhancing our regional brand perception. Additionally, we will focus on the intangible outcomes too, like the vitality of our community. Not only will we see the results, but we will feel them.

How we grow matters – environmental and social issues will be part of the conversation. When we talk about growth – it’s growth where no one is left behind. We are also not so naive to believe that we have all the answers and are singularly tasked for growing the region. Make no mistake – this will take a collective effort – as we build on the momentum of current successes. Everyone has a role to play and alignment with our partners is critical. This strategic vision outlines how Envision Saint John will play that coordinating role for our region; how we serve our community holistically and authentically. We will be quarterbacking this work while our value proposition and guiding principles will keep us focused. Our strategic vision is a living document that we will evaluate and evolve to meet the needs of the ecosystem. This is not

a traditional economic growth strategy but a strategic visioning tool that will guide our team and Board as we embark on what could be the most important 10 years in our region’s history - always asking “who will we be in one generation?”

Our strategic vision will be supported with annual business plans and detailed workplans that outline specific activities that will lead to growth. We will also be linking meaningful Key Performance Indicators (KPIs) to validate and inform the growth opportunities, activities, and outcomes.

Amid a global pandemic, New Brunswick has become highly desirable overnight. This global disruption has created a new context for who we are. And this global reset means we are all at the same starting line.

Our future is ours for the making – ours for the taking.

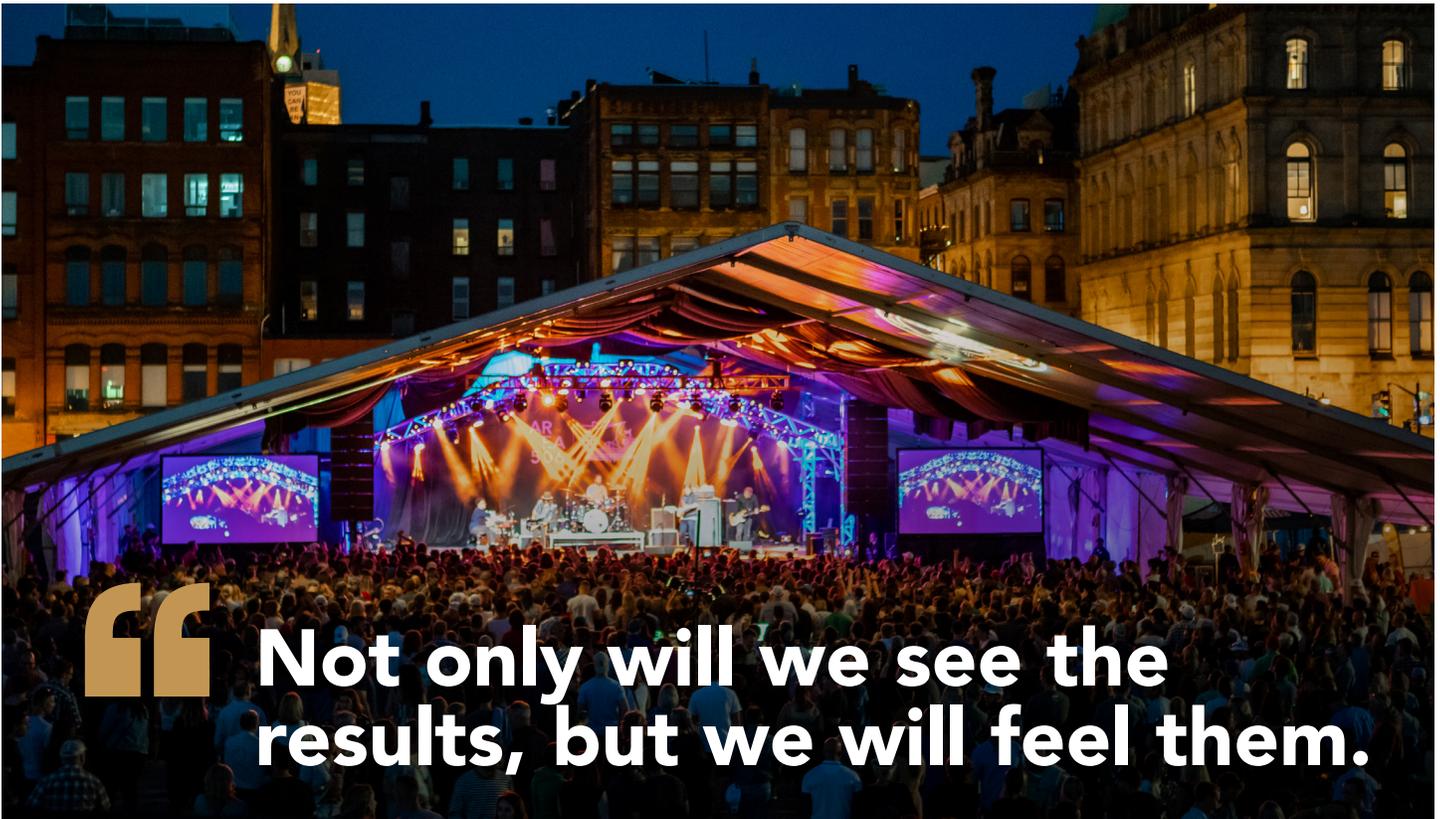
Let’s continue to build on a better future, together.



Paulette Hicks
CEO



Al Walker
Board Chair



“ Not only will we see the results, but we will feel them.”

Picture this

A generation from now, the Saint John region's population has soared. People are drawn to the community for the great career opportunities and desired quality of life. We are known as global leaders in key business sectors. The Saint John region is recognized on the global stage – our place brand is strong, and our residents are proud ambassadors. The growth has dramatically boosted municipal property tax revenues, enabling more investment in programs and infrastructure. This creates a virtuous cycle of growth as more and more people want to get in on the good thing we have going here. And ultimately, all of our children and grandchildren, if they so wish, will have the opportunity to choose New Brunswick to live and work.

Envision our potential.

- 1,000,000 people now call New Brunswick home.
- Our region has increased its population by 25,000.
- The City of Saint John is the thriving core with a strong cluster of employment and culture in the heart of our region.
- The skills of our workforce are harmonized with employment opportunities.
- Robust provincial and national talent pipelines align with employment opportunities and the quality of our talent pool is the envy of our neighbours.
- The growing working population is drawn to the abundance of career opportunities and quality of life.
- We are recognized as global leaders in key business sectors - in mature sectors like Energy and Logistics, as well as emerging sectors such as Digital Health.
- Our place brand is strong and distinct, and our residents are demonstrating pride of place.
- New tourism product populates our coastline, from the Fundy Trail to the Kennebecasis River, and attracts visitors from around the world.
- New Brunswick and the Saint John region are recognized on the global stage for our innovation, leadership, and generosity.

Why the Saint John region

The Saint John region is a place for people who want more flexibility to focus on what matters to them – leading to a more authentic and fulsome life where they feel they belong.

The region, with a vibrant city at its core, is a place where you can discover your personal balance with both urban experiences and natural wonders – allowing you to live a life that inspires.

As Canada's first incorporated city, Saint John has the history to understand the importance of acceptance and diversity to the fabric of life - a place where anyone can establish real roots and grow.

Saint John is more than a city. It's truly a unique region. Its bond, steeped in history, bolstered by pride of place, and strengthened in a shared vision for future growth. We know if Saint John succeeds the region succeeds. When the region succeeds, New Brunswick succeeds.



WHO WE ARE

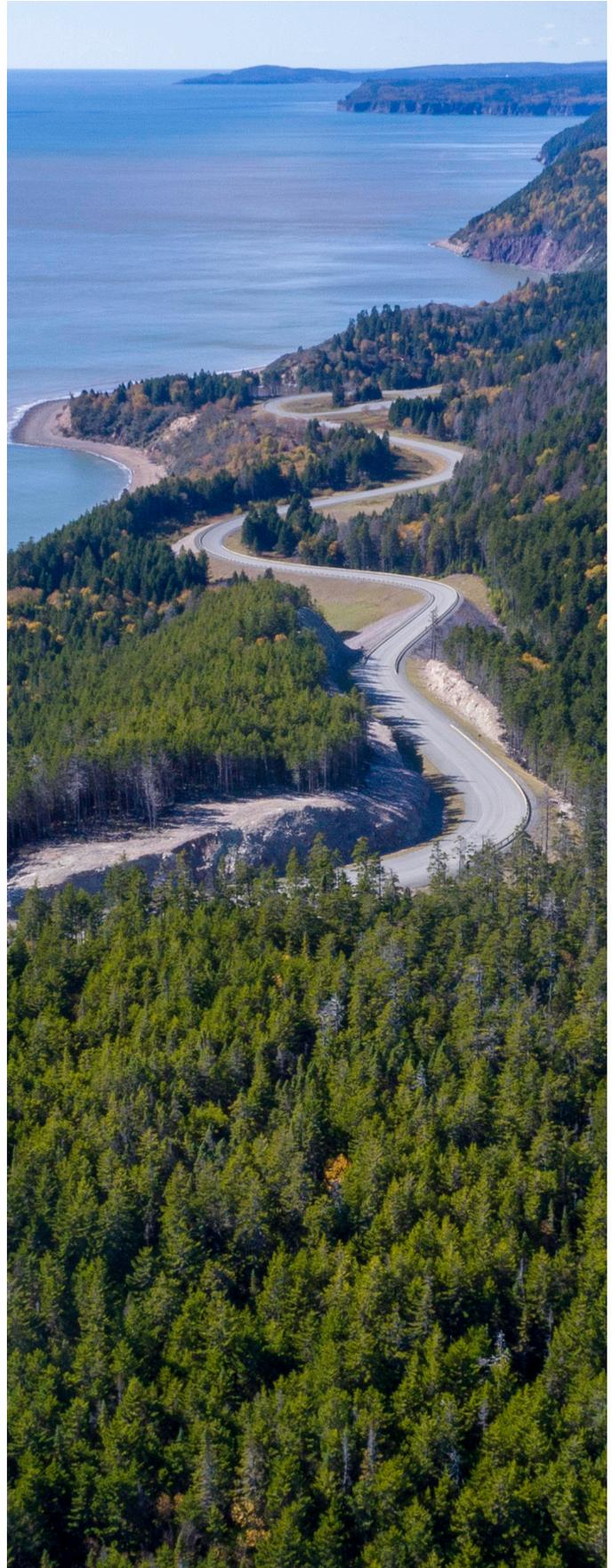
The Regional Growth Agency

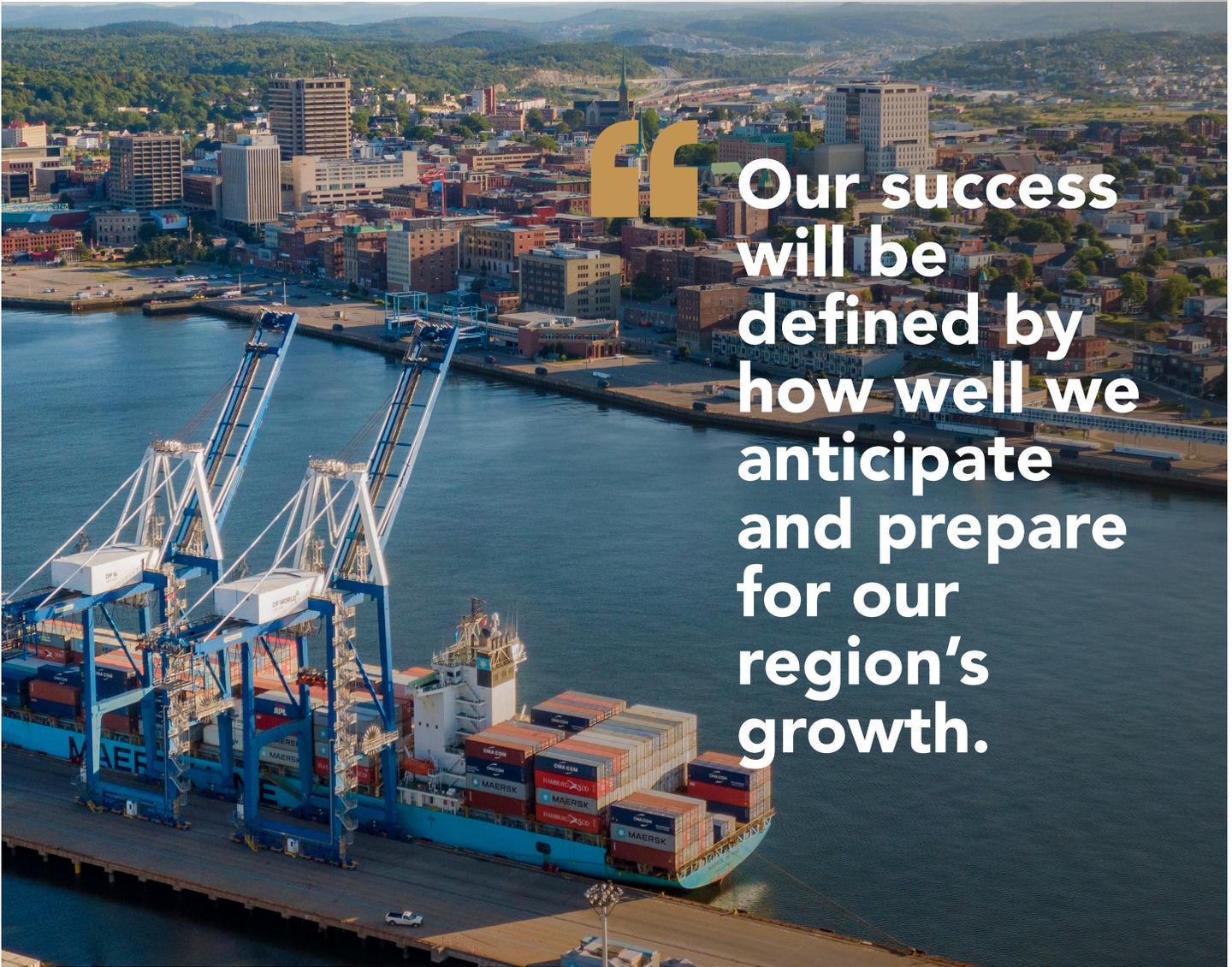
Envision Saint John was born from a desire to have a single entity charged with fostering growth in our community and realizing that vision.

Made up of the urban hub of the City of Saint John and the towns of Grand Bay-Westfield, Hampton, Quispamsis, Rothesay, and St. Martins – each with their own identity yet sharing a common desire for sustainable growth. Now, we are working together collectively to attract growth with a singular purpose.

Envision Saint John is strategically led by an independent Board of Directors made up of business and academic leaders along with municipal and provincial investor representatives.

“ Put simply,
we attract
growth, we
don't create it.”





Our success will be defined by how well we anticipate and prepare for our region's growth.

A new type of growth agency

Envision Saint John is an agency of today and tomorrow. We have a unique role to play. Envision Saint John will not directly create the jobs that will fuel the Saint John region's economic rebirth. Alignment with our partners is our path forward. We will work collaboratively with a range of local, national, and international partners to create platforms for growth that will build an ecosystem that attracts and sustains the investment our community desires.

Put simply, we attract growth, we don't create it. We leverage the power of our own momentum. We will attract growth by delivering an authentic and substantive place brand for those seeking to invest, to live, or to visit.

As an agency, we are united in our principles. These values animate and inspire us every day.

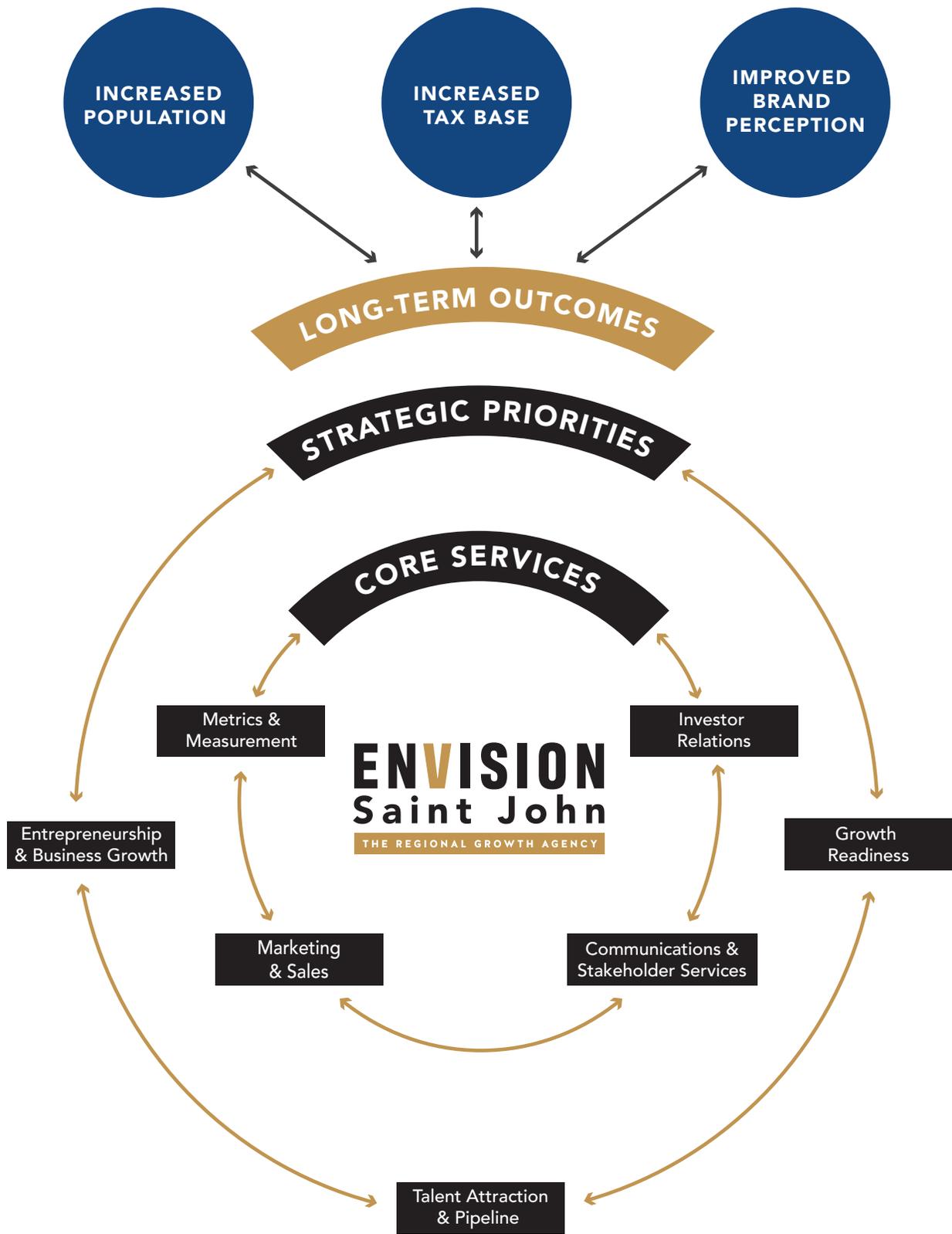
Our value proposition

ENVISION SAINT JOHN: THE REGIONAL GROWTH AGENCY

**is accelerating regional growth by
connecting innovators, entrepreneurs,
and builders to get stuff done now.**

Our guiding principles

In service	Service to others Create the conditions for success Atmosphere of trusted space Attract change rather than force it
Whole-system view	Looks at the larger picture – alignment Identifies platforms and players Diversity of participation
Agile	Shared experimentation Iterative learning and action Monitors and catalyzes execution
Gratitude	Appreciation of all the good in the region Recognition and celebration of reaching goals Highlights other’s contributions
Authenticity	Strength-based approach Lean into natural assets Growth mindset Sense of belonging and community



WHAT WE DO

Strategic priorities

While no single entity can be accountable for all growth outcomes, we have identified three strategic priority platforms that will be the focus of Envision Saint John. These are both overlapping and reinforcing and are foundational for our collective success.

GROWTH READINESS

Our success will be defined by how well we anticipate and prepare for our region's growth. As an agency, while we will not be accountable for delivering on the readiness, we have the benefit of a whole-system view to steward our region to support our growth agenda. We believe growth readiness is a strategic priority and a call to action to all our partners. A strong city core will be critical as most growth will be centre-out.

Growth readiness includes future-back strategies to address labour force, housing, strategic real estate development, access to healthcare, schools, and other community amenities. People and investment select places that tick all those boxes.

TALENT ACQUISITION & PIPELINE

While our work will be within the context of achieving population growth for the entire region, Envision Saint John recognizes that a more complex strategy is required to grow the working population including immigration, repatriation, and retention. Based on feedback from employers, finding talent is a universal challenge for our region. Envision Saint John will be a catalyst in ensuring we are graduating, upskilling, and attracting the skills and expertise to provide the labour force that the global economy demands.

ENTREPRENEURSHIP & BUSINESS GROWTH

The City of Saint John is in the enviable position of being home to global headquarters and the birthplace of transformational companies. Envision Saint John, with a view of the whole ecosystem, can foster connections to ensure companies spanning sectors can start up and scale up, obtain access to capital, and build relationships with established businesses.

Our role at Envision Saint John is to engage the ecosystem, listen to the entrepreneurs and leaders doing and facilitating this work, and lead the process of designing a high-potential innovation play for our region.

By solidifying partnerships with industry, business, government, and academia, Envision Saint John is ensuring that the experts are taking the lead in building and nurturing the entrepreneurial ecosystem.

Core services

Envision Saint John will support these Strategic Priorities by providing four Core Services:

METRICS & MEASUREMENT

The Agency will curate data and metrics to support growth activities to:

- Inform decision making
 - Report regional leading and trailing indicators of growth
 - Assess Agency performance
 - Evaluate individual projects and platforms
 - Populate a regional community dashboard
-

MARKETING & SALES

Envision Saint John will institute a marketing and sales strategy that delivers the right messaging into the right hands to increase recognition of the region and its key assets. The Agency will also integrate with efforts performed by partner agencies such as Opportunities New Brunswick, Invest in Canada, Tourism New Brunswick, and Destination Canada.

Envision Saint John will be an ambassador to raise awareness of the region on a global stage by:

- Articulating a clear and positive place brand to differentiate and promote our region
 - Amplifying regional success stories and opportunities
 - Developing a set of turn-key materials that will advance the measures-that-matter for each of the key pillars of attraction - people, visitor, business, and investment
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INVESTOR RELATIONS

The full capabilities of the Saint John region can best be realized when the municipal investors and provincial and federal partners are appropriately informed and engaged on opportunities, activities, developments, risks, and results. All need to be bought into the mutual benefit that comes from the success of the region. Likewise, clear, and transparent communications will build a working level of trust among all partners.

COMMUNICATIONS & STAKEHOLDER RELATIONS

Envision Saint John will have a lead role in keeping stakeholders, partners, and the public at large aware of the opportunities and activities affecting the economic health and sustainability of the region. Envision Saint John will coordinate knowledge sharing and discussions on important topics of the day, the results of which will help form the foundations of future collaborative action.

Potential areas of opportunity

We will collaborate with our governmental and industry organizations, academia, and private sector partners to anticipate and leverage potential areas of opportunity while at the same time nurture current success.

The sectors below represent areas of opportunity where the Saint John region has either existing industry strength or significant growth potential:

- Logistics and Trade
- Digital Health
- Energy
- Tourism
- Information and Communications Technology (ICT)
- Cybersecurity
- Oceans
- Forestry
- Advanced Manufacturing

We have clear competitive advantages in these sectors with many established companies, yet there is also an opportunity for significant growth. The global pace of change is accelerating, and Envision Saint John needs to be able to pivot to tackle new opportunities when they arise.



HOW WE DO IT

Platform Methodology

Envision Saint John will map ecosystems and convene strategic platforms for each area of opportunity and help set specific growth goals, projects, and timelines. This platform methodology will provide the framework for everything we do.

This is where the magic happens. By bringing the right people to the table and identifying clear objectives, we act as a catalyst and convenor to accelerate the work needed to achieve growth – right now.

We will work jointly with stakeholders throughout the region and beyond to ensure we have the pieces in place to deliver on our collective growth agenda.

Priority platforms will change and need varying levels of Agency support at any given time. What will be consistent is that each platform will begin with a discovery process within the ecosystem to ensure clarity of purpose and the appropriate engagement from the experts, the experienced, and the engaged.

This model in action will demonstrate the power of a collective approach to solving both complex and acute problems and identifying growth opportunities.

Criteria for agency engagement

When evaluating areas of opportunity to determine allocation of resources and influence, Envision Saint John will be using a combination of the following criteria:

- Aligns with our Value Proposition
- Aligns with our Guiding Principles
- Supports our Strategic Priority platforms
- Leverages our Core Services
- Partners with ecosystem(s)
- Adds value and return on investment (financial, time, resource, etc.)
- Reinforced by meaningful data

Defining success

Meaningful and specific KPIs will be established. As an agile agency, our iterative and refining process of measurement and evaluation will include:

- Assessing the validity of the platform model and understanding better what is effective in refining and advancing this model, creating the conditions for its success, and testing alternatives.
- Increasing the precision of 10-year outcome targets and develop proximate and leading indicators that would signal progress or challenges in moving towards these.
- Developing, implementing, and refining a performance monitoring system that includes stage specific KPIs, including establishing a baseline, for the following:
 - Envision Saint John's performance
 - Platform performance and outcomes
 - Regional outcomes

The collaborative efforts of the Agency and our partners is designed to achieve the following in 10 years:

**Population
Growth**

INCREASE BY

25,000

**Municipal Property
Tax Revenue**

INCREASE BY

30-35%

**Regional Brand
Perception**

**Annual
increase**

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GROWTH
AGENCY

www.envisionsaintjohn.com