

# DEFINING SUCCESS

ENVISION  
Saint John

THE  
REGIONAL  
GROWTH  
AGENCY

Helping To Create The Conditions For Growth

## 10-YEAR OUTCOMES

### MORE PEOPLE

Growing the population by **25,000** from the 2021 census.

### MORE TAX REVENUE

Increasing municipal property tax base by **30-35%** from 2022.

### STRONGER PLACE BRAND

Our community is highly regarded and our people are proud ambassadors, as measured by a positive change related to pride of place over 2022 baseline.

## OUR ROLE - CORE SERVICES & PLATFORM METHODOLOGY

Envision Saint John is the region's sales, marketing, and support engine strategically focused on attracting people, visitors, business, and investment. We are convening platforms, which are forums that engage stakeholders to collaborate on strategic areas of opportunity to drive lasting and sustainable growth outcomes.

Platforms can be multi-year in nature with a combination of short, medium, and long-term outcomes. We will also be identifying and leading sprint platforms, which will be highly focused with accelerated deadlines, and more immediate impact. Specifically, we will:

- Map ecosystems and convene strategic platforms for areas of opportunity, **set specific growth goals**, projects and timelines.
- Bring the right people to the table and identify clear objectives - **act as a catalyst and convener** to accelerate the work.
- Lead a collective approach to solve both **complex and acute** problems.
- **Inform** investors on platform performance at regular intervals and **celebrate** wins to the broader community.

### Criteria for Agency Engagement:

When evaluating potential platform opportunities to determine allocation of resource and influence, the Agency will be using a combination of the following criteria:

- Aligns with at least one of the Agency's 10-year outcomes.
- Aligns with Agency Value Proposition & Guiding Principles.
- Supports Agency Strategic Priorities: Growth Readiness, Talent Attraction & Pipeline, and Entrepreneurship & Business Growth.
- Leverages Agency Core Services.
- Engages the ecosystem partners (relevant to their pressing issues).
- Adds value and return on investment.
- Reinforced by meaningful data.

## OUR PERFORMANCE MEASUREMENT & EVALUATION FRAMEWORK

We have designed a performance measurement and evaluation framework appropriately calibrated to the complexity of this challenge and for the innovation the platform model represents. This includes a whole-system approach and the recognition all partners and ecosystems have accountabilities for success. The measurement system itself will be evaluated and upgraded regularly.

### Three Distinct Phases of Work

The intent and focus of the measurement framework changes at each phase. The primary intent of Phase One is:

- Build the conditions for success.
- Develop the necessary supports and infrastructure.
- Detail the specific goals and objectives of each platform and how these connect to the larger objectives.
- Test and adapt the overall methodology.

The activities in Phase One will inform future phases, including focus on efficiency and effectiveness and our ability to harvest and scale.

### Three Distinct Approaches to Measure Progress

- **Agency Performance:** What are the things we are accountable for, that we can impact, and that we will achieve?
- **Platform Performance:** Platform accountability and effectiveness rests with the platform ecosystem partners. Goals and strategies are defined by the platform and tied to 10-year outcomes.
- **Platform Methodology Evaluation:** This is how we do the work, learn and adjust to do things better, and apply the learning to each platform. System issues will manifest in the platforms.

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AGENCY PERFORMANCE	PLATFORM PERFORMANCE	PLATFORM METHODOLOGY EVALUATION
<b>PHASE 1: 2022 - 2023</b> Development Indicators: Learn, Adapt, Develop and Test		
<b>Agency KPIs:</b> <b>Fiscal Accountability</b> <ul style="list-style-type: none"> <li>Annual audit.</li> <li>Annual balanced budget.</li> <li>Annual plan.</li> <li>Secured funding.</li> </ul> <b>Performance Management</b> <ul style="list-style-type: none"> <li>Annual individual employee work-plans with KPIs.</li> <li>3 formal employee check-ins per year to focus on objectives and results.</li> </ul> <b>Employee Engagement</b> <ul style="list-style-type: none"> <li>90% participation in employee survey.</li> <li>90% recommend Envision Saint John as a place to work.</li> </ul>	<b>Year 1 KPIs:</b> <ul style="list-style-type: none"> <li>6 clearly defined platforms with a minimum of 3 achieving outcomes.</li> <li>5 sprint platforms completed.</li> </ul> <b>Year 2 KPIs:</b> <ul style="list-style-type: none"> <li>4 additional platforms defined.</li> <li>A minimum of 6 platforms achieving outcomes.</li> <li>10 additional sprint platforms completed.</li> </ul> <b>Platform Activities &amp; Outputs</b> <ul style="list-style-type: none"> <li>Standardized platform evaluation process:                             <ul style="list-style-type: none"> <li>Criteria review</li> <li>Bi-annual evaluation</li> <li>Post-mortem</li> </ul> </li> <li>Quarterly impact reports.</li> </ul> <b>Each platform will have outcomes that reflect:</b> <ol style="list-style-type: none"> <li>Agency efforts achieved results.</li> <li>Partners in ecosystem benefited from activity/service.</li> <li>Agency is generating desired effects (indicators that drive 10-year outcomes).</li> </ol>	<b>How is the Agency effectively leveraging the platform methodology:</b> <ul style="list-style-type: none"> <li>How do we effectively help platforms to integrate measurement into their work?</li> <li>How do we enable the following principals in the work: Relevance, Transparency, Whole System View, Honest and Integrity?</li> <li>How can we effectively support the novel composition of platforms?</li> <li>Does the platform draw the partners in an engaging way?</li> <li>What are the most effective convening strategies? Idea development processes? Implementation supports?</li> <li>How do we assess readiness and then stimulate the right conditions for success within a platform?</li> <li>What else is needed to effectively resource the platforms?</li> </ul>
<b>PHASE 2: 2024 - 2026</b> Growth Indicators: Effectiveness and Efficiency		
<ul style="list-style-type: none"> <li>Build on Phase 1.</li> <li>Attach metrics to the growth outcomes.</li> <li>Solidify Phase 3 metrics.</li> </ul>	<ul style="list-style-type: none"> <li>A minimum of 10 platforms achieving identified outcomes.</li> <li>Platforms seeing breakthrough results.</li> </ul>	<ul style="list-style-type: none"> <li>Platform methodology is more effective and efficient.</li> </ul>
<b>PHASE 3: 2027 - 2031</b> Growth Indicators: Harvest		
<ul style="list-style-type: none"> <li>Detailed measures to outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>More detailed and specific targets that drive the 10-year outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Platform methodology is fully operational and transcending the work.</li> </ul>

## REGIONAL GROWTH DASHBOARD

The Agency will develop a Regional Growth Dashboard with meaningful metrics that will provide insight into the health and growth of our region, including economic and social growth indicators. These metrics will reflect the collaborative efforts of the region.



### ACTIVITY

### TIMING

Launch Regional Growth Dashboard 1.0.	By end of 2021
Development for 2.0 <ul style="list-style-type: none"> <li>Identify/recruit dedicated internal resource.</li> <li>Develop requirements for Dashboard 2.0.</li> <li>RFP to build site.</li> </ul>	2022
Regional Growth Dashboard 2.0.	By end of 2022
Tie platform activities to Regional Growth Dashboard 3.0.	2023+