

2026 Operating Budget

OVERVIEW

The 2026 operating year will be the first full year under the Agency's new strategic plan. The Plan has enabled all service areas to focus their workplans on activities that will support the Agency's strategic pillars.

The 2026 Budget has a proposed deficit of \$160,900. The Agency's unrestricted operating surplus will be utilized to cover this deficit.

OPERATING FUNDING AND REVENUES

Overall Operating Funding and Revenues are budgeted to be \$6,113,700, an increase of \$67,541 over the 2025 budget year.

Government Funding – increase of \$22,675

- Funding from the FRSC will increase by \$95,075 (3%). The increase is largely attributable to inflationary increases and a requested increase in destination marketing expenditures.
- "FRSC-other" is budgeted at \$50,000. This is funding we receive to support recruitment activities for healthcare professionals.
- Provincial funding is budgeted at \$1,050,000. There is a component of this funding that is contingent on achieving certain established targets. We are advised of the status of the contingent amount in March of each year. If for any reason the contingent amount is reduced there is sufficient time to reduce planned expenditures. We have also budgeted \$50,000 for tourism related activities. This funding has been received annually for the past few years and is expected to continue.
- Federal funding from IRCC is budgeted at \$161,600 in accordance with the three-year funding agreement between the Agency and IRCC for activities associated with the Local Immigration Partnership.

Destination Marketing Fee revenue has been budgeted to increase by \$27,056 (2%). This increase is deemed reasonable based on historical occupancy rates and anticipated room rate increases.

Other Income is budgeted to be \$64,500, which is the amortization of the last lease incentive payment associated with the Agency's office space.

Defined Projects Reimbursements are budgeted to be \$14,400 for recovery of administration costs associated with the LIP Program.

Rental Income is budgeted at \$108,000 consistent with amounts received from external rentals of surplus space in prior years.

OPERATING EXPENSES

Overall Operating Expenses are budgeted to be \$6,274,600, an increase of \$228,441 over the 2025 budget year. An overview of the strategic workplan activities associated with each of the Agency's strategic pillars is attached as Appendix A.

Administration expenses has been budgeted to decrease by \$67,541. Professional consulting costs have been reduced as provision is now made in various service area budgets. While most other expenditures remain consistent with prior years it should be noted that there is uncertainty related to office space costs as the current lease expires at the end of July, 2026. An RFP process is currently underway to look at options for office space. A provision of \$250,000 has been made for anticipated costs associated with fit-up of new office space. This will be funded from operations over a ten-year period.

Data Services expenses are budgeted to increase by \$21,375 due cost increases for some of our data subscriptions and the Agency's Customer Relationship Management system.

Tourism Promotion expenses are budgeted to increase by \$291,287 as a result of a request to increase spending on destination marketing activities, which have been increased by \$230,000. The destination marketing budget has remained unchanged for a number of years. With increased costs for creative development and media placements during this time, media placements have been had to be reduced. The increased funding will allow for more media placements in existing markets, with major focus being Quebec and Ontario. With more Canadian travellers choosing to explore Canada there are opportunities to increase the tourism activity in our region through these marketing efforts. The sponsorship budget has also been increased by \$50,000 to support activities that are being planned for non-peak season times.

Real Estate and Industrial Development expenses are budgeted to increase by \$68,463. This includes funding to support on-going engagement activities within the energy sector and inflationary increases.

Population Growth and Workforce Development expenses are budgeted to remain consistent with prior year. These expenses are fully funded by contributions received from the PETL and IRCC.

Entrepreneurship and Business Development expenses are budgeted to decrease by 84,506. The 2025 budget included project funding for development and promotion of a business navigator tool and sector development work which is not needed in 2026.

FOUR YEAR FORECAST

The four-year forecast amounts have been developed by applying a 2% inflationary component to expenses. This is deemed to be a reasonable assumption based on the stability of the Agency's operations. A new employee position has been added to the Entrepreneurship & Business Development Service commencing in 2027 to address increased demand.

Provision has also been made for an annual transfer to an Event Attraction Reserve to be used for attracting Regional, Provincial, National and International Events. A policy is being developed for this reserve with initial funding of \$500,000 to be set aside from the agency's accumulated surplus. The annual transfer amount will only be utilized if/when the Reserve balance falls below \$500,000.

For 2027 and 2028 the forecasts show deficit positions (225,000 and 100,000 respectively). The Agency has sufficient accumulated surpluses to cover these deficits.

ATTACHMENTS

Attached is the following:

- 2026 Strategic Workplans
- 2026 Operating Budget with comparisons to prior year budget and projections,
- Five year rolling budget 2026-2030

Envision Saint John: The Regional Growth Agency 2026 Strategic Work Plan

INITIATIVE NAME

LEAD SERVICE AREA

ACTIVITIES

MEASURE
(outputs & outcomes)

Growth Readiness

Development Project Portfolio Management	Real Estate & Industrial Development	Strategic support to real estate development projects & municipalities. Includes site identification, land use approvals, and economic assessment.	<ol style="list-style-type: none"> 1. Projects Supported 2. Units Created 3. Investment Value 4. Projected Tax Base 5. Commercial Square Footage
Strategic Land Program	Real Estate & Industrial Development	Work with government, non-profit, and private sector land owners to bring more land opportunities to support housing developments.	<ol style="list-style-type: none"> 1. Sites Evaluated 2. Sites Activated 3. Development Yield Potential 4. Units Created
Real Estate & Industrial Strategic Projects	Real Estate & Industrial Development	Projects to build out the offerings of the real estate and industrial development services, or large opportunity projects with a heightened agency role.	<ol style="list-style-type: none"> 1. Project Status. 2. Investment Value of the Initiative. 3. Property Tax Base. 4. Jobs. 5. Intangible Benefits for the Community.
Youth Retention	Population Growth & Workforce Development	Develop strategic partnerships that can connect youth with employers and service providers to provide career informed decisions. <ol style="list-style-type: none"> 1. Events (Sponsored & Partnerships). 2. Recruitment Events. 3. NEET Youth. 	Increase retention rates for 19+ youth or local recruitment in PSE
New Resident Inclusion & Retention	Population Growth & Workforce Development	Through the Saint John Local Immigration Partnership (SJLIP), improve the new resident experience boosting newcomer inclusion and retention. <ol style="list-style-type: none"> 1. Inclusivity Marketing Campaigns. 2. New resident navigation. 3. Collaborative Initiatives & Events. 4. Stakeholder Engagement - SJLIP. 	<ol style="list-style-type: none"> 1. Boost Newcomer Retention 2. Increase Ecosystem Collaboration
Support Employer Readiness	Population Growth & Workforce Development	Empower employers to address talent issues and fostering connectivity and alignment between supply (training and education) and demand (employers).	<ol style="list-style-type: none"> 1. Partnerships & Sponsorships. 2. Presentation to Employers. 3. Cobranded collateral material.
Data & Research	Data Services and Project Management	<ol style="list-style-type: none"> 1. Support Service Areas and their clients with informative and relevant data. 2. Provide deeper research and analysis of data trends and insights. 	<ol style="list-style-type: none"> 1. Number of data requests (30) 2. Number of research/analysis projects (5) 3. Economic impact assessments (5)

INITIATIVE NAME		LEAD SERVICE AREA		ACTIVITIES		MEASURE (outputs & outcomes)	
Regional Economic Progress Awareness	Data Services and Project Management	1. Monthly Dashboard Updates. 2. Publish quarterly insights. 3. Promote the service with partners, and receive referrals from partner organizations. 4. State of the Economy Report. 5. Special Topic Summit (E.g. 2025 Tariffs). 6. Data community and networking.	1. Dashboard updates, posts and announcements. 2. Dashboard unique visitors and page visits annually. 3. Client meetings and event attendance (e.g. State of economy)				
Continuous Improvement	Data Services and Project Management	1. CRM workflow, automation and reporting enhancements. 2. Internal measurement and review of performance metrics. 3. Review Data Warehouse and Partner Networks. 4. Map organizational planning processes and master calendar. 5. Review economic impact assessment needs and methods. 6. AI Tool Evaluation.	1. Internal Measurement Report & Year in Review 2. Improve agency performance measure accuracy				

Talent Attraction & Retention

Saint John Region Talent Story	Population Growth & Workforce Development	Development of Marketing Campaigns to attract and retain talent in the region.	Communicate and market the unique and distinct employment and career opportunities in our region – today and tomorrow.
Sector-driven Workforce Development	Population Growth & Workforce Development	Based on the Regional Economic Development Strategy develop workforce strategies for priority sectors. 1. Sector Specific Research & Data Projects. 2. Recruitment and Convening Events. 3. Workforce Partnerships & Taskforces as required. 4. Advocacy.	Data informed decision making and effort. Outputs - Research documents, dashboard visits, recruitment events, round-tables, etc.
Healthcare Recruitment & Retention	Population Growth & Workforce Development	Support the ecosystem in attracting and retaining healthcare professionals within the Saint John Region. 1. Participate & Sponsor initiatives targeting medical students and residents. 2. Offer one-on-one FAM tours with medical professionals in partnership with Horizon Health Network. 3. Enable opportunities for the healthcare and business community to gather to foster a business focused approach to healthcare in the Saint John Region. 4. Promote and provide support of Saint John as the health centre of Atlantic Canada with the Health & Technology District potential.	1. Number of students attending presentations and events. 2. Number of residents attending presentations and events. 3. Number of successful hires from one-on-one FAM tours 4. Number of events/participants attending healthcare/business community events. 5. Path forward for Health & Technology District.

Business Retention & Expansion

Investment Attraction Service	Real Estate & Industrial Development	<p>Undertake strategic initiatives to better position the region for foreign direct investment, including upgrading of sales materials, industrial sector research, and regional land pipeline analysis.</p> <p>Support Opportunities New Brunswick, Invest in Canada, and Saint John Industrial in responding to Foreign Direct Investment Opportunities.</p> <p>1. Convene the energy sector, identify priorities and initiatives to position the sector for growth.</p> <p>2. Convene sector roundtables to establish priorities, initiatives and work plans.</p> <p>3. Complete Year-End Summary report of sector actions, initiatives and successes.</p> <p>Provide comprehensive support for entrepreneurs to start and expand their businesses.</p> <p>1. Continue to source and update online business support portal.</p> <p>2. Enable opportunities for entrepreneurs to network and grow their mentor network.</p> <p>3. Provide meaningful access to training.</p> <p>4. Continued focus on Impact Loan program.</p> <p>5. Sector specific conference (tourism, supply chain etc.).</p> <p>6. Investment attraction activities focused on business expansion into the Saint John Region (new and existing).</p> <p>Business Retention and Expansion program will help identify gaps within the business ecosystem of the Saint John Region.</p> <p>1. Gather data to support training & mentoring opportunities</p> <p>2. Gather data to support advocacy opportunities for the business community</p> <p>3. Provide connections to help strengthen local partnerships and promote a resilient Saint John economy</p> <p>The BRE initiative will be cross-sector (ex. Industrial, Tourism etc.)</p> <p>Promote the viability of SME's within the Saint John Region.</p> <p>1. Publish meaningful Growth Stories focused on local business growth.</p> <p>2. Participate in youth career focused events & opportunities promoting the entrepreneurial support systems of the region.</p> <p>3. Share learnings from the BRE program with the general public to create engagement.</p>	<p>1. Number of Leads</p> <p>2. Number of Active Leads</p> <p>3. Number of Investments Landed</p> <p>4. Value of Investments in Pipeline</p>
Energy Sector	Real Estate & Industrial Development		Measures Still Under Development
Entrepreneurial Supports	Entrepreneurship & Business Growth		<p>1. Number of new users of the online business support portal.</p> <p>2. Number of attendees at events targeting entrepreneurs that are hosted or sponsored by Envision Saint John.</p> <p>3. Attendees obtaining training organized by Envision Saint John.</p> <p>4. Number of applicants, number of Loans approved, diversity of entrepreneurs in program, number of FTE equivalent positions created.</p>
Business Retention & Expansion	Entrepreneurship & Business Growth		<p>1. Number of BR&E meetings</p> <p>2. Synthesized data to drive insights into common themes and opportunities</p>
Entrepreneurship Awareness	Entrepreneurship & Business Growth		<p>1. Number of impressions on business growth related content.</p> <p>2. Number of participants at events targeting future entrepreneurs that are hosted or sponsored by Envision Saint John.</p>

Visitor Attraction

<p>Destination Awareness</p>	<p>Destination Marketing & Sales</p>	<p>Campaigns, partnerships and activations to grow the awareness of the destination: 1. Awareness campaigns in strategic target markets - ON, QC and US. 2. Event campaigns - promotion of regional events 3. Locally-targeted awareness campaigns (Backyard Bay-cation). 4. Partnerships with provincial and regional operators to leverage funds and increase reach. 5. Expansion to awareness investment in additional markets, or making a larger investment into current target markets.</p>	<p>1. Engagement 2. Impressions 3. Website Traffic 4. Visitation rates from target markets</p>
<p>Destination Sales</p>	<p>Destination Marketing & Sales</p>	<p>Selling the Saint John Region as a destination of choice in the following markets: 1. Meetings and Conventions. 2. Sports and Major Events. 3. Travel Trade. 4. Travel Media. Includes attending marketplaces, hosting clients, pitching stories, and bidding on events to host in market.</p>	<p>1. Number of bids submitted 2. Business won 3. Clients hosted 4. Visibility of media coverage 5. Economic impact of events hosted</p>
<p>Sponsorship</p>	<p>Destination Marketing & Sales</p>	<p>Sponsorship of a variety of unique events that help to build the Saint John Region's pride of place and desirability as a destination to visit. 1. Major Festivals & Events 2. Regional Events 3. Sporting Events</p>	<p>1. Visitation 2. Sentiment 3. Attendance 4. New events planned</p>
<p>Welcome Services</p>	<p>Destination Marketing & Sales</p>	<p>Providing locals and visitors with access to information about the region 1. Things to do. 2. Business resources. 3. New resident services. 4. Printed collateral (visitor guide, map, brochures). 5. DiscoverSaintJohn.com 6. SettleInSaintJohn.com 7. SJBusinessSupport.com 8. Ambassador training. 9. Ambassador program (NEW).</p>	<p>1. Clients served 2. Materials distributed 3. Training participants 4. Number of Ambassadors</p>
<p>Elevation of the Local Tourism Industry</p>	<p>Destination Marketing & Sales</p>	<p>Efforts to elevate local tourism industry: 1. Informative emails. 2. Workshops. 3. Training. 4. Navigation services</p>	<p>Number of participants in workshops and training.</p>

INITIATIVE NAME LEAD SERVICE AREA ACTIVITIES MEASURE
 (outputs & outcomes)

Risk Mitigation

Process Review	Finance & Administration	Cross training in payroll and finance and develop training modules to support.	Training Document
Policy Review	Finance & Administration	Annual review of agency policies including making any required adjustments or adding new policies. If required.	Policy Document to add to Employee Handbook
Financial Tools	Finance & Administration	Review and implement cloud-based credit card & expense management software	Implementation complete

ENVISION Saint John

THE REGIONAL GROWTH AGENCY

2026 Budget

	2024 Actual	2025 Budget	2025 Forecast (to March 31/25)	2026 Budget	2025-2026 Variance Budget	Forecast
Operating Funding and Revenues						
Government Funding						
FRSC	\$ 2,941,960	\$ 3,129,925	\$ 3,129,924	\$ 3,225,000	\$ 95,075	\$ 95,076
FRSC - Other	87,407	50,000	62,948	50,000	-	12,948
Provincial	1,173,489	1,050,000	1,085,000	1,050,000	-	35,000
Federal-Other	114,528	-	-	-	-	-
Federal-IRCC	-	234,000	119,250	161,600	72,400	42,350
Destination Marketing Fees	4,317,384	4,463,925	4,397,122	4,486,600	22,675	89,478
Other Income	1,375,000	1,353,744	1,341,195	1,380,800	27,056	39,605
Defined Projects Reimbursements	122,193	-	120,053	64,500	64,500	(55,553)
Rental Income	7,034	46,240	14,410	14,400	31,840	(10)
Interest Income	137,400	108,000	111,000	108,000	-	(3,000)
Operating Funding and Revenues	\$ 6,053,550	\$ 6,046,159	\$ 6,062,809	\$ 6,113,700	(14,850)	(19,629)
Operating Expenses						
Administration	1,943,626	1,474,341	1,529,572	1,406,800	67,541	(122,772)
Data Services	221,436	321,125	322,306	342,500	21,375	20,194
Tourism Promotion	2,078,075	2,225,713	2,205,062	2,517,000	291,287	311,938
Real Estate and Industrial Development	452,083	454,137	450,952	522,600	68,463	71,648
Population Growth and Workforce Development	831,768	1,176,837	1,201,381	1,176,200	637	25,181
Entrepreneurship and Business Development	289,439	394,006	331,069	309,500	84,506	21,569
Total Operating Expenses	\$ 5,816,426	\$ 6,046,159	\$ 6,040,342	\$ 6,274,600	\$ 228,441	\$ 234,258
Net Operating Income	\$ 237,124	\$ -	\$ 22,467	-\$ 160,900	(\$ 160,900)	(\$ 163,367)

ENVISION Saint John

THE REGIONAL GROWTH AGENCY

2026-2030 Rolling Budget

	2025 Budget	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
Operating Funding and Revenues						
Government Funding						
FRSC	\$ 3,129,925	\$ 3,225,000	\$ 3,469,800	\$ 3,716,300	\$ 3,913,100	\$ 4,000,000
FRSC - Other	50,000.00	50,000	50,000	50,000	50,000	50,000
Provincial	1,050,000.00	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
Federal-IRCC	234,000.00	161,600	166,400	169,700	173,100	176,600
Destination Marketing Fees	4,463,925	4,486,600	4,736,200	4,986,000	5,186,200	5,276,600
Other Income	1,353,744	1,380,800	1,408,400	1,436,600	1,465,300	1,494,600
Defined Projects Reimbursements	46,240	14,400	14,700	15,000	15,300	15,600
Rental Income	108,000	108,000	110,200	112,400	114,700	116,700
Interest Income	74,250	59,400	60,600	61,800	63,000	64,300
Operating Funding and Revenues	\$ 6,046,159	\$ 6,113,700	\$ 6,330,100	\$ 6,611,800	\$ 6,844,500	\$ 6,967,800
Operating Expenses						
Administration	1,474,341	1,406,800	1,511,000	1,540,700	1,571,000	1,613,300
Data Services	321,125	342,500	349,300	356,300	363,400	370,700
Tourism Promotion	2,225,713	2,517,000	2,567,400	2,618,800	2,671,200	2,724,600
Event Attraction				50,000	50,000	50,000
Real Estate and Industrial Development	454,137	522,600	533,000	543,700	554,600	565,700
Population Growth and Workforce Development	1,176,837	1,176,200	1,200,000	1,200,000	1,224,000	1,225,000
Entrepreneurship and Business Development	394,006	309,500	394,400	402,300	410,300	418,500
Total Operating Expenses	\$ 6,046,159	\$ 6,274,600	\$ 6,555,100	\$ 6,711,800	\$ 6,844,500	\$ 6,967,800
Net Operating Income	\$ -	\$ 160,900	-\$ 225,000	-\$ 100,000	0	0