

Q1 2023 IMPACT REPORT

Helping to Create Conditions for Growth



As Envision Saint John: The Regional Growth Agency entered its third year of operations, the first quarter of 2023 had added complexity with the implementation of the new Fundy Regional Service Commission and instating Jillian MacKinnon and Heather Libbey as Acting Co-CEOs.

The Agency continued its commitment to operational excellence by investing in growing its high-performance team, fine-tuning, and evolving core services, and extending the service offering to include an expanded Fundy-St. Martins and Fundy Rural District.

The Agency's 2022 Year-In-Review introduced a new Agency Scorecard presenting a series of indicators for the attraction of People, Visitors, Business, and Investment.

We have highlighted a few Q1 initiatives below and encourage you to read the entire Q1 Impact Report for more details.

- As the Economic Development and Tourism Promotion delivery agency for the Fundy Region Service Commission, the team conducted an extensive onboarding with Fundy-St. Martins and the Fundy Rural District on the Agency's Strategic Plan and KPIs.
- Acquisition of new data sets will provide the Agency with improved analytical capabilities to support strategic growth throughout the region.
- Deloitte has been engaged for population projection work to inform additional growth readiness requirements and talent strategies.
- A new Digital Asset Management tool - Crowdriff - has been adopted allowing for efficient asset sharing with stakeholders.
- The region's Place Brand - Always Moving Forward - was adapted for upcoming Talent campaigns targeting youth, the attraction of new residents and retention of the existing labour force.
- Based on 2022 learnings, Visitor Welcome Centres will be located in the City Market and in partnership with Port Saint John at the Waterfront Container Village.

Always Moving Forward.

A handwritten signature in blue ink that reads "Jillian MacKinnon".

Jillian MacKinnon
Acting Co-CEO

A handwritten signature in blue ink that reads "Heather Libbey".

Heather Libbey
Acting Co-CEO

Our focus continues to be on:

1. Developing a strong integrated foundation of core services, implementing operational effectiveness, and honing brand, sales, and marketing messages -- the growth enablers.
2. Building and strengthening the platform framework to ensure integrity, relevance, and transparency -- how we do the work.
3. Identifying new, evolving, and retiring platforms to achieving the following ambitious 10-year outcomes:
 - Grow the region's population by 25,000 from 2021 Census.
 - Increased the region's municipal property tax base by 30-35%.
 - Improve the region's brand perception.

PLATFORMS IN PLAY

The Agency is actively convening the following platforms that will have a combination of short, medium, and long-term outcomes. Some of these platforms will be considered or contain sprint platforms, which are highly focused, with accelerated deadlines, and more immediate impact. Some activities may appear in more than one platform. Our Core Services are underpinning each of these platforms.

1. Port Saint John
2. Tucker Park 2.0
3. Tourism
4. Talent
5. Strategic Real Estate & Infrastructure
6. Growth Readiness

PLATFORMS IN PLAY:

1. PORT SAINT JOHN

- Port Saint John is one of the biggest growth opportunities of our lifetime. A thriving Port will translate into a thriving, prosperous community having an impact on generations to come.
- \$247M in public and private sector investments in infrastructure, improved rail, and truck connections, and expanded container services have translated into increased capacity and new opportunities.
- The value proposition is very strong -- Port Saint John is the economic gateway to North America with access to three Class 1 railways.
- Envision Saint John and Port Saint John have an ongoing partnership to advance business development opportunities specific to the Port and the broader supply chain network.

Platform Activity:

Port Modernization Workforce Partnership	Partnership concluded with the receipt of a Deloitte job forecasting report. Planning underway for Partnership 2.0 with financial commitment from PETL.
Master Planning	Gathering inputs for a broad platform for growth; marketing, land assembly, infrastructure, business development, access to capital, workforce development, etc.
Community Liaison Committee	Ongoing communication and dialogue with groups that have a vested interest in Port related activities and development.

Platform Partners include:

- | | |
|---------------------------------------|------------------------------|
| Port Saint John | PETL |
| ILA Local 273 | Saint John Learning Exchange |
| Port Saint John Employers Association | Saint John Newcomers Centre |
| CP Rail | Additional Employers |
| DP World | |

2. TUCKER PARK 2.0

- The Saint John region has a unique value proposition with its Tucker Park health care and academic cluster including the Saint John Regional Hospital, Dalhousie Medical School, UNB's Integrated Health Initiative (IHI) and nursing programs, and NBCC's Community Allied Health programs.
- The UNB's IHI, along with the private sector investment to build the Health & Technology District Saint John, will take Tucker Park to the next level.
- UNB's IHI has established a world-class centre of excellence in applied health innovation in New Brunswick. The initiative includes five pillars -- inter-disciplinary education, collaborative research, technical and social innovation, knowledge transfer and commercialization and state-of-the-art, purpose-built infrastructure.
- The Health & Technology District Saint John will be a place where innovators and entrepreneurs, students, and faculty, work alongside scientists, clinicians, and health care practitioners to develop new technologies and improve health outcomes, patient experiences, and the economics of health care delivery in the region and beyond.
 - Phase 1 is projected to attract up to 50 new businesses, create an estimated 1,000 new jobs and bring \$50 million to the Saint John regional economy annually.
 - Phases 2 and 3 will bring further private sector investment of about \$70 million to Saint John, providing exceptional space for additional new businesses, creating more than 2500 jobs, and adding another \$100 million to the economy annually.

Platform Activity:

Integrated Health Initiative (IHI)	Agency is collaborating with UNB to raise awareness of articulate opportunity.
Health & Technology District	<ul style="list-style-type: none"> • Presented at Fireside Chat • Lark Group leading ongoing virtual and local meetings for securing building occupancy. • Agency leading ongoing meetings with potential investors and stakeholders to support the District framework. • Continuing to develop and execute integrated communication strategies to promote the business opportunity.

Platform Partners:

- | | |
|--------------------------|--------------------|
| UNBSJ | City of Saint John |
| Dalhousie Medical School | Lark Group |
| NBCC | NBIF |
| ONB | TechImpact |
| Horizon Health | |

3. TALENT

- The Agency's 10-year outcomes are dependent on effectively delivering a talent strategy for the region.
 1. The careers of the Saint John region are well defined - for today and tomorrow.
 2. Saint John region is recognized for distinct career opportunities and sectors.
 3. Saint John region is recognized as a great place to work and advance a career.
- Population growth is correlated with real and perceived employment opportunity and career advancement.

Platform Activity:

Region Talent Strategy	Talent Strategy implementation.
Saint John Region Talent Story	<ul style="list-style-type: none"> • Marketings Campaigns focused on Youth, Attraction and Retention in development. • Recruitment marketings assets prepared for roll-out.
Data, Measurement & Forecasting	Deloitte engaged for population projection work; will inform additional growth readiness requirements and workforce development strategies.
Strategic Recruitment & Retention	<ul style="list-style-type: none"> • Secured funding from Department of Health of Health Care Worker Attraction and Retention. • Ongoing collaboration with DalMed Family Medicine Resident on Family Doctor strategy. • Supported RevJet "Lift & Shift" to onboard employees and their families to the region.
Harmonization of Supply & Demand	<ul style="list-style-type: none"> • Supported SkillsCanada event that connected high school students with future employers in the trades. • Collaborating with TechImpact to implement a Digital Boot Camp pilot targeting NEET (not in employment, education, or training) population in the Saint John region.
Employer Readiness	Powered by People event planning underway to connect the people, programs, post-secondary institutions, government partners, and variety of public and private services available to move the region's talent ecosystem forward.
Immigration	Collaborating with the City of Saint John to support alignment of City's Immigration Strategy with regional and provincial immigration strategies.

Platform Partners:

GNB PETL/WorkingNB
UNBSJ
NBCC
BCAPI
YMCA
Industry Associations

ONB
City of Saint John
TechImpact
Learning Exchange
NBMC
SkillsCanada

4. TOURISM

- Tourism is a serious economic driver with an estimated \$1.3B GDP annual impact for the Province of NB.
- Visitor Spend in the Saint John Region in 2019, pre-pandemic, was over \$300M.
- The region has a strong value proposition as a destination - From cool city vibes to waterside relaxation, Saint John & the Towns By The Bay is THE maritime bay-cation destination, located along a 100km stretch of scenic southern New Brunswick.
- The Agency's mandate includes the attraction of Leisure Visitors, Meetings & Conventions, Sport Tourism and Major Events.
- The Agency also manages a Visitor Experience Program that includes Visitors Welcome Centres and the production of visitor collateral.

Platform Activity:

Destination Marketing	<ul style="list-style-type: none"> • Destination marketing campaigns targeting leisure visitors in the Maritimes, Ontario and Maine are in development for launch in May. The campaign includes digital marketing, social, video and will wrap-up in October. • Proactive social media strategy on Facebook, Instagram, Twitter and Tik Tok. • Monthly e-newsletter to the Agency's destination opt-in list. • New visitor collateral was designed including a Kids' Guide and new Visitor Guide.
Sales	<ul style="list-style-type: none"> • Attended Ottawa Meet Week including one-on-one sales appointments thru Destination Direct. Tradeshow activation in partnership with Crosby's Molasses. • Hosted the Professional Convention Management Association Canadian Innovation Conference planning committee on a site visit. The 2023 conference will be hosted in Saint John - 150 professional meeting planners and 150 destination marketing representatives from across Canada will receive their invitation to experience the vibrancy of New Brunswick, many for the first time. The potential economic impact of this singular conference is incalculable. • Developed a joint sales strategy in collaboration with Moncton, Fredericton, and the Province of New Brunswick on future joint sales activations to create larger impact for all partners.
Sponsorships/Product Development	<ul style="list-style-type: none"> • In addition to many annual events, the Agency has committed varying levels of sponsorship to the following new festivals and events: <ul style="list-style-type: none"> ○ One For All Festival ○ Boxcar Music Festival ○ Summerville Arts Festival ○ Festival of Nature ○ Complex Union
Visitor Services Reimagination	<ul style="list-style-type: none"> • Based on 2022 learnings, Visitor Welcome Centres will be located in the City Market and in partnership with Port Saint John at the Waterfront Container Village. • Partnerships with Inside Out Nature Centre and The Plank will offer additional visitor information service options. • A new online training program is being developed to allow more frontline staff throughout the region to receive certification.

Platform Partners:

GNB - Tourism, Heritage & Culture
Saint John Hotel Association
Port Saint John
YSJ
ONB

Tour Operators
Local Industry
Event Planners

5. STRATEGIC REAL ESTATE & INFRASTRUCTURE

- Real estate and infrastructure investments are foundational to ensuring the growth and sales readiness of the region, augmenting the region’s place brand, and driving growth outcomes.

Platform Activities:

'Master Plan'	Real Estate Sales strategy in development. Municipal Planner Community of practice continues to evolve. Local development sales funnel data being collected and developer outreach underway.
Fundy Quay	Public infrastructure construction underway and on track.
Commercial Real Estate	Working with commercial property owners and developers on business development opportunities.
Industrial Parks	Working with Municipalities and YSJ on business development opportunities and growth strategy.
Community Assets	Offering data analytics, strategic direction, navigator services for access to capital, and sales and marketing support.

Platform Partners:

GNB
 ONB
 YSJ

City of Saint John
 Member Municipalities
 Developers

6. 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 both strategic priority and a call to action to all our partners.

Platform Activity:

Air Access	Meetings ongoing with YSJ and carriers to expand air access
Onboarding New Residents	<ul style="list-style-type: none"> • Welcome Centre integrated with Visitor Centre model; locations planned for Container Village and Market Square. • Helping align, scale, foster collaboration, raise awareness, and invest in connector programs. • Kicked off sprint platform with Fusion to collaborate and engage with emerging leaders. • Began scoping process to document the optimal navigation journey and no-wrong door approach to onboarding into the community. • Supported international student Welcome Events for the region in September.
Immigration	<ul style="list-style-type: none"> • Exploring a dynamic technology-based solution that will respond as an intake tool, service navigator, referral, and connection service for newcomers. • Collaborating with the City of Saint John to support alignment of City’s Immigration Strategy with regional and provincial immigration strategies.
Affordable Housing	Supporting Municipalities with data and insight for affordable housing funding applications.
Predictive Index	Developing a Predictive Index model in partnership with municipalities to support economic and population modelling that will inform growth readiness strategies and investments.

Platform Partners:

City of Saint John
 Municipal Members
 YSJ

The Chamber
 Local Immigration Partnership Members