

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.

In Q2, the Agency continued its commitment to investor relations appearing before six municipal councils to present its 2022 Year-In-Review introducing a new Agency Scorecard presenting a series of indicators for the attraction of People, Visitors, Business, and Investment.

Q2 also offered several opportunities to raise the profile of Envision Saint John and the Agency's work; including Jillian's participation on a Chamber panel focused on the economic potential of Cruise and she joined the Premier for the announcement of the upcoming Para Hockey Cup in Quispamsis, Heather moderated the sustainability panel at Port Days as well as a Workforce discussion at Powered by People.

We have highlighted a few Q2 initiatives below and encourage you to read the entire Q2 Impact Report for more details.

- The Agency launched its **Strategic Real Estate Development Sales Strategy**, completed over 40 meetings with local developers, undertaken deep analysis of the market and is advising both municipalities and developers on changes in the marketplace.
- An Agency signature event -- **Powered by People** -- brought over 200 people, programs, post-secondary institutions, government partners, and variety of public and private services available to move the region's talent ecosystem forward.
- The first of three planned **Talent Attraction & Retention** campaigns focused on Youth launched in May.
- The Agency hosted a **Tourism Industry Update** for over 100 stakeholders to present the destination marketing and sales strategies for 2023.
- Over 165 people have registered for our online **Visitor Experience Ambassador** training certification designed to educate the region's frontlines.
- In partnership with Port Saint John, the Agency hosted a study group from **The Duke of Edinburgh's Commonwealth Study Conference 2023**. The group, consisting of 17 emerging leaders from 14 countries from around the world, was incredibly engaging and provided some unique and fresh perspectives and discussion on the region.

Always Moving Forward.



Jillian MacKinnon  
Acting Co-CEO



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 Workforce Partnership 2.0 | Agency to act as Partnership Administrator and provide financial oversight, communications support, and project management, in addition to strategic leadership. Partnership 2.0 kicked off and the following three priorities were identified: <ul style="list-style-type: none"> <li>• Human Capital: Develop and hone a Workforce Partnership model that targets and accelerates training and strategic workforce recruitment.</li> <li>• Port Operations: Focus on operation excellence and continuous improvement to ensure the Port is growth ready and can consistently meet operational targets and client expectations.</li> <li>• Commercial Development: Based on the Bay of Fundy Cruise Partnership, develop a parallel commercial partnership that focuses on bulk, container, and liquid shipping.</li> </ul> |
| Sales Mission                  | Partnering with ACOA, ONB and Port Saint John on sales mission opportunities for October 2023 and Spring 2024. Agency acting as project sponsor and leading the regional value proposition.  |

Platform Partners include:

- |                                       |                              |
|---------------------------------------|------------------------------|
| Port Saint John                       | PETL                         |
| ILA Local 273                         | ONB                          |
| Port Saint John Employers Association | City of Saint John           |
| CPKC                                  | Saint John Learning Exchange |
| DP World                              | Saint John Newcomers Centre  |
| ACOA                                  |                              |

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, an articulate, opportunity. <ul style="list-style-type: none"> <li>• The official ground-breaking for the Health &amp; Social Innovation Centre is scheduled for August 9, 2023.</li> </ul>  |
| Health & Technology District       | <ul style="list-style-type: none"> <li>• Presented at Fireside Chat</li> <li>• Lark Group leading ongoing virtual and local meetings for securing building occupancy.</li> <li>• Agency leading ongoing meetings with potential investors and stakeholders to support the District framework.</li> <li>• Continuing to develop and execute integrated communication strategies to promote the business opportunity.</li> </ul> |

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            | Launched Talent Strategy at signature Agency event Powered By People which is available on Agency website.  |
| Saint John Region Talent Story    | <ul style="list-style-type: none"> <li>• Launched Marketing Campaign focused on Youth Retention. Attraction and Retention Campaigns planned for remainder of 2023.</li> <li>• Launched regional value prop marketing resources for employers to use during candidate recruitment.</li> </ul>  |
| Data, Measurement & Forecasting   | Agency-commissioned regional population forecasting report received from Deloitte.  |
| Strategic Recruitment & Retention | <ul style="list-style-type: none"> <li>• Hosted focus group as part of ongoing collaboration with DalMed Family Medicine Resident on Family Doctor strategy.</li> <li>• Secured funding from Department of Health of Health Care Worker Attraction and Retention.</li> </ul>  |
| Harmonization of Supply & Demand  | <ul style="list-style-type: none"> <li>• As pilot sponsor of Skills Canada NB - High School Provincial Competition, invited 14 employers to expose over 100 students to local career opportunities.</li> <li>• Continuing to collaborate with TechImpact to implement a Digital Boot Camp pilot targeting NEET (not in employment, education, or training) population in the Saint John region.</li> </ul>  |
| Employer Readiness                | <ul style="list-style-type: none"> <li>• Hosted Powered by People in collaboration with ONB, WorkingNB and The Chamber that connected the people, programs, post-secondary institutions, government partners, and variety of public and private services available to move the region's talent ecosystem forward:                             <ul style="list-style-type: none"> <li>○ Over 200 business owners, HR professionals, etc attended with 82 Net Promoter Score</li> <li>○ Employers attended panels included 'HR for the Non-HR', 'Building Talent Pipeline - from Student to Staff', 'Untapped Local Talent Pools', 'External Talent Pools - International'.</li> <li>○ Over 1000 job seekers attended career fair with 32 employers.</li> <li>○ Workforce Resource Marketplace connected employers with workforce support experts.</li> </ul> </li> <li>• Piloting tech job readiness and employer blitz with Tech Impact.</li> </ul> |

#### Platform Partners:

GNB PETL/WorkingNB  
UNBSJ  
NBCC  
BCAPI  
YMCA  
Industry Associations  
The Chamber

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.
- The Saint John 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.
- The Agency’s mandate includes the attraction of Leisure Visitors, Meetings & Conventions, Sport Tourism and Major Events. It also leads the region’s Visitor Experience Program that includes Regional Welcome Centres and the production of visitor collateral.
- The region is celebrating 35 years of Cruise in 2023 with 86 scheduled calls and over 199K passengers.
- Air Access continues to be a challenge with reduced flight options at YSJ.

Platform Activity:

|                                  |  |
|----------------------------------|--|
| Destination Marketing            | <ul style="list-style-type: none"> <li>• Destination marketing campaigns targeting Leisure visitors in the Maritimes, Ontario and Maine launched in May. The campaign includes digital marketing, social, video and will wrap-up in October.</li> <li>• Always-on proactive social media strategy.</li> <li>• Regional Event advertising is on-going.</li> <li>• Monthly e-newsletter to the Agency’s destination opt-in list.</li> <li>• Marketing Partnerships with Bay Ferries &amp; Fundy Trail Parkways went live.</li> </ul>   |
| Sales                            | <ul style="list-style-type: none"> <li>• Sport Tourism                         <ul style="list-style-type: none"> <li>◦ Sport Event Congress (SEC) to pitch the destination to national Sport association for future events.</li> <li>◦ Sales Manager Lindsay Smith was appointed to the board of Event Atlantic at the recent summit.</li> </ul> </li> <li>• Travel Media                         <ul style="list-style-type: none"> <li>◦ Travel Media Association of Canada (TMAC) to pitch the destination to Canadian media.</li> <li>◦ Media Familiarization Tours</li> </ul> </li> <li>• Travel Trade                         <ul style="list-style-type: none"> <li>◦ Destination Canada’s Rendez-vous Canada Trade marketplace.</li> <li>◦ Familiarization Tours</li> </ul> </li> <li>• Meetings &amp; Conventions                         <ul style="list-style-type: none"> <li>◦ The Event Conference</li> <li>◦ Global Business Travel Association Conference</li> <li>◦ Client Site Visits</li> <li>◦ Planning for 2024 joint sales activation with Tourism, Heritage &amp; Culture, Fredericton and Moncton.</li> </ul> </li> </ul> |
| Sponsorships/Product Development | <ul style="list-style-type: none"> <li>• In addition to many annual events, the Agency has committed varying levels of sponsorship to the following new festivals, events and conventions:                         <ul style="list-style-type: none"> <li>◦ Enduro (Cycling)</li> <li>◦ MacBeth at Fort La Tour (Saint John Theatre Company)</li> <li>◦ Third Shift</li> <li>◦ Port Days</li> <li>◦ Global Seafood Alliance – Responsible Seafood Summit</li> </ul> </li> </ul>  |

|   |   |
|---|---|
| Visitor Services/Regional Welcome Centres | <ul style="list-style-type: none"> <li>Regional Welcome Centres opened in the City Market and in partnership with Port Saint John at the Waterfront Container Village.</li> <li>Over 165 have registered for our online Visitor Experience Ambassador training designed to educate the region's frontlines.</li> </ul>                        |
| Provincial Strategies                     | <ul style="list-style-type: none"> <li>Consulting with the provincial tourism department on a long-term strategy for AirBNB in relation to collecting of an accommodation levy.</li> <li>Consulting with the Tourism Industry Association of New Brunswick (TIANB) on Rideshare in relation to challenges for potential operators.</li> </ul> |

**Platform Partners:**

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

Tour Operators  
 Local Industry  
 Event Planners  
 TIANB

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:

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|--|---|
| Real Estate Development Sales Strategy | <ul style="list-style-type: none"> <li>• Real Estate Development Sales strategy launched.</li> <li>• Municipal Planner Community of practice continues to evolve.</li> <li>• Implemented process to capture local development sales funnel data.</li> <li>• Connected with over 40 local developers as part of proactive outreach to support development momentum.</li> </ul> |
| 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.  |
| Land Assembly                          | Leading the gathering of requirements and RFP process for commercial and industrial land inventory and assembly for the region  |

Platform Partners:

- |      |                       |
|------|-----------------------|
| GNB  | City of Saint John    |
| ONB  | Member Municipalities |
| YSJ  | Developers            |
| ACOA | Port Saint John       |
| RDC  |                       |



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:

|                          |  |
|--------------------------|--|
| Regional Growth Plan     | As recognized regional convener, the Agency is: <ul style="list-style-type: none"> <li>• Convening of regional stakeholders and coordinating associated deliverables including RFP for consultant(s) to assist in development of long-term, ambitious vision for regional growth.</li> <li>• Establishing a framework and formalize a Growth Alignment Committee with primary stakeholders to establish governance, mandate, priorities, members, accountabilities, resourcing, key messages, etc.</li> <li>• Leading requirements gathering and RFP process land inventory and assembly.</li> </ul> |
| Air Access               | Provided data and the value proposition to YSJ to support business development meetings with air carriers.   |
| Onboarding New Residents | <ul style="list-style-type: none"> <li>• Regional Welcome Centres opened in the City Market and in partnership with Port Saint John at the Waterfront Container Village.</li> <li>• Over 165 have registered for our online Visitor Experience Ambassador training designed to educate the region’s frontlines.</li> </ul>   |
| Immigration              | 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         | Agency-commissioned regional population forecasting report received from Deloitte.   |

Platform Partners:

City of Saint John  
Municipal Members  
YSJ  
ACOA  
RDC

The Chamber  
Local Immigration Partnership Members  
Port Saint John  
ONB