

Q3 2023 IMPACT REPORT

Helping to Create Conditions for Growth



In Q3, Envision Saint John: The Regional Growth Agency welcomed interim CEO, Andrew Beckett as well as new board members David Dobbelsteyn, Ingrid Harris, Andy Lodge and Wallace Floyd.

We have highlighted a few key Q3 initiatives below and encourage you to read the entire Q3 Impact Report for more details.

- Jeff Cyr, Executive Director of Economic Intelligence & Real Estate delivered a behind-the-scenes look at **Development Economics in the Saint John Region** to municipal councils, planning advisory committees, and municipal staff.
- **Talent Attraction & Retention** efforts continue with an attraction campaign targeting Ontario and partnerships with Fusion Saint John (targeting local summer students) and the YMCA (working with employers on pathways to immigration).
- **Destination Marketing** campaigns were running in NB, ON and Maine to attract leisure visitors and the cruise season kicked into high gear in September.
- The Agency sponsored several amazing **local festivals and events** including signature Area 506, the new Boxcar Music Festival, the Fundy Sea Shanty Festival, KV MusicFest and the Summerville Arts Festival.
- We partnered with post-secondary education institutions and settlement agencies to launch a very well-received **Pop-up Welcome Centre** initiative during orientation week at the four different campuses (UNB Tucker Park, UNB MBA, NBCC Grandview, NBCC AHEC).
- Internally, we have launched a few initiatives including:
 - Development of new **operational KPIs** that will be used for reporting to stakeholders in 2024.
 - A **realignment of our organization structure** to more clearly identify operational leads for various components of the Agency's work and additional front-line resources are being added to our Real Estate services and our Business Growth area.
 - Development of a **service-based allocation** for the agency's expenditures to improve financial transparency that will be implemented in 2024.

Always Moving Forward,

A handwritten signature in blue ink that reads "Andrew P. Beckett".

Andrew Beckett
Interim CEO

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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 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	The Agency will 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"> • Human Capital: Develop and hone a Workforce Partnership model that targets and accelerates training and strategic workforce recruitment. • 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. • Commercial Development: Based on the Bay of Fundy Cruise Partnership, develop a parallel commercial partnership that focuses on bulk, container, and liquid shipping. In Q3, the partnership proposal was submitted to PETL for funding.
Trade Mission	Partnering with ACOA, ONB and Port Saint John on trade mission opportunities for Spring 2024. Agency acting as project sponsor and leading the regional value proposition. Proposal plan and content pending input from ONB.

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)	<ul style="list-style-type: none"> • Agency is collaborating with UNB to raise awareness and articulate the opportunity. • Attended the official ground-breaking for the Health & Social Innovation Centre on August 9, 2023. • Capital Campaign underway.
Health & Technology District	<ul style="list-style-type: none"> • Lark Group leading ongoing virtual and local meetings for securing building occupancy. The next round of meetings is scheduled for November. • 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. • Imminent Letters of Intent (LOI) will trigger the build.

Platform Partners:

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|--------------------------|--------------------|
| 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:

Saint John Region Talent Story	<ul style="list-style-type: none"> • Attraction Campaign targeting Ontario launched in August. • Second phase of Youth Retention launched in September. • Retention Campaign will launch in October. • Launched regional value proposition marketing resources for employers to use during candidate recruitment. Plans underway to target employers.
Data, Measurement & Forecasting	<ul style="list-style-type: none"> • Agency-commissioned regional population forecasting report received from Deloitte. Strategy in-development to leverage the data to inform stakeholders.
Strategic Recruitment & Retention	<ul style="list-style-type: none"> • Attended DalMed Family Medicine Resident Recruitment Fair in September. • Secured funding from Department of Health for Health Care Worker Retention. <ul style="list-style-type: none"> ◦ Liaising with the province and local health stakeholders to define priority opportunities. • Partnered with Fusion Saint John on a Summer Student Initiative to engage students doing summer jobs in the region to showcase the work and lifestyle opportunities in the region. Over 50 students participated.
Harmonization of Supply & Demand	<ul style="list-style-type: none"> • Continued 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. • Partnered with UNB-SRC to sponsor job readiness sessions for their members that will ease their transition to the labour market once they finish their education.
Employer Readiness	<ul style="list-style-type: none"> • Partnered with Tech Impact to deliver an intensive tech sector job readiness program for recent graduates and new residents. Early results show that over 20% of the participants have secured jobs in their level of expertise and area of interest within the 2 weeks after graduation. A key element of the program was working with the employers to understand their needs, work through barriers to recruitment, and deliver innovative ways of recruiting candidates. • Partnered with the YMCA Newcomer Employment Champions Program to deliver a lunch and learn session that provided information to employers about the different Pathways of Immigration Supports available to them through ImmigrationNB (PETL) and other community programs. This initiative allows us to continue supporting our employers to access services in the community.

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"> • Destination marketing campaigns targeting Leisure visitors in the Maritimes, Ontario and Maine were running Q3. The campaign includes digital marketing, social, video and will wrap-up in October. • Always-on proactive social media strategy. • Regional Event advertising is on-going. • Monthly e-newsletter to the Agency’s destination opt-in list. • Contest featuring the newly launched Trip Planner received 1000 entries and a Fall iteration is planned.
Sales	<ul style="list-style-type: none"> • Travel Media <ul style="list-style-type: none"> ◦ Familiarization Tours • Travel Trade <ul style="list-style-type: none"> ◦ Familiarization Tours • Meetings & Conventions <ul style="list-style-type: none"> ◦ CSAE Summer Summit ◦ CSAE National Conference ◦ CMEE 2023 ◦ Planning for 2024 joint sales activation with Tourism, Heritage & Culture, Fredericton and Moncton. This includes the launch of a new joint brand.
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, events and/or conventions: <ul style="list-style-type: none"> ◦ Summerville Art Festival ◦ Maestro Chef Wes (Saint John episode) - Season 2 ◦ Para Hockey Cup ◦ North of Union - early music tour ◦ United Colours of Fashion
Visitor Services/Regional Welcome Centres	<ul style="list-style-type: none"> • Regional Welcome Centres opened in the City Market and in partnership with Port Saint John at the Waterfront Container Village. • Over 210 had registered for our online Visitor Experience Ambassador training designed to educate the region’s frontlines with 142 having completed the certification to date.
Provincial/Federal Strategies	<ul style="list-style-type: none"> • Participated in stakeholder engagement session for the development of a provincial accommodations’ strategy.

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	<ul style="list-style-type: none">• Participated in Destination Canada engagement sessions on the development of a UNESCO Tourism Corridor for Atlantic Canada.
Air Access	<ul style="list-style-type: none">• Secured additional flights to support upcoming Fall conferences.

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:

Real Estate Development Sales Strategy	<ul style="list-style-type: none"> • Municipal Planner Community of practice continues to evolve. • Implemented process to capture local development sales funnel data. • Connected with over 40 local developers as part of proactive outreach to support development momentum. • Development project funnel supported includes more than 65 projects, \$2 Billion+ potential investment and more than 5,500 potential residential units.
Development Economics	Led 16 development economics training sessions for regional municipal staff, Planning Advisory Committees, Common Councils and the media.
Data & Measurement	<ul style="list-style-type: none"> • Completed population and labour force projections. • Awarded and launched Residential Market Study.
Fundy Quay	• Foundation work for the first private sector development commenced
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.
Strategic Communications	<ul style="list-style-type: none"> • Acting Co-CEOs published an Op-Ed in Telegraph Journal in August. • Asset collection • Collaborating with Municipal Communications teams on any development-related media requests.

Platform Partners:

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|------|-----------------------|
| 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:

Multi-Model Transportation and Logistics Initiative	<ul style="list-style-type: none"> • The Agency is working with various stakeholders to develop a Terms of reference for a multi-modal transportation study to identify the specific infrastructure investments that will enable Southern NB to maximize its unique mix of logistics assets to help address Canada’s transportation supply chain requirements.
Onboarding New Residents	<ul style="list-style-type: none"> • Partnered with Post-secondary Education Institutions and Settlement Agencies to launch a pop-up welcome centre initiative this fall. During orientation week at the four different campuses (UNB Tucker Park, UNB MBA, NBCC Grandview, NBCC AHEC). Also attended the YMCA Community Connections Fair focused on newcomers to the region. • Work being done by UNBSJ MBA student through their Business Consultant Project Initiative to support the evolution of our "New Resident Service Map," which will have a digital format and will be able to customize information to new residents to the region has been completed. Web development now in progress. • Sponsored different initiatives in the community to support the welcome of new residents during the summer: International Culture Fest (SJNC) and Welcome Week (YMCA).
Immigration	<ul style="list-style-type: none"> • Developed an Immigration Strategy for the Agency that compliments the CoSJ Immigration Strategy. • 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.

Platform Partners:

City of Saint John
Municipal Members
YSJ
ACOA
RDC

The Chamber
Local Immigration Partnership Members
Port Saint John
ONB