

# Q3 2022 IMPACT REPORT

Helping to Create Conditions for Growth



This was a summer for surpassing key milestones for our region's growth. The last three months have been the fastest period of population growth in recent history, Port Saint John and its partners moved 100,000 TEUs in cargo volume which is more throughput than Port Saint John has ever experienced on an annual basis, and our region also welcomed our three millionth cruise passenger. We can certainly see and feel the momentum!

At Envision Saint John: The Regional Growth Agency we have continued to drive our roadmap for growth. I have highlighted a few Q3 successes below and encourage you to read the entire Q3 Impact Report for more details.

- The region's first-ever **Pride of Place campaign** launched with the intent to inspire local ambassadors in advance of the Agency launching marketing campaigns in external markets.
- **Hotel Occupancy** rates are trending at pre-pandemic levels; and the removal of the federal government's ArriveCan app should encourage the return of more American visitors.
- **Cruise ship passenger volumes** are exceeding expectations with ships arriving in port at 90-100% capacity.
- A collaborative communications and engagement strategy, in partnership with YSJ and The Chamber, to build back and secure future **air access from Air Canada** had some early success with an in-person meeting with Air Canada and the return of a second daily flight to Toronto.
- A talent recruitment mission at the **DalMed Family Medicine Resident Education Weekend** generated both leads and learnings to attract future doctors.
- **The InnovateNB Celebration** was announced in partnership with provincial innovation players and this inaugural event will be hosted in our region November 22, 2022.

Always Moving Forward.

A handwritten signature in black ink that reads "Paulette Hicks".

Paulette Hicks  
CEO

Our focus continues to be on:

1. Developing a strong integrated foundation of core services, building the team, 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 and evolving existing platforms that are essential 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. Entrepreneurship & Innovation
7. Growth Readiness
8. Place Brand

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	<ul style="list-style-type: none"> <li>• A growth readiness approach to develop a scalable and nimble recruitment and training model that supports and aligns with the needs of all potential employers and ensures the Port Saint John ecosystem is effectively resourced to meet growing demand of potentially 800 new roles.</li> <li>• A state-of-the-art training simulator was acquired June 2022 and is being fully leveraged to build capacity and accelerate training.</li> <li>• The Agency strategic Human Resource support to employers' association to assist with scaling recruitment and hiring.</li> </ul>
Global Marketing Strategy	Partnering with Port Saint John on a marketing and sales strategy to raise awareness of the Port on the global stage.
Supply Chain	Developing a strategy to optimize the supply chain growth potential for the region.
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 assist with project stewardship, socialization, marketing, and sales support, and access to capital.
Health & Technology District	<ul style="list-style-type: none"> <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> <li>• Partnering with innovation players on business development opportunities.</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	<ul style="list-style-type: none"> <li>• Developing a talent strategy that has been socialized and endorsed by Strategic Workforce partners. Implementation roadmap in development concurrently while supporting initiatives that are already underway.</li> </ul>
Saint John Region Talent Story	<ul style="list-style-type: none"> <li>• Discovery sessions to identify and understand current and forecast distinct regional labour composition.</li> </ul>
Data, Measurement & Forecasting	<ul style="list-style-type: none"> <li>• Providing economic impact assessment for partners to evaluate return on investment for proposed talent initiatives.</li> <li>• Conducting research and analyzing data to inform talent strategy.</li> <li>• Met with Industry Association leads to foster data partnerships.</li> </ul>
Strategic Recruitment & Retention	<ul style="list-style-type: none"> <li>• A talent recruitment mission at the DalMed Family Medicine Resident Education Weekend generated both leads and learnings to attract future doctors.</li> <li>• Discovery meetings to identify public and private supports to improve targeting and acceleration of recruitment of international talent.</li> <li>• Supported the scaling of the Port Employer's Association team in preparation for accelerated growth at the Port.</li> </ul>
Harmonization of Supply & Demand	<ul style="list-style-type: none"> <li>• Collaborating with TechImpact to implement a Digital Boot Camp pilot targeting NEET (not in employment, education, or training) population in the Saint John region.</li> <li>• Discovery sessions with experiential and co-op learning programs; opportunity to assist with visibility and employer experience.</li> </ul>
Employer Readiness	Collaborating with provincial and regional partners on developing talent/new HR toolbox for employers.
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

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 - a beautiful and unique region on the Bay of Fundy and proximity to iconic tourism gems including St. Martins and the Fundy Trail Parkway; a historic urban city at its core home to locally owned restaurants, bars, and boutiques with an abundance of trails and waterways within 15-minutes in any direction.
- 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 Information Centres and the production of visitor collateral including maps etc.

Platform Activity:

Destination Marketing	<ul style="list-style-type: none"> <li>• Ongoing destination marketing campaigns targeting leisure visitors in the Maritimes and Ontario. The campaign includes digital marketing, social, video and audio tactics and will wrap-up in late November.</li> <li>• Proactive social media strategy on Facebook, Instagram, Twitter and Tik Tok.</li> <li>• Monthly e-newsletter to the Agency’s destination opt-in list.</li> <li>• Social media influencers engaged on marketing partnerships with key attractions to build content and raise awareness of the Fundy Trail Parkway and Sculpture Saint John.</li> <li>• Ten-week “500 Reasons to Visit” Contest promoting things to see and do in the region and encouraging visitor engagement online.</li> </ul>
Sales	<ul style="list-style-type: none"> <li>• Attended several sales missions/marketplaces and hosted FAMs (familiarization tours) for the Meeting &amp; Conventions and Travel Trade markets. Conference attendance is returning to pre-pandemic levels and the sales team has been actively following up on leads.</li> <li>• Attended an international conference hosted by Destination Canada - Innovate Canada - in partnership with Port Saint John to attract business events and possible trade opportunities.</li> <li>• Hired a Sport Tourism &amp; Major Event salesperson in July to build and execute a sales strategy.</li> <li>• Collaborating with Moncton, Fredericton, and the Province on future joint sales activations to create larger impact for all partners.</li> <li>• Pitched story ideas, hosted, and supported travel media.</li> </ul>
Sponsorships/Product Development	<ul style="list-style-type: none"> <li>• The inaugural Fundy Sea Shanty Festival was successful, generating a significant economic impact in the region and has announced its return in 2023. The Agency was a presenting sponsor alongside Port Saint John and DP World. Some sponsors are already secured for the 2023 event.</li> <li>• Moonlight Bazaar expanded its footprint in uptown Saint John to allow additional visitors and vendors to participate. This is a non-ticketed event, but the organizers have stated it had the largest attendance to-date generating economic impact for uptown bars, restaurants, and hotels. The Agency was a co-sponsor of the new Mars activation with Port Saint John.</li> <li>• Sculpture Saint John had its fifth and final installment adding to its legacy by building out the sculpture trail even further with the addition of seven new sculptures. The Agency was a sponsor, provided marketing amplification and wrote a growth story featuring event organizer Diane Alexander.</li> </ul>

	<ul style="list-style-type: none"> <li>• KV Musicfest held their event on Labour Day weekend and the Agency was a sponsor. A meeting is scheduled to discuss the 2023 event.</li> <li>• The Saint John Seaglass Festival held its inaugural event in August with the Agency as a sponsor. Plans for 2023 have not been announced.</li> </ul>
Visitor Services Reimagination	The Regional Welcome Centre opened in the new Area 506 Waterfront Container Village as a pilot for 2022. Data and learnings will inform future strategies to deliver information services to an integrated clientele (ie. visitors, new residents, potential business owners etc.)
Reversing Falls Reimagination	A new tenant - The Plank - was announced for the former Reversing Falls restaurant and Skywalk attraction. The Agency operated a welcome centre at the location.

**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:

Fundy Quay	Public infrastructure construction underway. Developer is finalizing plans for anticipated 2023 spring construction.
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. For example, providing economic impact assessment to support successful funding request for Saint John Theatre Company’s reimagination of the Sydney Street Courthouse.

Platform Partners:

GNB  
 ONB  
 YSJ

City of Saint John  
 Member Municipalities  
 Developers

6. ENTREPRENEURSHIP & INNOVATION

- The role of the Agency is to be a navigator to support startup, entrepreneurs, and businesses to gain the supports needed to assess, build, and grow their business. The agency has mapped the landscape for programs and funding that will allow direct and tailored care for each client.

**Platform Activity:**

Tucker Park 2.0	<p>IHI:</p> <ul style="list-style-type: none"> <li>Agency is collaborating with UNB to assist with project stewardship, socialization, marketing, and sales support, and access to capital.</li> </ul> <p>Health &amp; Technology District:</p> <ul style="list-style-type: none"> <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> <li>Partnering with innovation players on business development opportunities.</li> </ul>
Reimagination of BlockOne	Partnering with UNBSJ on the reimagination of BlockOne.
InnovateNB Celebration	Sponsoring and co-hosting the InnovateNB Celebration with provincial innovation players. This inaugural event will be hosted in our region November 22, 2022.
Impact Loans	Continuing to promote and manage the Impact Loan program.

**Platform Partners:**

UNBSJ  
 ConnexionWorks  
 TechImpact  
 McKenna Institute

Propel ICT  
 NBIF  
 ONB

7. 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	The Agency developed a growth value proposition for Air Canada that was shared with strategic partners. Discussions are ongoing and resulted in a meeting in the Saint John region with Air Canada and The Chamber in September.
Onboarding New Residents	<ul style="list-style-type: none"> <li>• Helping align, scale, foster collaboration, raise awareness, and invest in connector programs.</li> <li>• Kicked off sprint platform with Fusion to collaborate and engage with emerging leaders.</li> <li>• Began scoping process to document the optimal navigation journey and no-wrong door approach to onboarding into the community.</li> <li>• Supported international student Welcome Events for the region in September.</li> </ul>
Immigration	<ul style="list-style-type: none"> <li>• Exploring a dynamic technology-based solution that will respond as an intake tool, service navigator, referral, and connection service for newcomers.</li> <li>• Collaborating with the City of Saint John to support alignment of City’s Immigration Strategy with regional and provincial immigration strategies.</li> <li>• Hosting exploratory calls in partnership with the Province to promote the Saint John region as a destination of choice.</li> </ul>
Affordable Housing	Provided input to City of Saint John Affordable Housing Strategy.
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

8. PLACE BRAND

- Developing a stronger place brand for the region is one of the Agency's 10-year outcomes. Ultimately our community is highly regarded, and our residents and businesses are proud ambassadors.
- Our goal was to develop a distinct, authentic, memorable representation of the Saint John region -- the aspirational "North Star" that captures hearts and minds, enlisting supporters, attracting investors, and motivating those who can activate growth.
- The place brand is the paramount brand element in the Envision Saint John positioning ecosystem, living in balance with the agency and destination brands.
- Its purpose is to set out the defining character of the region and attract attention from students, those looking for career opportunities, emigrating to Canada, seeking investment opportunities, or relocating/establishing a business enterprise.

Platform Activity:

Market Research - Benchmark	Envision Saint John hired Narrative Research to establish a baseline of perception of the Saint John Region.
Roadshow	The Agency rolled out the region's new place brand to municipal councils and strategic partners to enlist support and socialize the new brand before its official launch.
Campaign	The Agency rolled out the Saint John Region's new brand promise - Always Moving Forward -- through a pride of place marketing campaign that focuses on the region's proven track record of forward-thinking and strong determination for future growth. <ul style="list-style-type: none"> <li>• The campaign focuses on quality of life, career opportunities, growth, and development.</li> <li>• Tactics includes digital, social, radio, sponsored stories, and transit advertising as well as billboards and grassroots activations including decals and stencils showcasing The Saint John Region - Always Moving Forward.</li> </ul>
'Look Book' - Film Industry	The Agency has developed a 'Look Book' for the region to pitch for film and TV productions in support of our local partners.