

2025
TO
→ 2030

ENVISION
Saint John
THE REGIONAL GROWTH AGENCY

STRATEGIC PLAN



THE SAINT JOHN REGION IS ALWAYS MOVING FORWARD.



INTRODUCTION

Our region has much to offer a rapidly changing world. We are a global gateway with unmatched transportation and logistics opportunities. We have the most diverse set of energy assets in Canada, a strong post-secondary education sector, and are home to multiple global headquarters and a talented and educated workforce. These assets are complemented by a supportive, innovative, and entrepreneurial business community and aligned municipalities who share a common vision for the region.

The Saint John Region offers a remarkable quality of life that is attractive to many - short commutes, more attainable housing than most urban settings, an exciting and engaging urban core, and readily accessible suburban and rural communities, with easy access to nature.

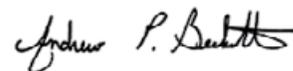
The Saint John Region's distinctive qualities create an equally compelling proposition for both residents and visitors. A thriving tourism sector strengthens our community by supporting local businesses, preserving our historic architecture, enhancing cultural venues, and creating diverse employment opportunities. The economic benefits of tourism flow directly into improved amenities, expanded services, and enriched cultural programming that elevate quality of life for everyone who calls our region home.

Yet despite the growth, progress, and collaboration we have seen in our community since Envision Saint John's founding in 2021, there is, of course, still much to be done to ensure the Saint John Region is realizing its full potential. It calls for more focus, more collaboration and more discipline in tackling the opportunities that will yield the best results – the region needs to be growth-ready.

Bringing new levels of growth and prosperity to the Saint John Region requires collective effort. Envision Saint John plays a coordinating role, working with our municipal partners and convening relevant stakeholders to tackle the challenges and opportunities that face our community. This Strategic Plan provides the overall strategy for the organization and is intended to ensure that Envision Saint John's mission and vision for our community over the next five years is clear to all stakeholders.



AL WALKER
BOARD CHAIR



ANDREW BECKETT
CEO

**ENVISION SAINT JOHN PLAYS A COORDINATING ROLE,
WORKING WITH OUR MUNICIPAL PARTNERS AND
CONVENING RELEVANT STAKEHOLDERS TO TACKLE
THE CHALLENGES AND OPPORTUNITIES THAT FACE
OUR COMMUNITY.**

THE SAINT JOHN REGION'S VALUE PROPOSITION

THE SAINT JOHN REGION IS ALREADY AN ATTRACTIVE PLACE TO LIVE, WORK, AND VISIT.



A STRATEGIC LOCATION

A global gateway offering an intermodal transportation and logistics hub with three class-one rail lines, an airport, and a highway system, all located one hour from the U.S. border.



THRIVING BUSINESS ECOSYSTEM

A business-friendly environment with the rapidly growing Port Saint John, strength in shipping/logistics, energy, advanced manufacturing, information technology, and tourism, and coordinated efforts to expand the renewable energy and health technology sectors, along with a supportive and growing entrepreneurial ecosystem.



SKILLED AND ADAPTABLE WORKFORCE

A motivated and skilled workforce, with post-secondary institutions like the University of New Brunswick Saint John and the New Brunswick Community College ensuring a pipeline of skilled graduates.



DIVERSE CAREER OPPORTUNITIES

Home to a dynamic and diverse labour market that offers compelling opportunities across established and emerging sectors, creating rewarding career pathways for executives, professionals, entrepreneurs, academics, skilled trades, and healthcare professionals, among others.



OUTSTANDING QUALITY OF LIFE

Attainable housing and short commutes, natural beauty and recreation, and a mix of urban, suburban, and rural communities to offer a perfect fit for any desired lifestyle.



ATTRACTIONS AND CULTURE

Located on the Bay of Fundy, home to the worlds' highest tides, rich with history, culture, live entertainment, and unique architecture.



ENVISION SAINT JOHN'S ROLE



Envision Saint John is the Saint John Region's lead economic development and visitor attraction agency, tasked with sustainably growing our economy and population. We are governed by an independent Board of Directors and actively supported by the municipalities that are our key funding partners - Saint John, Quispamsis, Rothesay, Grand Bay-Westfield, Hampton, Fundy-St. Martins and the Fundy Rural District.

One defining reality for the work of Envision Saint John is that our region is a community of communities - the needs of the municipalities that make up our region are not uniform. A singular, undifferentiated approach to growth will inevitably fail. Envision Saint John recognizes this reality and reflects it in our work every day.

While the City of Saint John is clearly the region's economic engine, each community supported by Envision Saint John represents a unique location with distinct economic capabilities, cultural identities, and aspirations. Success demands moving beyond geographic boundaries, creating flexible economic development frameworks that recognize local distinctiveness as a fundamental strength rather than a challenge to be overcome.

Envision Saint John is a convener, bringing together diverse stakeholders to develop a shared economic vision. We function as an economic intelligence hub, gathering and interpreting economic data that informs strategic decision-making. We work as an innovation accelerator,

creating platforms and support mechanisms that help businesses and entrepreneurs startup and scale up. We are storytellers, crafting compelling narratives that attract visitors and new residents and reveal the region's economic potential to local, provincial, national, and international audiences.

Envision Saint John is one player in an ecosystem focused on transforming the Saint John Region's economy. Working collaboratively with stakeholders, Envision Saint John turns economic strategies into actionable initiatives that can be implemented across the region. Building on our collective strengths, we are leveraging global opportunities and charting new interconnections between educational institutions, businesses, governments, and community organizations.

Envision Saint John is focused on bringing growth to our region, but it must be the right kind of growth. We live in a community, not just a GDP total. The growth we will bring will create jobs and add to our tax base while simultaneously enhancing the quality of life for those who are lucky enough to live here.



MISSION, VISION AND VALUES

For an organization like Envision Saint John, mission, vision, and values represent far more than words languishing in a dusty employee manual - they are the fundamental strategic DNA that guides organizational behavior, shapes strategic decision-making, and creates a cohesive narrative of collective purpose.

The framework provided by our mission, vision, and values is a practical strategic tool, helping:

- Align stakeholder efforts
- Guide and align employee efforts
- Support complex strategic decision making
- Build trust with stakeholders
- Provide constancy during periods of change

→ MISSION

We drive **strategic, robust, and sustainable economic growth**, attracting visitors, people, business, and investment to the Saint John Region while enhancing our enviable quality of life.

→ VISION

Envision Saint John **unites the voices, values, and vision of our community**, serving as the trusted steward of the Saint John Region's economic evolution and shared success.

→ VALUES

Organizational values represent Envision Saint John's fundamental principles that guide the organization's behavior and decision-making and define how we approach our work. This includes:

1. **BALANCED AND SUSTAINABLE** we take a balanced and sustainable approach to driving growth, ensuring it reflects the priorities of our municipalities and leads to our region being a better place to visit, live, work, and invest.
2. **ENTREPRENEURIAL** we are agile and responsive, ready to capitalize on opportunities and challenges.
3. **INCLUSIVE AND COLLABORATIVE** we include many stakeholders and deliver prosperity in each community in our region. We are committed to equity and inclusion and that will be reflected in the way we do our work.
4. **IN-SERVICE** we serve the community and work with others to create the conditions for success.
5. **INTEGRITY** we believe in transparency and informed decision making.

ENVISION SAINT JOHN'S STRATEGIC PILLARS





Envision Saint John's strategic approach is built on a comprehensive foundation of integrated regional plans that together create a framework for economic transformation. By coordinating consultations and leading the development of the region's Economic Development Strategy, Immigration Strategy, Talent Strategy, and Tourism Master Plan, Envision Saint John has established a coordinated methodology to address critical aspects of regional growth and development.

These foundational plans represent not just organizational directives but collective regional commitments that align diverse stakeholder capabilities toward shared objectives. The plans create natural synergies that inform Envision Saint John's strategic pillars, ensuring that initiatives across pillars reinforce each other and create cumulative impact. This approach transforms strategic planning from a periodic exercise into a responsive process that continuously adapts to evolving regional needs and economic conditions.

AS THE REGIONAL GROWTH AGENCY, ENVISION SAINT JOHN'S STRATEGIC PILLARS ARE - BY NECESSITY - OVERLAPPING AND INTEGRATED. OUR FOCUS WILL BE ON THE FOLLOWING STRATEGIC PILLARS FROM 2025 TO 2030:

01. **GROWTH
READINESS**

02. **TALENT ATTRACTION
AND RETENTION**

03. **BUSINESS ATTRACTION,
RETENTION, AND
EXPANSION**

04. **VISITOR
ATTRACTION**

PILLAR ONE

GROWTH READINESS



Growth readiness is about our intentionality as a region in charting a future that is desired and sustainable. The product of this growth readiness approach is not just economic growth, but a fundamental transformation of the region's economic potential. It creates opportunities that allow the Saint John Region to move from a position of perceived economic limitation to one of strategic possibility, and from a mindset of scarcity to one of abundance. Growth readiness includes future-back strategies to address key regional considerations such as our labour force, housing, healthcare recruitment and retention, business and investment attraction, and strategic real estate development, among others.

Success demands formal and informal collaboration mechanisms that bridge traditional organizational boundaries. By developing targeted intervention strategies, specialized talent pipelines, investment attraction intelligence and strategy, and innovation support platforms, we will help build an environment that allows diverse stakeholders to collectively respond to economic opportunities. This approach recognizes that economic development is not a linear process but rather a journey of continuous adaptation. The focus on building adaptive capabilities ensures the region can evolve proactively, maintaining competitive advantages in an increasingly complex global economy.

OUR ROLE

Envision Saint John's role is to create a proactive framework that allows the region to anticipate economic shifts rather than merely reacting to them, transforming potential vulnerabilities into strategic advantages. This includes creating infrastructure that supports continuous learning, technological adaptation, market intelligence, and strategic flexibility across multiple economic sectors. We will undertake targeted strategies that address systemic barriers, develop required talent pipelines, identify priority industry sectors, create innovation support platforms, and build collaborative frameworks that enable businesses, educational institutions, and community organizations to rapidly respond to emerging economic opportunities. These efforts go beyond traditional economic development approaches, focusing on building adaptive capabilities that allow the entire regional economic system to evolve continuously.





OUR FOCUS

- Creating a **SHARED VISION FOR GROWTH** in the Saint John Region
- **BEING A CONVENER**, bringing together relevant stakeholders in pursuit of desired growth
- **ANTICIPATING AND PREPARING** for looming economic, technical, and social changes, ensuring the region is prepared to proactively adapt
- Building **PUBLIC AWARENESS AND SUPPORT** around the potential for growth
- Serving as an **INFORMATION HUB**, providing economic intelligence, asset mapping, inventories of land and commercial space, and other relevant data to support business formation and growth

DESIRED REGIONAL OUTCOMES

- There is **SEAMLESS COLLABORATION**, with stakeholders aware of opportunities and working together to realize the region's potential
- The Saint John Region **DEMONSTRATES ADAPTABILITY AND RESILIENCY** in the face of economic disruption, with an ingrained ability to pivot in response to new opportunities and threats
- There is **CLEAR TALENT PIPELINES** established where employers know where to go to access the talent they need, and job seekers know where to find jobs
- The region has clear systems and supports that **ATTRACT AND RETAIN NEWCOMERS**
- There is a continuing **ATTITUDINAL SHIFT** where our residents see the value that the region offers the world as well as the value in attracting new growth

PILLAR TWO

TALENT ATTRACTION AND RETENTION

Talent attraction begins with reimagining the regional narrative. The Saint John Region will position itself as a forward-looking community that offers more than just employment—it must become a destination of choice for ambitious professionals seeking meaningful opportunities, high quality of life, and exceptional personal and professional experiences. This means crafting and sharing a compelling story that highlights the region’s unique blend of heritage, culture, natural beauty, innovative spirit, and economic opportunity.

It is clear the talent attraction and retention strategy must also address housing, affordability, access to healthcare, and quality of life, underscoring the interconnectedness of the region’s efforts. This means developing innovative housing solutions, supporting community development that creates diverse living environments, and ensuring that the economic opportunities are matched by high quality personal and community experiences.

OUR ROLE

Envision Saint John recognizes that talent attraction is far more than recruitment—it is about creating a comprehensive regional narrative that positions Saint John as a destination of choice for the various types of professionals that will support the growth of our community. By developing integrated strategies that simultaneously address professional opportunities, community infrastructure, and personal development, Envision Saint John will create a compelling value proposition that extends far beyond traditional economic incentives.

Envision Saint John will develop collaboration mechanisms that connect educational institutions, businesses, community organizations, and government organizations into a unified talent development platform. This involves creating specialized workforce training programs aligned with emerging opportunities, developing industry-academic partnerships that support continuous learning, and supporting the creation of digital and physical infrastructure that supports professional mobility and innovation. We are a convener, bringing together relevant parties to identify skill gaps, develop strategies, and create support mechanisms that allow businesses to access talent while providing professionals with exceptional career opportunities.



OUR FOCUS

- **CONVENING AND BUILDING FORMAL COLLABORATION** amongst key stakeholders focused on attracting and retaining skilled talent
- Creating a dynamic workforce ecosystem that ensures **RESIDENTS REMAIN COMPETITIVE WHILE ATTRACTING NEW TALENT AND BUSINESSES**
- Ensuring **LOCAL EDUCATIONAL INSTITUTIONS ARE FULLY ALIGNED** with upcoming job opportunities and growth sectors
- Enhancing **LOCAL PRIDE-OF-PLACE** to ensure more residents are proud ambassadors of the region
- **PROVIDING DATA-BACKED INSIGHTS** on the local labour market and future needs to support local employers, governments and others
- **SUPPORTING EFFORTS TO ADDRESS QUALITY OF LIFE** issues related to housing, transportation, healthcare, recreation, and others that impact and resident attraction and retention

DESIRED REGIONAL OUTCOMES

- The Saint John Region is a **MAGNET FOR TALENT**, attracting both employers of choice and people seeking strong career opportunities
- The region is home to a **DIVERSE LABOUR MARKET** with occupations that match skills and offer strong career progression pathways
- **RESIDENTS ARE WELL AWARE OF THE EMPLOYMENT AND ENTREPRENEURIAL OPPORTUNITIES** that exist in the Saint John Region
- There is an **INCREASE IN COLLABORATION BETWEEN BUSINESS AND EDUCATIONAL INSTITUTIONS** to better prepare individuals for career success
- **ENHANCED FORMAL PROFESSIONAL DEVELOPMENT TRAINING** is available from the University of New Brunswick Saint John and the New Brunswick Community College that is aligned with key sectors and business needs as well as individual career growth trajectories
- The region is **MORE WELCOMING**, and it has become **EASIER FOR NEWCOMERS TO SETTLE**, find housing and healthcare, and build a life in the Saint John Region

PILLAR THREE

BUSINESS ATTRACTION, RETENTION, AND EXPANSION



Success in retention and expansion of local businesses requires moving beyond traditional business support models to create an adaptive, interconnected environment that actively nurtures business potential. Business retention and expansion (BRE) is not a straight line but rather has many ups and downs. For existing businesses in the Saint John Region, from the smallest startup to the largest industry, retention strategies must address multiple factors. This includes providing comprehensive support services that attract employers and help businesses navigate technological change, access talent, develop innovative capacities, and overcome specific operational challenges. The region must create flexible support mechanisms that can rapidly respond to individual business needs, identifying potential strategic partners, technical assistance, and offering business strategy guidance.

A number of factors including climate change, the pandemic, and shifting geopolitical landscape are improving the Saint John Region's position for industrial investment. The energy transition movement, industrial land scarcity, reshoring/ friend shoring and the importance of a resilient supply chain all contribute to the region's value proposition. Attracting industrial investment to the region demands a deep understanding of our competitive advantages in sectors with the most growth opportunity, as well as the value proposition we offer these sectors. We must ensure our region is ready to accommodate growth and that the team focused on investment attraction – including our provincial and federal partners – conveys a shared narrative and approach to attract the desired investment.

OUR ROLE

Envision Saint John serves as a strategic catalyst, developing comprehensive support mechanisms that address the entire business lifecycle—from startup formation through scale up to international expansion. We create an integrated support platform that connects businesses with critical resources, talent, infrastructure, and strategic opportunities.

Envision Saint John also provides support for investment attraction activities. We work with key partners like Opportunities New Brunswick, Invest in Canada, and Saint John Industrial Parks to better understand strategic opportunities, identify target sectors, and evaluate the infrastructure needed to be growth ready. We work closely with these partners to engage international businesses, providing the business case for investing in the Saint John Region and collaboratively moving opportunities forward.

Access to capital represents another dimension of business retention and expansion. While Envision Saint John is not in the business of providing direct subsidies to established businesses, the region must collaborate to attract capital to support business growth.

As a convener, Envision Saint John develops mechanisms that link businesses with educational institutions like the University of New Brunswick Saint John or the New Brunswick Community College, government organizations, technology platforms, and financial resources. This means building out our targeted industry clusters,

developing investment attraction strategies, and building support frameworks that reduce operational barriers and create competitive advantages for businesses choosing to locate or expand in the Saint John Region. Our economic intelligence helps businesses understand regional strengths and emerging opportunities. By acting as a strategic connector, Envision Saint John transforms traditional economic development approaches into responsive platforms that actively support business potential.



OUR FOCUS

- **TARGETING SECTORS WITH THE MOST OPPORTUNITY FOR GROWTH** energy, health and information technology, transportation and logistics, and tourism
- Working both directly and collaboratively with key partners on **INVESTMENT ATTRACTION** to create jobs and new tax base
- **ACTIVELY SUPPORTING ENTREPRENEURS** through training and development, access to funding, business planning and support navigating services available in the Saint John Region
- Establishing the Saint John Region as a **DESTINATION FOR BUSINESS INVESTMENT**
- **CAPITALIZING ON OPPORTUNITIES FROM STRATEGIC INFLECTION POINTS**, particularly rapid growth at Port Saint John, the ongoing energy transition, and innovation in health-tech
- Supporting local businesses through **MENTORSHIP, STRATEGIC ADVICE, AND UPSKILLING**
- **PROVIDING RESEARCH AND DATA SUPPORT**, as part of our **ECONOMIC INTELLIGENCE ROLE**, on key opportunities and the competitive environment to local businesses and those planning to establish a presence in the region

DESIRED REGIONAL OUTCOMES

- The **VALUE PROPOSITION OF THE SAINT JOHN REGION IS CLEARLY ARTICULATED** and widely understood
- **INVESTMENT ATTRACTION** delivers large **NATIONAL AND INTERNATIONAL OPERATIONS** to the Saint John Region.
- There are **MORE SMALL & MEDIUM ENTERPRISES (SMES)** launched and thriving in the region
- There is a **ROBUST, DATA-BACKED PIPELINE OF INVESTMENT ATTRACTION OPPORTUNITIES** in our targeted sectors
- Employers have access to a **HIGHLY SKILLED WORKFORCE**
- Envision Saint John is **SEEN AS A TRUSTED PARTNER AND ADVISOR** to local entrepreneurs, business leaders, and government partners

PILLAR FOUR

VISITOR ATTRACTION



The Saint John Region has been an impressive tourist destination for many years. People are drawn to our spectacular natural environment, the historic uptown core with its dining, shopping and entertainment options, and the diverse attractions and recreational opportunities in the communities and rivers that surround the city centre. Tourism is a vital industry in the region and is one of the clusters with the most opportunity for growth.

Global travel patterns are changing. People want more authentic and personalized experiences, something the Saint John Region is well positioned to capitalize on. Visitor attraction is about creating connections—between visitors and place, between cultural heritage and contemporary innovation, and between natural beauty and human stories. For the Saint John Region, this means transforming tourism from a transactional experience to a deeper engagement that invites visitors to become part of the region’s ongoing story.

The development of the Saint John Region as a premier tourism destination creates a powerful ripple effect that enhances quality of life for all residents. As visitor experiences are enhanced through new attractions, cultural venues, restaurants, and recreational facilities, locals gain access to a richer array of amenities and activities that make everyday life more vibrant and engaging. The economic impact of tourism drives investment in infrastructure, public spaces, and cultural programming that residents can enjoy year-round, while also supporting local businesses that contribute to the region’s distinctive character and vitality. Tourism development also catalyzes a virtuous cycle of regional enhancement that extends far beyond visitor experiences. Increased tourism creates jobs, stimulates entrepreneurial opportunities, and generates revenue that supports public services and community development.

OUR ROLE

Envision Saint John recognizes that modern visitor attraction extends far beyond only promoting scenic attractions or historical sites—rather, it involves creating a compelling, multidimensional narrative that showcases the region’s distinctive character, unique history and culture, and authentic experiences. By developing integrated strategies and promotional campaigns that connect cultural heritage, natural beauty, and economic dynamism, we create a visitor proposition that is attractive and compelling to our defined traveller segments.

Envision Saint John brings together tourism operators, cultural institutions, hotels, restaurants, recreation providers, transportation providers, and a range of community stakeholders into a unified visitor experience ecosystem. We focus on infrastructure support, developing digital storytelling and engagement platforms and supporting the creation of new tourism products and better visitor experiences. As a convener, we strive to overcome operational barriers, creating coordinated marketing approaches, and developing support mechanisms that enhance the overall visitor experience. In addition, our economic intelligence helps tourism stakeholders understand visitor trends, develop targeted attraction strategies, and continuously innovate the regional visitor offering. By evolving visitor attraction from a transactional process into a series of meaningful experiences, Envision Saint John positions the region as a destination that is much more than just a place to visit.



OUR FOCUS

- **RAISING AWARENESS OF THE SAINT JOHN REGION AS A DESTINATION** on a global level through innovative marketing strategies
- Convening stakeholders to support **ENHANCED TOURISM PRODUCT DEVELOPMENT AND GREATER INTERCONNECTIONS BETWEEN ATTRACTIONS**
- **ENHANCING PLACEMAKING** by leveraging the Saint John Region's unique blend of coastal heritage, natural assets, and urban character
- **PROMOTING RECREATIONAL ASSETS** and destinations across the region
- Serving as the **VOICE OF THE VISITOR** in local planning efforts
- Ensuring **RESIDENTS ARE AWARE** of the many attractions that make the Saint John Region a compelling place to visit

DESIRED REGIONAL OUTCOMES

- The Saint John Region is recognized as a **VIBRANT, FOUR-SEASON TOURIST DESTINATION**
- **THERE ARE NEW TOURISM PRODUCTS AND EXPERIENCES** enhancing the region's offering, particularly those related to the Bay of Fundy and our rivers
- There is **INCREASED COLLABORATION BETWEEN TOURISM OPERATORS** in the region
- There is a **FULSOME CALENDAR OF FESTIVALS AND EVENTS** that attract both visitors and residents
- Our visitors enjoy their time in the Saint John Region so much they **BECOME ACTIVE AMBASSADORS**
- **LOCAL RESIDENTS BECOME ENTHUSIASTIC CHAMPIONS** for the Saint John Region as a great place to live and visit

STRATEGIC ENABLERS

TO ACHIEVE THE GOALS SET OUT IN ITS STRATEGIC PLAN, ENVISION SAINT JOHN RELIES ON FOUR SUPPORTING STRATEGIC ENABLERS THAT ARE INTEGRAL TO WHAT WE DO AS AN AGENCY:

1. REGIONAL PLANNING FRAMEWORK

A key function of Envision Saint John is bringing stakeholders across the region together to build and maintain regional growth plans. We have worked collaboratively to develop the regional Economic Development Strategy, Immigration Strategy, Talent Strategy, and Tourism Master Plan. Envision Saint John is tasked with leading the development of these plans and sustaining them over time as circumstances evolve. These plans include detailed action plans that ensure the community is aligned in its priorities and collective efforts.

2. MARKETING AND COMMUNICATIONS

Marketing and communications plays a central role in visitor attraction, defining and building the Saint John Region's destination brand. It is equally important in creating the narrative that supports population growth, talent attraction and retention, and business attraction, retention and expansion. By crafting and communicating messaging that tells the region's unique economic story, Envision Saint John creates a powerful platform for attracting talent, stimulating investment, and building collective regional confidence.

3. ECONOMIC INTELLIGENCE

By systematically collecting, analyzing, and interpreting complex economic data, economic intelligence provides Envision Saint John's team and stakeholders with a deep understanding of regional economic dynamics, emerging trends, competitive positioning, and potential opportunities. Going beyond traditional data collection, this includes contextual analysis that reveals underlying patterns, interconnections, and potential trajectories of economic development across industry sectors and geographic locations.

4. STAKEHOLDER RELATIONS

Stakeholder relations for Envision Saint John represent a strategic commitment to building a truly collaborative approach to economic growth. It includes ongoing consultations, liaison with municipalities and other key stakeholders, and a deep connection to the local business community. Each stakeholder is viewed not as a passive recipient of economic development strategies, but as an active co-creator of regional economic potential.



REGIONAL KEY PERFORMANCE INDICATORS

A recurring challenge facing every economic development agency is the attribution of growth. It would not be accurate nor appropriate for Envision Saint John to claim credit for any specific investment decision, even as we may play a meaningful role in the process. The reality is that it is not possible – nor advisable – to suggest there is a one-to-one correlation from our efforts to the overall regional outcomes. Growth in our region requires the involvement and support of many players.

Still, what gets measured gets managed. We will track the results that matter most – those that directly impact people and municipalities in our region to clearly illustrate our region’s momentum. We will measure the region’s progress through the following key performance indicators (KPIs):

1. **JOB CREATION:** TOTAL NUMBER OF NEW JOBS AND NUMBER OF NEW JOBS BY TARGET SECTOR
2. **WEALTH GENERATION:** MEASURING YEAR-OVER-YEAR MEDIAN HOUSEHOLD INCOME GROWTH
3. **NEW RESIDENTS:** NUMBER OF NEW RESIDENTS YEAR-OVER-YEAR
4. **NEWCOMERS RETAINED:** NUMBER OF NEWCOMERS RETAINED YEAR OVER YEAR
5. **HOUSING STARTS:** NUMBER OF NEW HOUSING UNITS CREATED
6. **EDUCATIONAL ATTAINMENT:** TRACKING YEAR-OVER-YEAR EDUCATIONAL ATTAINMENT GROWTH
7. **INDUSTRIAL GROWTH:** TRACKING THE VALUE OF INDUSTRIAL BUILDING PERMITS YEAR-OVER-YEAR
8. **VISIT NIGHTS:** NUMBER OF OVERNIGHT VISITS YEAR-OVER-YEAR

INTERNAL MEASUREMENT FRAMEWORK



Envision Saint John will use the following internal measurement framework to ensure our efforts are focused on moving the needle on these regional KPIs:



Envision Saint John, as part of our annual budgeting process, will develop clear and focused work plans, tied directly to our strategic pillars. Outcome measures will be established and reported on annually for all service areas. In addition, quarterly activity updates will be provided.



CONCLUSION

The Saint John Region is Always Moving Forward, confident in our people and in what we offer the world.

Envision Saint John: The Regional Growth Agency is a symbol of a community united - we have reached new levels of collaboration in our community - between municipalities, the private sector, educational institutions and many more key players. That collaboration is vital for collective success. We are all united in our belief

that a more innovative, inclusive, and prosperous Saint John Region is achievable.

Envision Saint John's strategic plan for 2025 to 2030 highlights how we will move toward the future, attracting people and growth that will make this an even better place to visit, live, work and invest.



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