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In accordance with the Master Service Agreement with the Fundy Region Service Commission (FRSC), Envision Saint John is required to submit its operating budget and a four-year forecast (a five-year rolling budget) by the end of June each year.

This document includes:

- 2025 Operating Budget with comparisons to prior year budget and projections.
- Summary salary comparisons for the 2024 and 2025 fiscal periods.
- Five year rolling budget 2025-2029.

The following narrative provides details related to the budget requests.

## **OVERVIEW**

The 2025 operating year will be the fifth year of full operations for the Agency. The core service activities are now well defined and operating costs are much more stable and predictable. The only significant operational change for 2025 will be the addition of responsibilities for administration of the contract with IRCC for work associated with the Local Immigration Partnership.

Commencing in the Fall of 2024 the Agency will embark on developing a new Strategic Plan. This Plan will be informed by the work that is currently underway associated with the development of a Regional Economic Development Plan, a Tourism Master Plan and a Regional Immigration Strategy. Funding has been set aside in the draft 2025 budget to support the development of the Agency's Strategic Plan and initial implementation activities.

## **OPERATING FUNDING AND REVENUES**

Overall Operating Funding and Revenues are budgeted to be \$6,046,159, an increase of \$470,991 over the 2024 budget year. This increase is comprised of the following:

### **Government Funding** - increase of \$646,965

- Funding from the FRSC will increase by \$187,965 in accordance with the Master Service Agreement.

- “FRSC-other” is budgeted at \$50,000. This is funding we receive to support recruitment activities for healthcare professionals.
- Provincial funding is budgeted at \$1,050,000, an increase of \$175,000 over the prior year. The increase is a result of budgeting for the full contract amount of \$1,000,000 from PETL related to workforce development and population growth activities. There is a component of this funding that is contingent on achieving certain established targets. We are advised of the status of the contingent amount in March of each year. If for any reason the contingent amount is reduced there is sufficient time to reduce planned expenditures. We have also budgeted \$50,000 for tourism related activities. This funding has been received annually for the past few years and is expected to continue.
- Federal funding from IRCC is budgeted at \$234,000. This represents the funding associated with the Agency taking over responsibility for the activities of the Local Immigration Partnership from the City.

**Destination Marketing Fee** revenue has been budgeted to increase by \$26,544 (2%). This increase is deemed reasonable based on historical occupancy rates and anticipated room rate increases.

**Other Income** is budgeted to be zero in 2025, a reduction of \$221,725 from the previous year. The budgeted amount in 2024 related to the last lease incentive payment associated with the Agency’s office space.

**Defined Projects Reimbursements** are budgeted to be \$41,440 higher than in 2024. The increase is as a result of recovery of administration costs associated with the LIP Program.

**Rental Income** is budgeted to be \$6,000 lower than 2024 due to a decrease in external rentals of surplus space.

## **OPERATING EXPENSES**

Overall Operating Expenses are budgeted to be \$6,046,159, an increase of \$470,991 over the 2024 budget year. An overview of the planned operational activities in each of the core service areas is attached as Appendix A.

**Administration** expenses has been budgeted to increase slightly by \$6,170. Rental costs for the Agency’s Office space are increasing as we enter into the final year of our lease. This increase is offset by reductions in staffing costs with the elimination of some senior positions.

**Tourism Promotion** expenses are budgeted to increase by \$51,433 as a result of inflationary impacts on costs.

**Economic Intelligence and Real Estate** expenses are budgeted to increase by \$80,401. This increase relates to the addition of an Investment Attraction/Data Coordinator position. This position was added in 2024 with funding coming from reduction of salary expenses in Administration area.

**Population Growth and Workforce Development** expenses are budgeted to increase by \$208,428. The increase relates to costs associated with the Local Immigration Partnership which are offset by the additional revenues from IRCC noted above.

**Entrepreneurship and Business Development** expenses are budgeted to increase by \$124,559. The increase is attributable to planned activities associated with Business Retention and Expansion.

#### **FOUR YEAR FORECAST**

The four-year forecast amounts have been developed by applying a 2% inflationary component to expenses. This is deemed to be a reasonable assumption based on the stability of the Agency's operations.

## **APPENDIX A**

### **ENVISION SAINT JOHN: THE REGIONAL GROWTH AGENCY**

2025 Operational Activities

#### **TOURISM PROMOTION:**

Total Budget - **\$2.2Mil**

Non-Salary Expenditures - **\$1.5Mil**

Marketing Campaigns (\$780K):

- Promoting the Saint John Region to target markets of highest affinity, based on research, to position the Saint John Region as THE maritime bay-cation destination:
  - o Layered, targeted, digital, leisure campaign in the Maritimes and Ontario focused on both awareness and conversion tactics.
  - o Guerilla campaign tactics to further showcase our region in new and unique ways
  - o Additional partnership campaigns in New England (more expensive) and Quebec (newer target market for us) with Tourism New Brunswick to further our reach and grow awareness in these markets.
- Additional social media campaigns focused on event promotion, seasonal and niche activities.

Strategic Sponsorships and Partnerships (\$310K):

- Supporting local attractions, organizations, and events to increase their reach and raise their awareness.
- This can be financial or in-kind in nature, and in some cases both.

Sales/Travel Media/Travel Trade (\$280K):

- Attending marketplaces and association meetings to sell/promote the region.
- Hosting Familiarization (FAM) Tours/itineraries with individuals/organizations (future business).
- Pitching various aspects of the Saint John Region to interested parties.
- Memberships with strategic associations.
- Additional strategies associated specifically with Meetings & Sport
  - Evaluation and submission of hosting RFPs
  - Site Visits with organizations, planners, and selection committees to help with bid evaluation and final selection.
  - Developing a network of local champions
  - Supporting sports, meetings and events already in market, to help them achieve success.

#### Visitor Collateral, Support, and Services (\$130K):

- Updating and printing visitor-facing collateral as required to ensure the most up-to-date representation of the region.
- Providing in-person training to our Welcome Ambassadors, and online training to front-line staff throughout the region, to ensure both are able to provide guests with accurate and up-to-date information.
- Actively pursuing an ongoing dialogue with operators to ensure we are providing support and meaningful opportunities for visibility on a local, national, and international scale.
- Membership with strategic associations (TIANB, TIAC, etc.)

### **ECONOMIC INTELLIGENCE AND REAL ESTATE**

Total Budget - **\$684K**

Non-Salary Expenditures - **\$240K**

#### Economic Intelligence (\$150K):

- The Economic Intelligence Service will continue to be an internally supportive service for the agency, managing the data products, services, and programs that helps many of the agency's services operate and measure success.
- The service will also continue to grow its external impact through the continuous improvement of the regional growth dashboard, providing client services such as custom data analyses and economic impact assessments, as well as providing economic thought leadership for the region through collaboration with the agency's economist of record and through targeted economic research projects.

#### Real Estate (\$90K):

- The Real Estate Development service has been maturing since its re-establishment in 2023 and helps to address a critical bottle neck to the growth of the region. At the core of the real estate service is the project portfolio, which is a support service that works with the development industry to help address barriers to development and increase the quality and quantity of projects proceeding.
- The service will also play a key role in ensuring that the region is investment ready, with a strong focus on understanding the regional land supply and activating sites and projects that have gone dormant.
- While working with local developers will be critical to meeting housing supply challenges, the agency will actively recruit new developers to the region through targeted sales efforts and by providing an agency presence at key events and conferences.

#### Industrial Investment Attraction:

- In 2024, the agency has had considerable success in enhancing its contributions and value add to the industrial investment attraction efforts being undertaken by Opportunities New Brunswick and Invest Canada. Considerable progress has been made in identifying the agency's role in the ecosystem and the opportunities to better promote the region for larger scale investments.
- The Industrial Investment Attraction service (part of the Real Estate Service) will work with key stakeholders such as Opportunities New Brunswick, Saint John Industrial and Invest Canada to court major investments to the region. The agency will play a convening role within the sector and act as a key link between the Federal & Provincial investment attraction efforts, local industrial land development, and broader strategy on the growth of the regions industrial sectors.
- The agency will also continue to improve the regions investment readiness through coordination with landowners in the industrial parks, the preparation of sales materials, and by supporting key partners with the agility of the agency.

#### **POPULATION GROWTH AND WORKFORCE DEVELOPMENT:**

Total Budget - **\$1.17Mil**

Non-Salary Expenditures - **\$906K**

#### Marketing and Communications (\$360K):

- Building on our efforts from previous years, we will continue sharing the Saint John Region Talent Story. In 2025, we will leverage insights gained over the past two years to refine our target focus and develop specific messaging for priority sectors. Additionally, we will enhance our New Resident Onboarding communications tools by further developing the New Resident Navigation Hub and associated communication efforts.

#### Strategic Talent Fund - Partnerships, Youth & Employers Events (\$188K):

- This fund supports the ecosystem by enabling agile responses to specific tactics that align with our Talent Strategy, which includes Data, Measurement & Forecasting, Strategic Recruitment, Harmonization of Supply and Demand, and Employer Readiness. Through this fund, we have been able to support the ecosystem and help the region achieve the labour market macroeconomic targets set in our contract with the Province of New Brunswick.

#### Employers Summit (\$63K):

- Following the success of the 2023 Powered by People Event, we plan to host a new event to bring together the workforce development ecosystem. This event will strengthen existing relationships, foster new collaborations, and facilitate discussions with various stakeholders in a single physical space.

#### Job Developers Network (\$11K):

- We will continue to support this committee, which has been instrumental in coordinating collaborative efforts such as job fairs.

#### Welcome Events / Welcome Centre

- In partnership with post-secondary education institutions and settlement agencies, we will attend and support welcome events for new residents, amplifying our efforts to connect and engage with them.

#### Local Immigration Partnership (\$274K):

- Now incorporated into our operations, this committee, established in 2017, aims to coordinate efforts to facilitate the integration of new residents into the community. With its transition from the City of Saint John to our agency, we plan to expand its scope to cover the entire region.

### **ENTREPRENEURSHIP AND BUSINESS DEVELOPMENT:**

Total Budget - **\$394K**

Non-Salary Expenditures - **\$210K**

#### Promoting & celebrating entrepreneurship as a viable career path (\$13K):

- Ongoing quarterly Growth Stories targeting Impact Loan businesses.
- Hosting entrepreneurship events in partnership with organizations such as UNBSJ MBA, UNBSJ BAS, NBCC, The Chamber etc.
- Visual business spotlights to promote success stories.

#### Scaling the navigation of resources available to new and existing businesses (\$23K):

- Create a new digital business resource navigation tool on the Envision Saint John website.
- Onboarding an online Business Plan creation tool available to anyone in the region looking to build a business plan.
- Marketing support for awareness.

#### Supporting businesses within the ecosystem (\$82K):

- Expand Business Retention & Expansion (BRE) program by increasing the number of businesses deployed to ESJ team.
- Local Chamber of Commerce partnerships.

Business Attraction (\$92K):

- Develop key sector value prop & marketing assets.
- Support & familiarization tours for potential opportunities.
- Healthcare recruitment initiatives as part of the FRSC project.
- Work with partners on business investment attraction activities/lift & shifts.



# ENVISION Saint John

THE REGIONAL GROWTH AGENCY

## 2025 Budget

	2023 Actual	2024 Budget	2024 Forecast (to March 31/24)	2025 Budget	2024-2025 Variance	
					Budget	Forecast
<b>Operating Funding and Revenues</b>						
Government Funding						
FRSC	\$ 2,777,026	\$ 2,941,960	\$ 2,941,960	\$ 3,129,925	\$ 187,965	\$ 187,965
FRSC - Other	25,821	-	48,431	50,000	50,000	1,569
Provincial	1,110,000	875,000	1,008,793	1,050,000	175,000	41,207
Federal-Other	9,327	-	-	-	-	-
Federal-IRCC	-	-	-	234,000	234,000	234,000
	3,922,174	3,816,960	3,999,184	4,463,925	646,965	464,741
Destination Marketing Fees	1,275,741	1,327,200	1,333,026	1,353,744	26,544	20,718
Other Income	10,133	221,725	221,725	-	( 221,725 )	( 221,725 )
Defined Projects Reimbursements	-	4,800	4,730	46,240	41,440	41,510
Rental Income	114,300	114,000	131,400	108,000	( 6,000 )	( 23,400 )
Interest Income	49,008	90,483	90,522	74,250	( 16,233 )	( 16,272 )
<b>Operating Funding and Revenues</b>	<b>\$ 5,371,356</b>	<b>\$ 5,575,168</b>	<b>\$ 5,780,587</b>	<b>\$ 6,046,159</b>	<b>\$ 470,991</b>	<b>\$ 265,572</b>
<b>Operating Expenses</b>						
Administration	1,418,015	1,570,969	1,882,416	1,577,139	6,170	( 305,277 )
Tourism Promotion	1,937,365	2,174,280	2,175,242	2,225,713	51,433	50,471
Economic Intelligence and Real Estate	252,394	603,313	692,642	683,714	80,401	( 8,928 )
Population Growth and Workforce Development	850,170	957,159	975,394	1,165,587	208,428	190,193
Entrepreneurship and Business Development	104,993	269,447	309,641	394,006	124,559	84,365
<b>Total Operating Expenses</b>	<b>\$ 4,562,937</b>	<b>\$ 5,575,168</b>	<b>\$ 6,035,335</b>	<b>\$ 6,046,159</b>	<b>\$ 470,991</b>	<b>\$ 10,824</b>
<b>Net Operating Income</b>	<b>\$ 808,419</b>	<b>\$ -</b>	<b>\$ (254,748 )</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 254,748</b>

# ENVISION Saint John

THE REGIONAL GROWTH AGENCY

## 2024-2025 Budgeted Salaries Comparison

	2024	2025	Variance
Administration	686,652	523,984	( 162,668 )
Tourism Promotion	431,583	511,313	79,730
Tourism Promotion - Visitor Services	218,969	212,459	( 6,510 )
Economic Intelligence and Real Estate	332,104	442,977	110,872
Population Growth and Workforce Development	261,022	259,079	( 1,943 )
Entrepreneurship and Business Development	188,105	184,338	( 3,766 )
	<b>\$2,118,436</b>	<b>\$2,134,151</b>	<b>\$15,715</b>

# ENVISION Saint John

THE REGIONAL GROWTH AGENCY

## 2025 Rolling Budget

	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
<b>Operating Funding and Revenues</b>					
Government Funding					
FRSC	\$ 3,129,925	\$ 3,192,523	\$ 3,256,374	\$ 3,321,501	\$ 3,387,931
FRSC - Other	50,000	51,000	52,020	53,060	54,122
Provincial	1,050,000	1,071,000	1,092,420	1,114,268	1,136,554
Federal-Other	-	-	-	-	-
Federal-IRCC	234,000	238,680	243,454	248,323	253,289
	4,463,925	4,553,203	4,644,268	4,737,153	4,831,896
Destination Marketing Fees	1,353,744	1,380,819	1,408,435	1,436,604	1,465,336
Other Income	-				
Defined Projects Reimbursements	46,240	47,165	48,108	49,070	50,052
Rental Income	108,000	110,160	112,363	114,610	116,903
Interest Income	74,250	75,735	77,250	78,795	80,371
<b>Operating Funding and Revenues</b>	<b>\$ 6,046,159</b>	<b>\$ 6,167,082</b>	<b>\$ 6,290,424</b>	<b>\$ 6,416,232</b>	<b>\$ 6,544,557</b>
<b>Operating Expenses</b>					
Administration	1,577,139	1,608,682	1,640,856	1,673,673	1,707,146
Tourism Promotion	2,225,713	2,270,227	2,315,632	2,361,944	2,409,183
Economic Intelligence and Real Estate	683,714	697,388	711,336	725,562	740,074
Population Growth and Workforce Development	1,165,587	1,188,899	1,212,677	1,236,931	1,261,669
Entrepreneurship and Business Development	394,006	401,886	409,924	418,122	426,484
<b>Total Operating Expenses</b>	<b>\$ 6,046,159</b>	<b>\$ 6,167,082</b>	<b>\$ 6,290,424</b>	<b>\$ 6,416,232</b>	<b>\$ 6,544,557</b>
<b>Net Operating Income</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>