

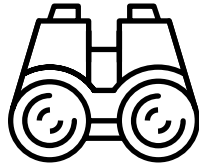


# **WORK PLAN**

2019

A blurred crowd of people in a modern, brightly lit interior space, possibly a lobby or hallway, with a blue overlay. The text "FRAMING OUR FUTURE" is centered in white, flanked by light blue square brackets. The background shows people walking and standing, with their reflections on a polished floor.

**FRAMING OUR FUTURE**



## VISION

Consistent, long-term economic growth for Greater Saint John region.



## AREAS OF FOCUS

Building on our regional strengths, we must focus on workforce development, entrepreneur development, business investment and innovation, and marketing Greater Saint John to grow the economy.



## ALIGNMENT IN ECONOMIC DEVELOPMENT

This is a plan to guide our efforts, but it is meant to be a galvanizing vision and set of goals that impact multiple economic development organizations.



## ACTION

The intentional actions of the plan will drive measurable outcomes towards strategic goals.





# AREAS OF FOCUS



# AREAS OF FOCUS

- 1 WORKFORCE DEVELOPMENT**  
Attract and retain talent to support the growth of our existing companies and attract new companies to our region.
- 2 ENTREPRENEUR DEVELOPMENT**  
Build the Saint John entrepreneurial ecosystem with a focus on scalable start-ups.
- 3 BUSINESS INVESTMENT & INNOVATION**  
Promote the value proposition for investment and support companies in being globally competitive.
- 4 MARKETING GREATER SAINT JOHN**  
Tell the Greater Saint John story to attract people, investment, and support the growth of our companies.

Our work plan identifies four areas of focus required to grow the regional economy and support the City of Saint John's growth agenda.

## STRATEGIC GOALS 2019 – 2021

### INCREASE IN EMPLOYMENT

**2.5% increase per year** (from 62,500\* to 67,305)

### INCREASE IN LABOUR FORCE

**2.5% increase per year** (from 66,600\* to 71,720)

### INCREASE IN GDP

**0.5% greater than provincial GDP**  
(average 1%)

### INCREASE IN CONSUMER CONFIDENCE

**by 1 index point per year** (average of 99.1)

\*Average of the Monthly Seasonally Adjusted Labour Force and Employment Numbers – by Statistics Canada. (2018)



# 1

## WORKFORCE DEVELOPMENT

### THREE-YEAR GOAL

Build an integrated community model that ensures Greater Saint John companies can attract and retain talent.

### YEAR ONE TARGET

Work with 30 companies to fill 350 stagnant jobs (posted for at least 90 days and still unfilled).

### KEY ACTIONS

- Pilot a multi-agency approach to filling unfilled jobs
- Work with targeted employers to increase their effectiveness and intentionality of recruitment, onboarding and retention efforts
- Identify and implement short-term workforce development initiatives and address challenges
- Promote employment opportunities & benefits of living in Saint John and surrounding areas to newcomers, youth, graduates and potential residents

### COLLABORATORS

PETL  
ACOA  
ONB  
UNB  
NBCC  
NBIF  
MUNICIPALITIES  
SETTLEMENT AGENCIES  
TECH IMPACT  
TRAINING SECTOR  
INDUSTRY GROUPS



## 2

# ENTREPRENEUR DEVELOPMENT

### THREE-YEAR GOAL

A strong entrepreneurial pipeline, industry engagement and post-secondary partnerships drive a new level of growth in Saint John start-ups and scale-ups.

### YEAR ONE TARGET

Support the launch of 30 start ups and 60 new jobs.

### KEY ACTIONS

- Enhance existing programs with a focus on start-ups that can scale to \$1 million in sales and 10+ employees
- Develop a best-in-class incubator by partnering more closely with post-secondary institutions, industry, and subject matter experts
- Increase the size of the start-up and expansion loan portfolio
- Build stronger entrepreneurial pipeline by working closely with our post-secondary institutions, by launching a new start-up internship program and growing the High School IDEA Centre

### COLLABORATORS

PETL  
ACOA  
RDC  
UNB  
NBCC  
CONNEXIONWORKS  
BRILLIANT LABS  
ANGLOPHONE-SOUTH SCHOOLDISTRICT  
TECHIMPACT  
NBIF



# 3

## BUSINESS INVESTMENT & INNOVATION

### BUSINESS INVESTMENT

#### THREE-YEAR GOAL

Working closely with ONB, the region has secured significant investment in the Cybersecurity, Energy, Digital Health and Logistics sectors.

#### YEAR ONE TARGET

300 jobs created through investment attraction.

#### KEY ACTIONS

- Define project scope and secure funding for phase I of Innovation District
  - Work with UNB to have MBA program relocate to Uptown Saint John
  - Engage industry on innovation needs and investment opportunities
  - Conduct feasibility study for Logistics Park Lead and/or support regional opportunities in Cybersecurity, Energy, Digital Health and Logistics
  - Lead projects that drive innovation in Industry (Smart & Connected, Catalyst Innovation Program)

### INNOVATION

#### THREE-YEAR GOAL

Public, private & non-profit invested in development of an Innovation District in Uptown Saint John.

#### YEAR ONE TARGET

Develop concept, feasibility & secure partner buy-in for an Innovation District.

#### COLLABORATORS

ACOA  
ONB  
OTHER FEDERAL/PROVINCIAL PARTNERS  
MUNICIPALITIES  
DEVELOP SJ  
SJ ENERGY  
SAINT JOHN ENERGY  
PORT SJ  
CYBER NB  
HORIZON HEALTH  
UNB  
NBCC  
INDUSTRY PARTNERS  
ATLANTICA CENTRE FOR ENERGY  
NBIF  
TECHIMPACT





# 4

## MARKETING THE GREATER SAINT JOHN STORY

### THREE-YEAR GOAL

Positive image of the community and its opportunities internally/externally which leads to more people attracted to living & investing in the region.

### YEAR ONE TARGET

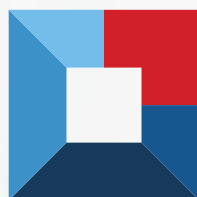
Collaborate with agencies/municipalities to create a shared marketing tool box, complete economic development marketing plan for Greater Saint John & acquire resources to implement the campaign.

### KEY ACTIONS

- Conduct research with our partners to inform the development of a marketing plan
- Access resources and expertise to develop and implement an internal and external marketing campaign
- Deliver consistent communications to community stakeholders on marketing, projects and programming related to areas of focus

### COLLABORATORS

MUNICIPALITIES  
DEVELOP SJ  
DISCOVER SJ  
ONB  
PETL  
UPTOWN SJ  
LOCAL MEDIA  
RESIDENTS



# ECONOMIC DEVELOPMENT

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GREATER SAINT JOHN

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