

2026 WORKPLAN: Q1 Progress Report

STRATEGIC PILLAR: Growth Readiness				
INITIATIVE	PLANNED ACTIVITIES	PLAN STATUS	PROGRESS STATUS	STATUS DETAILS
Data & Research	<ol style="list-style-type: none"> 1. Support Service Areas and their clients with informative and relevant data. 2. Provide deeper research and analysis of data trends and insights. 	Original	On Track	Initiated Annual Population Growth Report looking at trends, migration, sources, demographics and retention. This is the first report under a new Research & Publication Framework with the Population Growth and Workforce Development Team.
Regional Economic Progress Awareness	<ol style="list-style-type: none"> 1. Dashboard Updates. 2. Quarterly Snapshots. 3. Promote the service with partners, and receive referrals from partner organizations. 4. State of the Economy Report. 	Modified	On Track	<p>Key dashboard updates in Q1 included annual population estimates, annual port cargo, university enrollment, rental vacancy rate, quarterly job vacancies, and several monthly statistics.</p> <p>The economic snapshot for this quarter was posted on March 24th. Annual State of the Economy presentation was completed and presented on March 25th.</p> <p>Modifications: consolidated planned activities.</p>
Agency Continuous Improvement	<ol style="list-style-type: none"> 1. CRM workflow, automation and reporting enhancements. 2. Internal measurement and review of performance metrics. 3. Review Data Warehouse and Partner Networks. 4. Map organizational planning processes and master calendar. 5. Data Governance Review 6. AI Adoption 	Added	On Track	<p>The internal measurement report for 2025 was completed and work on a new template for 2026 was initiated.</p> <p>Agency workplan for 2027 was completed.</p> <p>Annual proprietary data subscriptions were evaluated and renewed (no changes for 2026).</p> <p>Added: Data Governance Review</p>

<p>Youth Retention</p>	<p>Develop strategic partnerships that can connect youth with employers and service providers to provide career informed decisions.</p> <ol style="list-style-type: none"> 1. Events (Sponsored & Partnerships). 2. Recruitment Events. 3. NEET Youth. 	<p>Modified</p>	<p>On Track</p>	<p>Signed a partnership with the Department of Education Centres of Excellence, this partnership will allow us to bring career awareness, and entrepreneurship awareness to youth.</p> <p>Piloted an initiative with Harbour View High School to support a group of English-as-an- Additional Language (EAL) learners by connecting them with events and entrepreneurs.</p>
<p>New Resident Inclusion & Retention</p>	<p>Through the Saint John Local Immigration Partnership (SJLIP), improve the new resident exoerience boosting newcomer inclusion and retention.</p> <ol style="list-style-type: none"> 1. Inclusivity Marketing Campaigns. 2. New resident navigation. 3. Collaborative Initiatives & Events. 4. Stakeholder Engagement - SJLIP. 	<p>Original</p>	<p>At Risk</p>	<p>Executed a second phase of Our Region, Our Home inclusivity marketing campaign. This included an activation at the Saint John Home Show interacting with over 700 people about the importance of being welcoming to new residents. Continuing with the production of assets for future phases.</p> <p>Sponsored the Saint John Newcomers Centre Community Hub, which officially opened in February. The new space is available for community organizations to foster activity within the newcomer community.</p> <p>Saint John Local Immigration Partnership (SJLIP) senior leaders met to discuss challenges, opportunities and alignment with the Regional Immigration Strategy.</p> <p>New Resident Navigation Assets revision has started, but behind schedule because of delays in inital phases, we are still anticipating to complete the work this year.</p>
<p>Support Employer Readiness</p>	<p>Empower employers to address talent issues and fostering connectivity and alignment between supply (training and education) and demand (employers).</p>	<p>Original</p>	<p>On Track</p>	<p>Sponsored a session to develop Emotional Intelligence (EQ) skills for middle management in the manufacturing sector.</p> <p>Sponsored DisruptHR Saint John 3.0 -- a leadership forum that strengthens the HR community.</p>

<p>Development Project Portfolio Management</p>	<p>Strategic support to real estate development projects & municipalities. Includes site identification, land use approvals, and economic assessment.</p>	<p>Original</p>	<p>On Track</p>	<p>Engaged with more than 50 developers on 85+ projects with an estimated Construction Value of \$2.1B, an estimated Tax Base: \$1.7B, and 7,925 Residential Units.</p> <p>Prepared a real estate market update for presentation to the Fundy Region Service Commissions and at the City of Saint John's Developer Symposium.</p>
<p>Strategic Land Program</p>	<p>Work with government, non-profit, and private sector land owners to bring more land opportunities to support housing developments.</p>	<p>Original</p>	<p>On Track</p>	<p>Working with the Province of New Brunswick on exploring a pilot project to leverage provincially-owned and underutilized land for development.</p> <p>Re-engaged a number of faith-based institutions on opportunities to develop underutilized property.</p>
<p>Real Estate & Industrial Strategic Projects</p>	<p>Projects to build out the offerings of the real estate and industrial development services, or large opportunity projects with a heightened agency role. Examples of these projects in 2025 include:</p>	<p>Original</p>	<p>On Track</p>	<p>Project planning support for a potential cultural project in the uptown.</p> <p>Supported multiple municipalities on strategic real estate initiatives including golf courses, institutional building repurposing, development business cases, development of housing strategies, and more.</p>

STRATEGIC PILLAR: Business Retention & Expansion

INITIATIVE	PLANNED ACTIVITIES	STATUS	STATUS	PROGRESS
<p>Entrepreneurial Supports</p>	<p>Provide comprehensive support for entrepreneurs to start and expand their businesses.</p> <ol style="list-style-type: none"> 1. Continue to source and update online business support portal. 2. Enable opportunities for entrepreneurs to network and grow their mentor network. 3. Provide meaningful access to training. 4. Continued focus on Impact Loan program. 5. Sector specific conference (tourism, supply chain etc.). 6. Investment attraction activities focused on business expansion into the Saint John Region (new and existing). 	Original	On Track	<p>The Business Support Portal serviced over 100 users providing recommendations based on the user requirements.</p> <p>Hosted three events -- Faces of Fusion, Business Funding Panel, Empowering Women in Business -- with over 350 attendees.</p> <p>Delivered entrepreneurial training to over 60 people.</p> <p>Thirteen Impact Loan applications were received with 5 loans approved. Applications were received from all diversity self-identified categories. Three full-time equivalent jobs created and 11 full-time equivalent jobs maintained.</p>
<p>Business Retention & Expansion Program</p>	<p>Business Retention and Expansion program will help identify gaps within the business ecosystem of the Saint John Region.</p> <ol style="list-style-type: none"> 1. Gather data to support training & mentoring opportunities 2. Gather data to support advocacy opportunities for the business community 3. Provide connections to help strengthen local partnerships and promote a resilient Saint John economy <p>The BRE initiative will be cross-sector (ex. Industrial, Tourism etc.)</p>	Original	At Risk	<p>Data collection efforts to inform areas for future support, training and advocacy. The following themes were identified: product development, arts-based business expansions and commercial space availability.</p>
<p>Entrepreneurship Awareness</p>	<p>Promote the viability of SME's within the Saint John Region.</p> <ol style="list-style-type: none"> 1. Publish meaningful Growth Stories focused on local business growth. 2. Participate in youth career focused events & opportunities promoting the entrepreneurial support systems of the region. 3. Share learnings from the BRE program with the general public to create engagement. 	Original	On Track	<p>Published growth stories promoting local SMEs.</p> <p>Invited 45 students from Harbourview High School and The IDEA Centre to attend events promoting local career opportunities.</p>

<p>Investment Attraction Service</p>	<p>Undertake strategic initiatives to better position the region for foreign direct investment, including upgrading of sales materials, industrial sector research, and regional land pipeline analysis.</p> <p>Support Opportunities New Brunswick, Invest in Canada, and Saint John Industrial in responding to Foreign Direct Investment Opportunities.</p>	<p>Original</p>	<p>On Track</p>	<p>Added 22 new industrial opportunity leads to the pipeline.</p> <p>Continued to work with Saint John Industrial Parks and Opportunities New Brunswick on managing a pipeline of 45 industrial opportunities in 2025.</p> <p>Completed a lead generation project with Research on Investment Consulting, with more than 20 new leads generated and a large pipeline of additional companies to explore opportunities with in the future.</p> <p>Concluded the core work of a site selection analysis for the long term industrial land supply for the region.</p> <p>Planning to launch a project to increase investment attraction efforts for service industries.</p>
<p>Energy Sector</p>	<ol style="list-style-type: none"> 1. Convene the energy sector, identify priorities and initiatives to position the sector for growth. 2. Convene sector roundtables to establish priorities, initiatives and work plans. 3. Compile Year-End Summary report of sector actions, initiatives and successes. 	<p>Original</p>	<p>On Track</p>	<p>Convened an advisory group from leading stakeholders in the energy sector to advise on strategic efforts to grow the sector.</p> <p>Completed a first draft of a regional energy sector strategic vision. This document will underpin a sector roadmap completed in 2026.</p>

STRATEGIC PILLAR: Talent Attraction & Retention

INITIATIVE	PLANNED ACTIVITIES	STATUS	STATUS	PROGRESS
Saint John Region Talent Story	Development of Marketing Campaigns to attract and retain talent in the region.	Modified	At Risk	<p>Continued the development of a Post Secondary Talent Attraction Initiative which engages post-secondary students across the Maritimes promoting the Saint John Region as a destination post-graduation.</p> <p>Talent Marketing Campaign to be kicked off in Q2 instead of Q1.</p>
Sector-driven Workforce Development	<p>Based on the Regional Economic Development Strategy develop workforce strategies for priority sectors.</p> <ol style="list-style-type: none"> 1. Sector Specific Research & Data Projects. 2. Recruitment and Convening Events. 3. Workforce Partnerships & Taskforces as required. 4. Advocacy . 	Original	On Track	<p>Developed a strategic workforce framework to support the toursim sector, which included a seasonal job fair and other initiatives.</p> <p>Continued to convene the workforce development ecosystem to foster collaboration.</p> <p>Development of a Workforce Data Framework with first products to come out later this year.</p>
Healthcare Recruitment & Retention	<p>Support the ecosystem in attracting and retaining healthcare professionals within the Saint John Region.</p> <ol style="list-style-type: none"> 1. Participate & Sponsor initiatives targeting medical students and residents. 2. Offer one-on-one FAM tours with medical professionals in partnership with Horizon Health Network. 3. Enable opportunities for the healthcare and business community to gather to foster a business focused approach to healthcare in the Saint John Region. 4. Promote and provide support of Saint John as the health centre of Atlantic Canada with the Health & Technology District potential. 	Original	On Track	<p>Engaged 35 medical students and residents to promote settling in the region.</p> <p>Conducted four familiarization tours with medical professionals considering setting up practice in the region.</p>

STRATEGIC PILLAR: Visitor Attraction

INITIATIVE	PLANNED ACTIVITIES	STATUS	STATUS	PROGRESS
Destination Awareness	<p>Campaigns, partnerships and activations to grow the awareness of the destination:</p> <ol style="list-style-type: none"> 1. Awareness campaigns in strategic target markets - ON, QC and US. 2. Event campaigns - promotion of regional events 3. Locally-targetted awareness campaigns (Backyard Bay-cation). 4. Partnerships with provincial and regional operators to leverage funds and increase reach. 5. Expansion to awareness investment in additional markets, or making a larger investment into current target markets. 	Original	On Track	<p>Production of several marketing campaigns slated to launch in Q2.</p> <ul style="list-style-type: none"> - partnering with Explore NB, Fredericton, and Moncton, targeting New England through Expedia - partnering with Explore NB, targeting ON and QC - Saint John Region stand-alone campaign, targeting ON, QC, and the Maritimes <p>Promotion of upcoming regional events throughout the year.</p>
Destination Sales	<p>Selling the Saint John Region as a destination of choice in the following markets:</p> <ol style="list-style-type: none"> 1. Meetings and Conventions. 2. Sports and Major Events. 3. Travel Trade. 4. Travel Media. <p>Includes attending marketplaces, hosting clients, pitching stories, and bidding on events to host in market.</p>	Original	On Track	<p>Evaluated and submitted five bids for future meetings and conventions.</p> <p>Partnered with Explore NB to host three travel writers.</p> <p>Attended Ottawa Meet Week and Go West to sell the region as a destination for meetings and conventions.</p> <p>Attended Sports Events Congress pitching the region for sport tourism.</p>
Sponsorship	<p>Sponsorship of a variety of unique events that help to build the Saint John Region's pride of place and desirability as a destination to visit.</p> <ol style="list-style-type: none"> 1. Major Festivals & Events 2. Regional Events 3. Sporting Events 	Original	On Track	<p>Committed to sponsoring 20+ festivals, major events and sport events happening in 2026.</p>

Welcome Services	Providing locals and visitors with access to information about the region 1. Things to do. 2. Business resources. 3. New resident services. 4. Printed collateral (visitor guide, map, brochures). 5. DiscoverSaintJohn.com 6. SettleinSaintJohn.com 7. SJBusinessSupport.com 8. Ambassador training. 9. Ambassador program (NEW).	Original	On Track	Updated the Welcome Ambassador Training course ahead of the 2026 tourism season. Evaluated digital tools for the delivery of visitor information.
Elevation of the Local Tourism Industry	Efforts to elevate local tourism industry: 1. Informative emails. 2. Workshops. 3. Training. 4. Navigation services	Original	On Track	Offered two photography workshops, a travel trade readiness workshop, and Get Your Guide webinar for tourism stakeholders, with 30 participants.

Risk Mitigation				
INITIATIVE	PLANNED ACTIVITIES	STATUS	STATUS	PROGRESS
Process Review	Cross training in payroll and finance and develop training modules to support.	Original	On Track	Developed training documentation for the payable process in Q1 and will progress with other areas in Q2 & Q3.
Policy Review	Annual review of agency policies including making any required adjustments or adding new policies if required.	Original	On Track	A review is to be initiated in Q2 on all HR policies, specifically through the anti-racism lens as part of complying with IRCC standards.
Financial Tools	Review and implement cloud-based credit card & expense management software	Original	On Track	Cloud based credit card process implemented. Expense management to be rolled out in Q2