

2026 WORKPLAN: Q2 Progress Report

STRATEGIC PILLAR: Growth Readiness			
INITIATIVE	PLANNED ACTIVITIES	PROGRESS STATUS	STATUS DETAILS
Data & Research	1. Support Service Areas and their clients with informative and relevant data. 2. Provide deeper research and analysis of data trends and insights.	On Track	Final drafts of the Annual Population Growth and Immigrations Trends reports are complete. A key highlights version is planned to be published in Q3, as well as an annual labourforce trends report.
Regional Economic Progress Awareness	1. Dashboard Updates. 2. Quarterly Snapshots. 3. Promote the service with partners, and receive referrals from partner organizations. 4. State of the Economy Report.	On Track	Monthly dashboard updates on-track. Next snapshot is scheduled for early August as new data sources become available.
Agency Continuous Improvement	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	On Track	Data governance review initiated and recommendations from a third party consultant are complete. Implementation is now underway.
Youth Retention	Develop strategic partnerships that can connect youth with employers and service providers to provide career informed decisions. 1. Events (Sponsored & Partnerships). 2. Recruitment Events. 3. NEET Youth.	On Track	Participated in the Centres of Excellence Energy Summit connecting with over 200 youth promoting careers in the energy sector in the region

New Resident Inclusion & Retention	Through the Saint John Local Immigration Partnership (SJLIP), improve the new resident experience boosting newcomer inclusion and retention. 1. Inclusivity Marketing Campaigns. 2. New resident navigation. 3. Collaborative Initiatives & Events. 4. Stakeholder Engagement - SJLIP.	At Risk	New Resident Navigation Assets revision has started, but behind schedule because of delays in initial phases, we are still anticipating to complete the work this year. We completed the data collection phase of the 2026 Immigrant Survey, which will allow us to inform the ecosystem about the experiences of newcomers settling in the region. We had over 600 valid responses. The Inclusivity Campaign, Our Region, Our Home, has the assets of phase 2 in post-production with a targeted date to be launched in September. Planning is underway for Welcoming Week (September) and the 2026 Sector Summit (October).
Support Employer Readiness	Empower employers to address talent issues and fostering connectivity and alignment between supply (training and education) and demand (employers).	On Track	Attended 2 sector round tables (IT and Manufacturing) where we connected with local employers and offered support in their talent needs. Hosted a webinar for employers in the Tourism Sector to support the integration of untapped talent pools.
Development Project Portfolio Management	Strategic support to real estate development projects & municipalities. Includes site identification, land use approvals, and economic assessment.	On Track	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. Have started strategic efforts on several new mixed density subdivision opportunities.

Strategic Land Program	Work with government, non-profit, and private sector land owners to bring more land opportunities to support housing developments.	On Track	Working with the Province of New Brunswick on exploring a pilot project to leverage provincially-owned and underutilized land for development. Re-engaged a number of faith-based institutions on opportunities to develop underutilized property. Are in the process of launching a new pilot initiative, leveraging the real estate services site design capabilities and artificial intelligence expand capabilities and efforts to identify development opportunities, assess and visualize them for the purposes of selling the region.
Real Estate & Industrial Strategic Projects	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:	On Track	Project planning support for a potential cultural and other projects in the uptown. Supported multiple municipalities on strategic real estate initiatives including golf courses, institutional building repurposing, development business cases, development of housing strategies, and more.

STRATEGIC PILLAR: Business Retention & Expansion			
INITIATIVE	PLANNED ACTIVITIES	PROGRESS STATUS	STATUS DETAILS
Entrepreneurial Supports	Provide comprehensive support for entrepreneurs to start and expand their businesses. 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).	On Track	The Business Support Portal serviced 275 (increase of 175 from Q1) users providing recommendations based on the user requirements. Hosted five events - Funding Basics for Entrepreneurs, IDEA Centre Pitchfest Competition, ONB's Export Awards Training Session, Centre of Excellence for Entrepreneurship - Professional Development for IDEA Centre Teachers, Business Immigrant Essentials Program. Promoted and participated in ConnexionWorks Grand Bay-Westfield location launch. NBCC Trades Bootcamp Course graduated five future business owners. Delivered entrepreneurial training to approximately 40 people on various topics including: Website development, Sustainability, Logistics, Business Set-up. 20 Impact Loan applications were received with 5 loans approved. Applications were received from all diversity self-identified categories. 8 full-time equivalent jobs created and 6 full-time equivalent jobs maintained.

Business Retention & Expansion Program	Business Retention and Expansion program will help identify gaps within the business ecosystem of the Saint John Region. 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 The BRE initiative will be cross-sector (ex. Industrial, Tourism etc.)	At Risk	Data collection efforts to inform areas for future support, training and advocacy. The following themes were identified: financial needs/cashflow for expansion, workforce challenges regarding attracting the employees. Additional team capacity expected in Q4 to support additional focus on BR&E efforts.
Entrepreneurship Awareness	Promote the viability of SME's within the Saint John Region. 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.	On Track	Continue to partner with educational institutions for next generation of entrepreneurs. Trained IDEA Centre teachers on entrepreneurship skills that will then be used to help form high school curriculum.
Investment Attraction Service	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. Support Opportunities New Brunswick, Invest in Canada, and Saint John Industrial in responding to Foreign Direct Investment Opportunities.	On Track	Continued to work with Saint John Industrial Parks and Opportunities New Brunswick on managing a pipeline of 45 industrial opportunities from 2025 and early 2026. Have prepared and released a call for proposals for lead generation consulting support in 2026. Concluded the core work of a site identification analysis for the long term industrial land supply for the region. Planning to launch a project to increase investment attraction efforts for service industries.

Energy Sector	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.	On Track	Convened an advisory group from leading stakeholders in the energy sector to advise on strategic efforts to grow the sector. Completed a regional energy sector strategic vision. This document will underpin a sector roadmap to be completed in the fall of 2026.
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STRATEGIC PILLAR: Talent Attraction & Retention			
INITIATIVE	PLANNED ACTIVITIES	PROGRESS STATUS	STATUS DETAILS
Saint John Region Talent Story	Development of Marketing Campaigns to attract and retain talent in the region.	On Track	Kicked off the Talent Campaign development with external partner, aiming to be in market by end of Q3.
Sector-driven Workforce Development	Based on the Regional Economic Development Strategy develop workforce strategies for priority sectors. 1. Sector Specific Research & Data Projects. 2. Recruitment and Convening Events. 3. Workforce Partnerships & Taskforces as required. 4. Advocacy .	On Track	Continued to convene the workforce development ecosystem to foster collaboration. This quarter we hosted meetings with the SWP Advisory Board and the Job Developers Network. Planning is underway for events happening in Q3 & Q4.

Healthcare Recruitment & Retention	Support the ecosystem in attracting and retaining healthcare professionals within the Saint John Region. 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.	On Track	Co-hosted the 2026 DMNB Graduation Celebration for Saint John & Fredericton medical students in uptown Saint John. Conducted one familiarization tour with medical professionals considering setting up practice in the region. Sponsored the 2026 State of the Regional Healthcare Ecosystem event bringing together the business & health communities. Hosted the 2026 Conference of Atlantic Medical Students held in Saint John and promoted the Saint John Region to 150+ medical students from Atlantic Canada.
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STRATEGIC PILLAR: Visitor Attraction			
INITIATIVE	PLANNED ACTIVITIES	PROGRESS STATUS	STATUS DETAILS
Destination Sales	Selling the Saint John Region as a destination of choice in the following markets: 1. Meetings and Conventions. 2. Sports and Major Events. 3. Travel Trade. 4. Travel Media. Includes attending marketplaces, hosting clients, pitching stories, and bidding on events to host in market.	On Track	RFP Activity: •Secured 3 wins, including two 2027 events and one 2028 event. •Submitted 2 new bids for future business (2027 and 2029). Site Visits: •Hosted 2 site visits in April for Meetings & Conventions •Hosted3 site visits with Men's World Curling, SPOHOX and Endurance Adventures. Familiarization Tours for Travel Trade: •2026-04/04-04/05 - Toundra Voyage •2026-04/06-04/08 - Anderson Vacations •2026-05/14 - Audley •06/01-06/02 - First Class Holidays •06/09 - Canadvac Travel Services •06/17-06/18 - Anderson Vacations (Promotional video shoot during this fam to create a Travel trade video) Meet.Connect.Explore NB Partnership: •Participated in two in-market client activations: Blue Jays VIP Experience (20 planners) and Cirque du Soleil (12 planners). •Planned the Meet.Connect.Explore NB Familiarization Tour, 9 hosted buyers, 4 days program. •Planning the 2027 MCE NB schedule.
Sponsorship	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. 1. Major Festivals & Events 2. Regional Events 3. Sporting Events	On Track	Committed to sponsoring 20+ festivals, major events and sport events happening in 2026.

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. SettleinSaintJohnn.com 7. SJBusinessSupport.com 8. Ambassador training. 9. Ambassador program (NEW).	On Track	Updated the Welcome Ambassador Training course. Launch was delayed due to resourcing and technical difficulties. Staff in-person training launched May 4, with summer staff beginning at the centres on May 15, with the opening of the AREA 506 Welcome Centre. Building digital tours through the Driftscapes app to launch in Q3.
Elevation of the Local Tourism Industry	Efforts to elevate local tourism industry: 1. Informative emails. 2. Workshops. 3. Training. 4. Navigation services	On Track	Courses offerd: •Co-hosted a workforce webinar session for tourism stakeholders in partnership with Avenue NB. •Co-hosted a two-day TIANB Digital & Marketing Workshop with Bay of Fundy Adventures. •Hosted a marketing crash course for the Saint John Fundy Heritage Zone. •Co-hosted a dark skies webinar in collaboration with Cliff Valley Astronomy. •Co-hosted the regional stop of the TIANB Tour. Industry & Events: •Met with the lead for the McKenna Connect Project to guide and connect them with local businesses requiring digital development support. •We hosted our regional Tourism Industry Stakeholder Update.

Risk Mitigation			
Initiative	Planned Activities	Progress Status	Status Details
Process Review	Cross training in payroll and finance and develop training modules to support.	On Track	Develop training documentation for the payroll process in Q3 and cross train COO.
Policy Review	Annual review of agency policies including making any required adjustments or adding new policies if required.	On Track	A review is to be initiated in early Q3 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	On Track	Rolling out expense management in Q3.