2026 WORKPLAN: Q3
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.	At Risk	Annual population growth and immigrations trends reports completed. Immigrant survey and summary report completed. Annual labourforce trends report on hold while Research staff position is vacant. Responsibilities of this position are being re-evaluted and adjusted.
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 and Q3 economic snapshot are published.
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	Implementation of data governance recommendations are complete, including SharePoint restructuring and migration. Staff training will continue through Q4, as well as AI adoption training.
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	Signed annual partnership with the Centres of Excellence. Sponsoring the Youth Mental Health Summit.

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.	On Track	New Resident Navigation Assets revision has finished, new work related to the revamp of the website has pushed some of the work to next year, but currently they are all functional and under a single website. The 2026 Immigrant Survey highlights report has been shared amongst the ecosystem and the full report will be shared publicly. The data is informing the ecosystem about the experiences of newcomers settling in the region. The Inclusivity Campaign, Our Region, Our Home, went into market in Q3, delayed from original launch date. Welcoming Week was a success with several events happening across the region. Immigration Sector Summit will happen early October and will bring over 120 professionals in the region.
Support Employer Readiness	Empower employers to address talent issues and fostering connectivity and alignment between supply (training and education) and demand (employers).	On Track	Developed a strategy to continue increasing the readership of the HR newsletter. Sponsorship of the CPHR Local Chapter Breakfast to promote the inclusion of youth talent in the workforce. Partnered with Post-secondary institutions to ensure their attendance.
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 with a new large scale subdivision project added to the portfolio.
Strategic Land Program	Work with government, non-profit, and private sector land owners to bring more land opportunities to support housing developments.	On Track	Have introduced new enhanced service to visualize and promote development sites in 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.	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. New project initiated to create a shared vision between uptown waterfront asset owners for development, investment attration and improved visitor experience on the watefront.

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	Business Support: Completed a review and redesign framework for the Business Support Portal to enhance accessibility, relevance, and user experience. Entrepreneurship Engagement: Expanded entrepreneurial awareness and ecosystem engagement through events, sponsorships, career outreach, and business support promotion. Business Attraction: Continued engagement with international entrepreneurs considering business opportunities in the Saint John region. Team Capacity: Advanced professional development through EDAC 2026, resulting in additional economic development certifications and an Ec.D. designation. Sector Leadership: Contributed to economic development thought leadership through research focused on strengthening SME resilience and BR+E programming. Entrepreneurial training: Enabled approximately 42 people to take training on various topics including: Business Plan Writing, Bookkeeping, and various other business related topics. Impact Loan: 12 Impact Loan applications were received with 5 loans approved. Applications were received from all diversity self-identified categories. 6 full-time equivalent jobs created and 4 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.)	On Track	Recent BRE discussions with 23 businesses indicate that businesses remain positive about the Saint John Region and are actively pursuing growth. Recurring constraints include skilled-labour availability, employee reliability and leadership capacity, limited marketing resources, and difficulty navigating funding programs. Trade impacts vary considerably by sector, with locally focused service businesses reporting limited exposure while manufacturers and exporters face greater supply-chain and market uncertainty. Businesses also consistently value regional collaboration and would benefit from practical connections to talent, financing, marketing expertise, and new markets 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	Educational Partnerships: Increased focus on UNB partnership with the new "UNB Network for Entrepreneurship and Innovation" which is designed to promote entrepreneurship and strenghten engagement between academia and regional business communities. International Entrepreneur Attraction: conducted multiple exploratory visits and engagements with prospective international entrepreneurs relocating to New Brunswick. Entreprenurship Outreach: Delivered several information sessions to increase public awareness of available entrepreneurial resources, programs, and business support services. Community Engagement: Participated in the Women's Career Connections event promoting entreprenurship as a career option.
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	32 leads through September of 2026. With a new lead generation contract executed with Reseach on Investment in August of 2026, it is that overall industrial leads could match or exceed the previous record year of 2025. A number of opportunities looking to possibly close in late 2026 or early 2027. Groundwork for launch of Services sector investment attraction work completed to support implementation in Q4 of 2026.
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	Have completed a regional vision document and secured stakeholder support. Have retained Deloitte to produce an energy and industrial sector roadmap with target completion for February of 2027.

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	Talent campaign assets are currently under development, with a November campaign launch date, going back into market for a second flight early in Q1 2027.

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	Hosted the Newcomer Job Fair as part of the Welcome Expo, with 26 employers in attendance and around 120 job seekers attending the event. Work on a sector forecast under the Port Workforce Partnership began with a view to launching a CFP by the end of Q4. Through the SJLIP Newcomer Talent Working Group a study was commissioned to guide the work of the group in the next 3 years
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	Hosted 32 first-year DMNB students to the Saint John region during Orientation Week. Provided them with a fun, unique Saint John experience. Provided welcome bags with gifts to 39 third-year DMNB students in Saint John on their Clerkship. All items provided was designed to get the students out into the community. Attended the 2026 Dalhousie Family Medicine Job Fair in Halifax. Met with over 150 medical residents who are soon to be graduating and looking for their permanent home. Conducted 4 personalized Physician tours of the Saint John region in partnership with Horizon Health Network. These community onboarding tours are designed to help promote the Saint John region to key physician recruitment candidates that Horizon Health Network have brought in to interview.

STRATEGIC PILLAR: Visitor Attraction

INITIATIVE	PLANNED ACTIVITIES	PROGRESS STATUS	STATUS DETAILS
Destination Awareness	Campaigns, partnerships and activations to grow the awareness of the destination: 1. Awareness campaigns in strategic target markets - ON, QC and US. 2. Event campaigns - promotion of regional events 3. Locally-targeted awareness campaigns 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.	On Track	Awareness campaigns targeting ON, QC and the Maritimes wrapped by the end of Q3. Launched Pride of Place campaign with tourism campaign assets targeting the local market to boost local pride. Continued promotion of upcoming regional events throughout the year. Hosted two influencers including one in partnership with Bay Ferries Limited.

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	MEETINGS & CONVENTIONS: •CMEE 2026, Toronto (Aug 10–12): Connected with meeting planners, generated leads, and strengthened industry relationships. •MPI The EVENT, Vancouver (Sep 13–16): Participated in The Exchange program, meeting with approximately 25 planners. We also showcased New Brunswick through our Meet.Connect.Explore NB activation alongside Moncton-Dieppe and Fredericton. •A Taste of the Bay of Fundy, Toronto (Sep 24): Hosted an exclusive dinner for nine clients at Prime Seafood Palace to strengthen relationships and promote Saint John in collaboration with the Envision Sales Team. •Strategic Networking: Participated in Venue Series, CanSPEP Summer Social, Strategic Site Selection's Last Call, and REVEAL Social. •Coordinated and hosted the Meet.Connect.Explore NB Tri-City FAM Trip, planned for July 20–24 with nine meeting planners. SPORT & MAJOR EVENTS: •Attended the Event Atlantic Summit- September 8-11 •Participated in the Canada Games Visionary Session with Canada Games staff, local venues and volunteers •Stakeholder sessions around the potential development of a Mountain Bike destination in the region •Sponsored the CBHA Junior Nationals- July 20-26, 2026 New Brunswick Marathon- July 31- August 2, Lacrosse Canada- Founders Cup Nationals- August 15-22 •Preparation continues to host 2026 SPOHOX (sport event marketplace) in Saint John in early November
			TRAVEL TRADE: •Creation of the travel trade video •Familiarization (FAM)Tour with Destination Canada Germany co-hosted with THC, with 8 travel trade tour operators. •FAM Tour with Signature Travel Group co-hosted with THC, with 4 travel trade tour operators. •4 virtual meetings with tour operators to do destination training on the region and make introductions to suppliers in our region. •3 in-person meetings to discuss travel trade opportunities with regional suppliers. •Bi-annual virtual provincial travel trade meeting with THC, and all other DMO's across NB. TRAVEL MEDIA: Hosted 14 travel writers in the region in partnership with the province. OTHER: •Continue preparation for 2026 SPOHOX in Saint John •Member of the Dragons on the Lake event committee
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 40+ festivals, major events and sport events happening in 2026. Ongoing discussions with event planners on ways to improve existing events and incubate new ones.

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. SettleinSaintJohhn.com 7. SJBusinessSupport.com 8. Ambassador training. 9. Ambassador program (NEW).	On Track	Welcome Centres open until the last cruise ship, November 4. Ongoing website updates. New Resident Guide designed with delivery scheduled for Q4. Walking tour app content (Driftscape) in development.
Elevation of the Local Tourism Industry	Efforts to elevate local tourism industry: 1. Informative emails. 2. Workshops. 3. Training. 4. Navigation services	On Track	14 virtual meetings with existing and new tourism businesses in the region to support product development and confirm how we can assist them. 2 virtual meetings with third-party organizations that can provide support to local tourism businesses or help us strengthen the support we offer.

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	Cross Training of Payroll extended out to Q4 as there was an implementation of a new payroll program.
Policy Review	Annual review of agency policies including making any required adjustments or adding new policies if required.	On Track	Will engage external company to review policies with a anti-racism lens. Finance related policies will be reviewed in Q4.
Financial Tools	Review and implement cloud-based credit card & expense management software	On Track	Rolling out expense management in Q4.