



Greater Miramichi
Service Commission

Commission de services
du Grand Miramichi

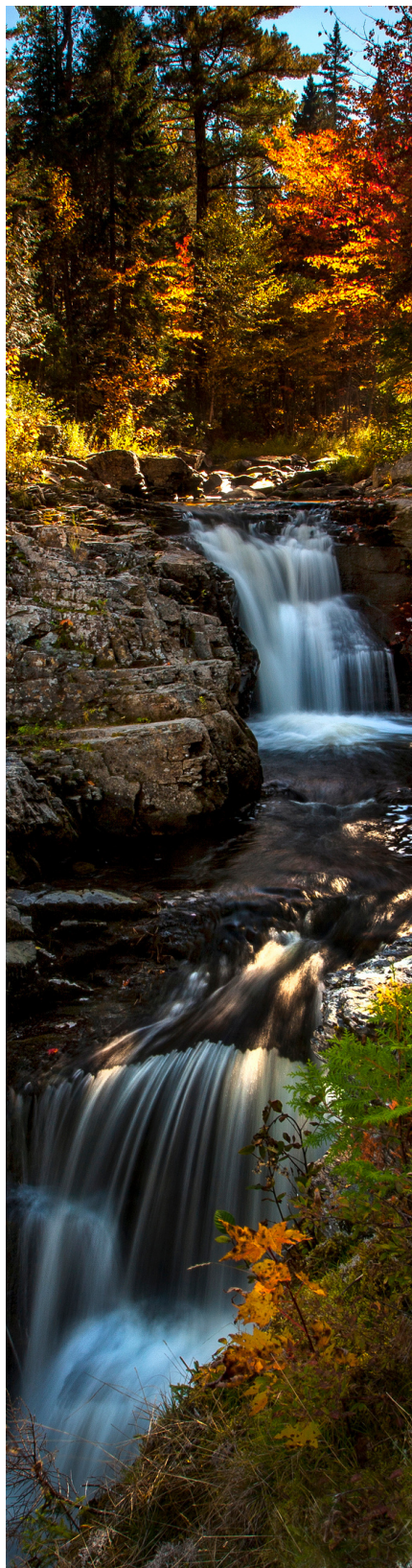
Annual Report

2024





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1- INTRODUCTION

The goal of the Annual Report 2024 of the Greater Miramichi Service Commission is to present the organization's activities over the last year, along with its financial statements for 2024.

Anyone wishing to obtain an electronic copy of this report will find it on the GMSC website.

LAND ACKNOWLEDGMENT

We acknowledge that the Greater Miramichi region is on the unsundered and unceded traditional territory of the Mi'gmaq/Mi'gmaq people. We recognize their deep connection to this land and commit to fostering respect, reconciliation, and collaboration.

2- MESSAGE FROM THE CHAIR

It is my distinct honour to present the Chairperson's message on behalf of my esteemed colleagues at the Greater Miramichi Service Commission (GMSC). The year 2024 has been a period of significant transformation and growth for the GMSC. The Commission has adeptly navigated the changes brought about by Municipal Reform, transitioning towards enhancing and expanding services for the residents of the Greater Miramichi Region. In 2024, the Service Commission experienced a pivotal change in leadership with the retirement of CEO Mr. Wilson Bell. Mr. Bell's contributions to the GMSC were significant, particularly his guidance in planning. We extend our heartfelt wishes to Mr. Bell for a fulfilling retirement. Amidst this transition, we were fortunate to welcome our new leader, Mrs. Roberta McIntyre. In a mere five months, Mrs. McIntyre has merged as a formidable voice within the organization and the Provincial RSC's. She brings over 37 years of Provincial Government experience and Human Resource expertise, swiftly elevating her team to new heights. Additionally, the GMSC established the Regional Destination Marketing Organization (RDMO), under the capable leadership of Ms. Carrie Price. This independent committee has proven invaluable in promoting our region, achieving remarkable progress in a short period. As we advance into 2025, we anticipate numerous challenges and opportunities. I look forward to collaborating with my fellow board members, Mrs. McIntyre, directors, and staff during this exciting period for our region. We warmly welcome the newly elected Provincial government and eagerly anticipate working together to support growth, inspire collaboration, and help build a better Greater Miramichi Region for all.



Chair



3- REPORT FROM THE CEO

It is with great enthusiasm that I offer my first message as Chief Executive Officer (CEO) of the Greater Miramichi Regional Service Commission. Although I stepped into the role in November 2024—just six weeks before the end of the year—I’ve already had the opportunity to witness the incredible work being done by our team. It’s been a whirlwind start, but one that has given me a deep appreciation for the dedication of our staff, board members, and community partners. It’s clear that everyone involved cares deeply about the communities we serve. Since its establishment in 2013, the Commission has continued to evolve in response to the changing needs of our region. While the region proactively took on Housing in 2020, the Commission’s mandate was formally expanded in 2023 through Local Governance Reform, positioning the GMRSC to take on several new and important responsibilities. These include regional economic development, tourism promotion, community development, transportation initiatives, and the formation of a public safety committee. With these additions, the Commission plays a vital role in coordinating and delivering services that support regional growth and long-term resilience. Over the past year, the GMSC has remained focused on its core services—solid waste management, land use planning, economic and community development, and regional collaboration—while also laying important groundwork for the future. In my short time with the organization, I’ve been impressed by the commitment, professionalism, and care shown by everyone involved. These efforts have built a strong foundation for the opportunities ahead. As we look to the future, my priorities will include strengthening partnerships, enhancing service efficiency, and supporting strategic initiatives that contribute to the sustainability and prosperity of the Greater Miramichi region. I would like to express my sincere thanks to the board, staff, and community partners who’ve welcomed me so warmly and continue to offer their support. I look forward to working together to build on the strong foundation already in place and to advancing the Commission’s important work in the years to come.

Roberta McIntyre
CEO



4- MANDATE AND HISTORY OF THE COMMISSION

In 2008, the Government of New Brunswick introduced the New Brunswick Municipalities Act, which helped lay the groundwork for the formation of Regional Service Commissions. Later, in 2009, the Greater Miramichi Service Commission (GMSC, identified formally as the *Greater Miramichi Regional Service Commission* in Regulation) was officially formed, as one of 12 different regions. In 2020, the provincial government made legislative changes to provide a broader scope of responsibilities. The changes were made to enhance the efficiency and coordination of local and regional services across the province. The future of the GMSC will focus on greater collaboration, innovation, and sustainability to address regional challenges. By adapting to changing needs, the GMSC will play a key role in fostering efficient service delivery and resilient, inclusive development across the province.

5- REGIONAL PROFILE

The GMSC is in Northeastern New Brunswick, serving a diverse and expansive region that includes the City of Miramichi, Greater Miramichi Rural District, Upper Miramichi, Doaktown, Miramichi River Valley, Alnwick. And included in the region but not represented by the GMSC are three First Nations communities Esgenoôpetitj, Natoageneg, and Metepenagiag. Together, these areas form a dynamic and interconnected region with a shared focus on sustainable growth, economic development, and community well-being. With a total regional population of 37,130 and a vast land area of 12,473 km²—which accounts for 17% of New Brunswick’s total landmass—this region is characterized by its rich natural resources, thriving local industries, and strong community networks. The region's unique blend of urban and rural areas fosters opportunities for collaboration, innovation, and regional service delivery tailored to the diverse needs of its residents.



6- FIVE-YEAR STRATEGIC OBJECTIVES

In 2023, we released our five-year regional strategy. It brings together our communities, to focus on shared priorities for sustainable and inclusive growth. The plan incorporates input from stakeholders, comprehensive research, and a regional assessment to evaluate current services, structures, and resources. By addressing both mandated and voluntary services within the region, it aims to improve service delivery, strengthen regional collaboration, and guide the area towards a more unified, resilient future.

7- GOVERNANCE AND ADMINISTRATION

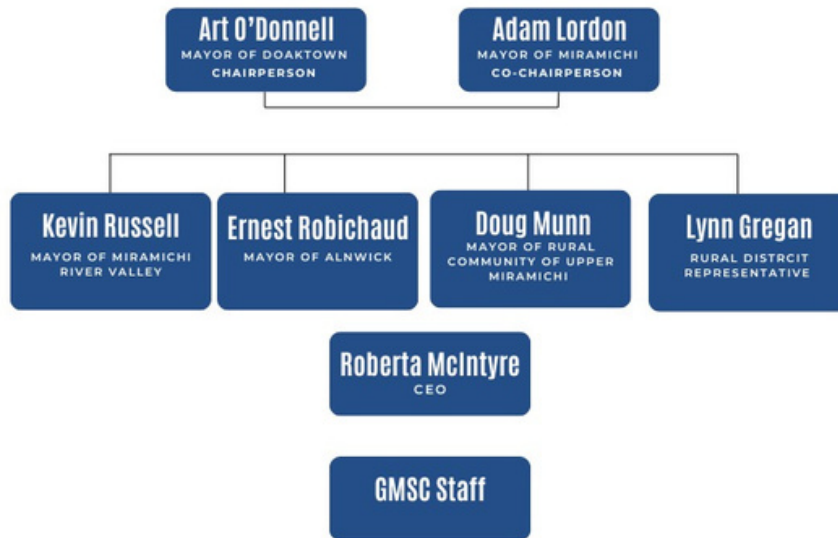
Organizational structure, committees, and meetings

The GMSC operates under two distinct organizational structures that work together to ensure the smooth functioning of the organization. The first is our Board of Directors (Figure 1.2), which provides governance, strategic direction, and oversight to guide our mission and long-term goals. The second is our dedicated staff (Figure 1), who manage the day-to-day operations, implement programs, and deliver services to fulfill our objectives. Both structures play a vital role in maintaining the efficiency, integrity, and success of the GMSC.

Table 1 – ATTENDANCE OF MEMBERS OF THE BOARD OF DIRECTORS AND REPORT OF EXPENSES

	Honorariums	Travel Expenses
Art O'Donnell	\$4,900.00	\$2,919.61
Adam Lordon	\$2,700.00	\$131.04
Kevin Russell	\$4,450.00	\$968.38
Ernest Robichaud	\$1,700.00	\$788.94
Douglas Munn	\$200.00	\$116.76
Lynn Gegan	\$2,250.00	\$993.62
Gerald Ross	\$100.00	\$31.01
Total	\$16,300.00	\$5,949.36

Figure 1



8-DEVELOPMENT SERVICES

2024 Highlights

The year 2024 marked the twelfth year of operation under the RSC structure and was arguably the most active year of development for the Greater Miramichi Region since the inception of the Commission. This was a year defined by both growth and transformation within the region and the Development Services Department itself. The Commission continues to provide land use planning and building services to the City of Miramichi, the Village of Doaktown, the Rural Communities of Alnwick and Miramichi River Valley, and the Greater Miramichi Rural District. The Rural Community of Upper Miramichi, which opted out of the Commission's model in 2021, remains independent in its planning and building service delivery. Doaktown, which had also opted out at the same time, decided to re-engage with the Commission in 2024. RSC planning and building services officially resumed in Doaktown in May, and the Commission is pleased to once again provide services in that community. The door remains open for future collaboration with Upper Miramichi, should the opportunity arise.

Budget and Funding

The total operating budget for Development Services in 2024 was \$891,892, accounting for 16.8% of the Commission's overall operating expenditures. External funding sources – comprising a contribution from the Regional Development Corporation, surplus funds, and HST rebates – totaled \$42,832. The remaining funding requirement was met through contributions from member communities, calculated based on their proportional share of the regional tax base. Specifically, the City of Miramichi contributed \$528,281, the Rural Community of Miramichi River Valley contributed \$163,052, Alnwick contributed \$57,119, and the Greater Miramichi Rural District contributed \$100,608. Member communities are also able to offset some of their contribution through revenues collected from planning and building permit fees. When Doaktown rejoined the service in May 2024, the budget was adjusted accordingly, and this is reflected in the audited financial statements attached to this report.

Staffing and Leadership Transitions

The department underwent significant staffing transitions in 2024. Nahyssa Rose Rabé Harou departed from her role as Planner in June, and Alex Hanes joined the department as a new Planner in November. The department also marked the retirement of Sharon Williston, the Commission's long-serving Administrator to the Corporate and Development Services teams and Secretary to both the Board and the Planning Review and Adjustment Committee (PRAC). Sharon concluded a decade of service with the Commission at the end of 2024, and her departure was a moment of both reflection and appreciation. To support administrative continuity and support development in the Region, the Commission created a new position – Approvals Coordinator – which was filled in April by Samantha Larochelle. This role was designed to support the development approval process and take on some of the administrative responsibilities previously managed by the department's Administrator, ensuring a smoother and more responsive internal process. The most significant leadership transition of the year came with the retirement of Wilson Bell, the Commission's CEO and Planning Director, in November 2024. After 28 years of dedicated service, Wilson stepped down with pride in the progress the Commission has made in enhancing the quality, accessibility, and range of services delivered to member communities. He expressed his deep gratitude to the Board, management team, staff, and external partners for their ongoing support and collaboration. In October, Justin Forbes was appointed Planning Director, transitioning from his previous role as Director of the Housing Authority.

Operational Review

In collaboration with the Board of Directors, the outgoing Planning Director initiated an operational review of the Development Services Department. The objective of the review is to assess and improve the department's efficiency, effectiveness, and legislative compliance. Work on the review began in September 2024, following the issuance of a Request for Proposals and the approval of a Terms of Reference. Stantec Consulting Ltd. was selected to lead the study, which is scheduled for completion by May 2025. The new Planning Director is overseeing the project internally and will be responsible for managing its implementation. Rural Plan and Zoning Policy Development with the continued implementation of local governance reform, the Commission considered its strategic role in supporting rural land use planning. In 2024, it commissioned a study to evaluate the feasibility of implementing Performance-Based Zoning (PBZ) in the Rural Communities and the Rural District. Stantec Consulting Ltd. was retained to carry out the study, which included legal analysis, best practice research, and engagement with key stakeholders.

The study concluded that PBZ was not a suitable tool for rural municipalities in Canada. The lack of precedent and limited evidence of its effectiveness in rural contexts made it difficult to justify more conventional zoning approaches. As a result, the Commission did not proceed further with PBZ implementation. However, \$80,000 was allocated in the 2025 budget to support ongoing rural plan development, and the Commission remains committed to providing high-quality planning documents that reflect the needs of the communities it serves.

Professional Development

Ongoing training and professional development remained a priority throughout the year. Development Services staff participated in a range of online and in-person sessions offered by the Atlantic Planners Institute, the New Brunswick Association of Planners, the New Brunswick Building Officials Association, and the New Brunswick Development Officers Association. These opportunities allowed staff to remain current with planning legislation, permitting best practices, and innovations in service delivery across the province and region.

Administrative Files and Other Applications

Administrative files and applications play a critical role in supporting development and upholding compliance with the Community Planning Act. In 2024, the department processed 253 administrative files, including zoning confirmations, compliance letters, site plan reviews, enforcement files, access approvals, and deed description approvals for registration purposes. Of these, 123 files originated from the City of Miramichi, 80 from the Rural Communities, and 50 from the Rural District.

Building Permit Activity

In 2024, the Commission delivered three hundred and thirty-seven (337) building permits with a total value of \$136,848,009.00. This represented thirty-one (31) permits in the Rural Community of Alnwick, forty-three (43) in the Greater Miramichi Rural District, one hundred and ninety (190) in the City of Miramichi, sixty-three (63) in the Rural Community of Miramichi River Valley and eleven (11) in the Village of Doaktown.

See table Table 2

Value of Work	Alnwick	Greater Miramichi RD	Miramichi (City)	Miramichi River Valley	Village of Doaktown	Grand total
Jan	\$0	\$244,900	\$2,549,459	\$43,000	N/A	\$2,8347,379
Feb	\$35,00	\$4000	\$1,083,621	\$179,600	N/A	\$1,302,211
March	\$357,361	\$185,800	\$957,762	\$0	N/A	\$1,500,923
April	\$99,204	\$68,400	\$3,999,564	\$482,040	N/A	\$4,649,244
May	\$77,148	\$252,000	\$1,402,758	\$869,078	N/A	\$2,600,984
June	\$590,195	\$429,680	\$4,491,387	\$500,187	\$235,211	\$6,246,660
July	\$524,100	\$251,620	\$14,464,255	\$1,993,920	\$26,400	\$17,200,295
Aug	\$138,360	\$1,013,952	\$77,983,734	\$466,080	\$70,000	\$79,627,126
Sept	\$215,690	\$299,815	\$5,930,190	\$1,901,200	\$1	\$8,346,896
Oct	\$1,499,840	\$203,360	\$6,370,834	\$679,050	\$96,712	\$8,779,796
Nov	\$40,800	\$60,000	\$1,682,405	\$431,025	\$40,000	\$2,254,230
Dec	\$30,000	\$255,240	\$915,520	\$22,400	\$279,095	\$1,502,255
Total	\$3,537,734	\$2,268,787	\$121,786,489	\$7,587,580	\$747,419	\$136,848,009

Table 2

In 2024, one hundred and seventeen (117) of the issued permits were for residential buildings, accounting for a total of 452 new dwelling units. This includes ninety (90) new single unit dwellings; the remaining three hundred and sixty two (362) being located in two, three, four and multi-unit residential buildings.

This represented eleven (11) dwelling units in the Rural Community of Alnwick, twenty (20) in the Greater Miramichi Rural District, three hundred and ninety two (392) in City of Miramichi, twenty seven (27) in the Rural Community of Miramichi River Valley and two (2) in the Village of Doaktown.

Planning Applications and Zoning Amendments

Throughout the year, Development Services reviewed nine applications for amendments to municipal plans and zoning by-laws, along with one amendment initiated by the City of Miramichi. These proposals spanned a range of development types, including infill housing, commercial re-use, and expanded housing options.

Notable applications included: a proposed 8-unit apartment building at 362 King George Hwy, Miramichi; a proposal for 40 rowhouse units, off Percy Kelly Dr, Miramichi; construction of up to 30 units across three buildings on two properties in Miramichi for Housing NB; a 14-unit apartment building on Creaghan Ave, Miramichi; a proposed motor vehicle dealership located at 1265 King George Hwy, Miramichi; proposed rowhouse dwellings in Miramichi River Valley,(Howard Rd, Blackville); a proposed commercial storage building at 349 King George Hwy, Miramichi; and an adult emergency and long term housing shelter at 273 King George Hwy, Miramichi (Miramichi Housing Solutions). The City of Miramichi also initiated a rezoning/plan amendment process for multiple properties contained in a ‘land bank’ inventory, in order to better enable and facilitate the development of housing on select city-owned parcels.

Subdivision Activity

A total of 121 subdivision applications were submitted for the Greater Miramichi Region in 2024, proposing to create 221 lots. The City of Miramichi recorded the most applications with 46 (81 lots) whereas the Village of Doaktown counted the least with 4 (6 lots). As a reminder, the Village of Doaktown only started receiving development services from the Commission again since May 2024.

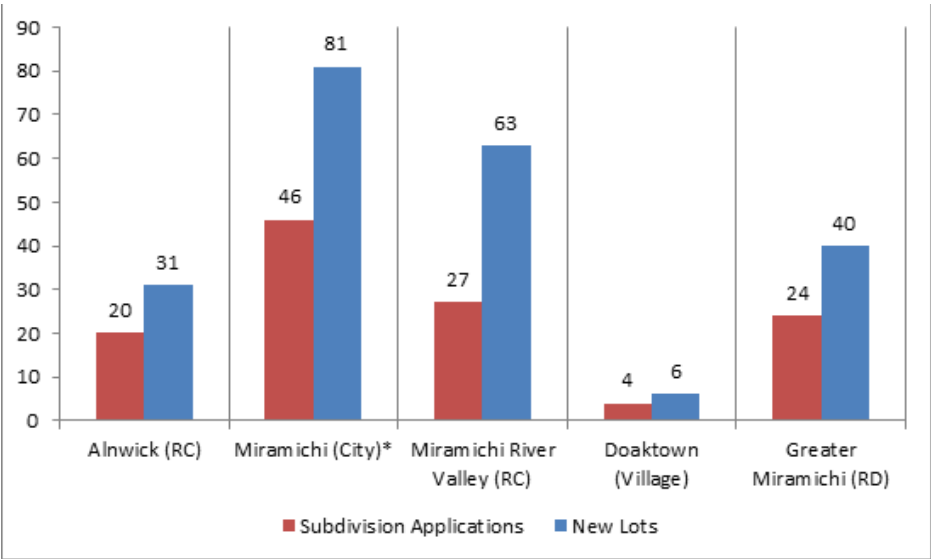


Table 3

Planning Review and Adjustment Committee (PRAC)

In 2024, the regional PRAC met ten times and considered a total of 29 applications. These included eight variances or use approvals, nine municipal by-law amendments (three of which also included variance or use components), and twelve subdivision or private access applications. The PRAC is composed of seven residents from the local governments and rural districts served by the Commission, and its members are appointed by the Board. The committee operates under a formal by-law and is supported by Development Services staff, who provide technical reports and recommendations for each application. In September 2024, the City of Miramichi requested that the Commission establish a separate PRAC exclusively for the City. The request included proposed amendments to the Commission's PRAC by-law, specifying that all members must reside within the City, that elected officials from the City and RSC be excluded from membership, and that appointments be made by the City Council. Commission staff began work to amend the by-law and engage potential members, to establish the new PRAC in 2025. The Commission welcomes this evolution in local governance and looks forward to continuing to tailor its service delivery to reflect the priorities of its members.

<u>PRAC Members</u>	<u>Attendance</u>	<u>Honorariums</u>	<u>Travel Expenses</u>
William Treadwell, Chair	10	\$1,000.00	\$106.55
Kurt Marks	7	\$525.00	\$478.15
Steve Macklin	9	\$675.00	\$51.67
Joseph Veriker	10	\$750.00	\$39.76
Lynn Gregan	7	\$525.00	\$209.00
Robert McLeod	9	\$675.00	\$352.04
Glen Harding	9	\$675.00	\$324.04
		\$4,825.00	\$1,561.21

Table 4

9- SPORT, RECREATION, AND CULTURAL INFRASTRUCTURE COST SHARING

Under the Regional Service Delivery Act, the Commission is mandated to facilitate cost-sharing arrangements for sport, recreation, and cultural infrastructure. To support this legislated responsibility, the Board established the Cost-Sharing of Regional Infrastructure Committee in January 2024. However, the committee had not convened by year-end. The Commission's Regional Strategy aligns with this mandate, outlining the goal to "improve access to, and increase participation in, sport, recreational, and cultural opportunities in the region." Strategic objectives related to this goal include developing regional priorities for new, renovated, or expanded infrastructure, strengthening collaboration among member communities, and leveraging partnerships with regional, provincial, and federal governments.

To begin advancing this mandate, the Commission engaged GEMTEC in 2024 to complete an inventory of significant sport, recreation, and cultural infrastructure across the region. The resulting inventory provides a foundation for discussions about reclassifying certain local assets as subregional and considering the designation of some subregional facilities as regionally significant. In December 2024, GEMTEC presented its findings to the Board. The presentation summarized the scope of the inventory, identified opportunities for enhanced regional collaboration, and outlined potential directions for aligning infrastructure planning with broader Commission goals. This work also supported key regional priorities such as economic growth, workforce development, tourism enhancement, and more coordinated service delivery. At that meeting, the Board resolved to receive the presentation and consider its findings as a basis for future regional infrastructure planning efforts. The inventory marked an important first step in translating the Commission's mandate into actionable planning work. As outlined in the Regional Strategy implementation plan and the 2025 budget, the next phase of this work is expected to include an assessment of infrastructure gaps, challenges, and opportunities. This process will support the identification of both current and future needs and enable collaboration with local governments and the rural district to promote long-term infrastructure sustainability. Engagement of the Infrastructure Committee is anticipated as part of this next phase. A review of the

committee's structure may also be required, as the Regional Service Delivery Act identifies it as a "standing committee," while the Commission's Procedural By-law currently establishes it as an advisory committee.

10- HOUSING AUTHORITY

2024 has been a year of momentum, collaboration, and meaningful progress in our mission to address housing challenges across the region. Through strategic partnerships, community engagement, and a deepened commitment to advocacy, we have laid the foundation for long-term, sustainable housing solutions. This report highlights the key milestones, initiatives, and transitions that shaped our work this year.

Staff Highlights

In June 2024, we welcomed Leigh Bursey Housing Initiatives Manager to our team. Leigh brings a strong background in housing advocacy, municipal leadership, and public engagement. His arrival has significantly enhanced our capacity to lead community-based initiatives and strengthen our advocacy efforts. Leigh has already played a pivotal role in expanding our outreach and building new relationships with stakeholders. Later in the year, in November 2024, we experienced a major leadership transition as Director Justin Forbes stepped down. Justin's vision and dedication have been instrumental in shaping our organization's direction and impact. Under his leadership, we expanded our reach, deepened our partnerships, and strengthened our voice in regional housing policy. We thank Justin for his years of service and wish him the very best in his future endeavors.

2024 Housing Together

One of the most impactful events of the year was our Housing Forum, which brought together a wide range of stakeholders including municipal leaders, service providers, developers, and individuals with lived experience. The forum featured engagement sessions and hard-hitting conversations that addressed urgent housing issues such as affordability, homelessness, and development challenges. These sessions fostered open dialogue and encouraged collaborative thinking.

A key highlight was the attendance of a representative from the Office of the Housing Minister of New Brunswick, who engaged directly with participants and shared insights into the province's housing priorities. We also welcomed Harvest House Moncton, who delivered a compelling presentation on sustainable housing solutions, offering practical models for long-term stability and wraparound support.

To recognize the outstanding efforts of local leaders, we presented awards to prominent community members who have made significant contributions to housing in the region. The forum concluded with the release of a comprehensive housing report, capturing the key themes, insights, and recommendations that emerged from the event—laying the groundwork for continued advocacy and collaboration in 2025.

Other Highlights

In 2024, we partnered with Miramichi Housing Solutions to cost-share a Housing Navigator position. This role is essential in helping individuals and families navigate the housing system, access services, and secure stable housing. The partnership reflects a shared commitment to regional collaboration and a more coordinated approach to housing support.

We held numerous meetings with stakeholders and developers throughout the year to explore opportunities for new housing developments. These discussions have helped identify potential sites, align community needs with development plans, and reduce barriers to construction. Several promising projects are now in early planning stages as a result of these efforts.

Our advocacy efforts remained focused on the most vulnerable members of our community. We continued to advocate for the homeless population, ensuring their needs were prioritized in service planning and policy discussions. This included participating in municipal consultations, contributing to provincial housing strategies, and supporting emergency response efforts during extreme weather events.

We also leveraged social media as a powerful tool for public education and engagement. Through targeted campaigns, informative posts, and community storytelling, we reached thousands of residents with content about housing rights, available services, and ways to get involved. This digital outreach has helped foster a more informed and engaged public, while also amplifying the voices of those with lived experience.

A major milestone in 2024 was the formation of our Community Advisory Board (CAB). The CAB brings together individuals with lived experience, community leaders, service providers, and advocates to guide our work and ensure it remains grounded in the realities of those most affected by housing insecurity. The CAB will play a critical role in shaping our priorities, evaluating our impact, and strengthening our accountability to the community. Its formation marks a significant step toward more inclusive, community-led decision-making.

As we move into 2025, we are energized by the progress made and the strong foundation we've built. Our priorities for the coming year include implementing the regional housing action plan developed at the Housing Forum, expanding partnerships with municipalities, Indigenous communities, and private sector developers, strengthening internal capacity through staff development and leadership renewal, deepening the role of the Community Advisory Board in shaping our strategic direction and continuing to advocate for systemic change at all levels of government.

We remain committed to our vision of a region where everyone has access to safe, affordable, and appropriate housing. Thank you to our partners, funders, staff, and community members for your continued support and collaboration.

11- COMMUNITY DEVELOPMENT

As we close out another productive year, we reflect on the accomplishments and milestones achieved by the Community Development Department at the Greater Miramichi Service Commission. In 2024, our focus remained on fostering innovation, collaboration, and inclusivity throughout the region, working closely with partners, stakeholders, and residents to build stronger, more resilient communities.

New Tide Counselling & Consulting

One of the year's highlights was the advancement of the Youth Empowerment and Advocacy initiative through a strategic partnership with New Tide Counselling & Consulting. Connections with organizations such as Youth First Miramichi Inc. further strengthened our capacity to support youth-centered initiatives. In parallel, continued engagement with Genesis Village of Hope has supported affordable housing solutions for youth and young adults, contributing to long-term stability and well-being.

Community Coordinator

Under Strategic Planning and Recruitment, we successfully hired a Community Coordinator to support ongoing initiatives and deepen community engagement. In preparation for the onboarding of incoming CEO Roberta McIntyre, comprehensive transition resources were developed to ensure a smooth and informed leadership handover. Additionally, the grant writer position was carefully drafted to support funding applications for critical community development projects.

Fresh4Less

The Fresh for Less Program continued to gain momentum as a community-driven initiative that improves access to fresh, affordable produce across the Greater Miramichi region. With a focus on food security and local agricultural sustainability, the program helps reduce barriers to nutritious food for individuals and families. In 2024, 7,390 bags of fresh produce were distributed in key communities, with overwhelmingly positive feedback. Many participants reported improvements in diet quality and significant grocery savings. Looking ahead, the program plans to expand into new areas, introduce dedicated infrastructure such as an enclosed trailer, and offer subsidized pricing through partnerships with social service agencies. Complementary workshops and recipes will also be provided to support meal planning and preparation. The initiative stands at the intersection of food security, public health, and economic resilience—delivering real benefits to individuals and the broader community.

Community Engagement and Collaboration

Throughout the year, Community Engagement and Collaboration remained central to our work. We have conducted brainstorming sessions with partners to tackle recruitment challenges and identify shared solutions. By consistently engaging local leaders and residents, we ensured that community voices helped shape regional initiatives. We also provided strong support to partners addressing food insecurity, reinforcing a collaborative approach to pressing community needs.

In support of environmental sustainability, we partnered with Ecodiversion to feature transportation promotions in the 2025 regional calendar. These efforts formed part of a broader campaign to promote environmental stewardship and community awareness. Our partnerships continued to grow, strengthening connections with municipalities, businesses, and non-profits. We also forged new collaborations with regional transit providers—including Miramichi Transit, Miramichi Accessible Transit, Urban-Rural Rides, and Blaise—to streamline services and improve regional coordination.

Resiliency Committee

In 2024, our efforts to build community resilience through the Resiliency Committee focus on empowering local leaders, enhancing emergency preparedness, and supporting grassroots initiatives. Leadership development workshops equipped community leaders and non-profits with governance and project management skills, resulting in multiple successful funding applications. Emergency response coordination with local services led to the development of response plans and community resilience workshops. Residents were supported in launching grassroots projects ranging from food programs to community gardens and beautification efforts. These actions reflect the region’s collective strength and its capacity to adapt and thrive.

A Resilient Future

2024 has been a year of growth and momentum, grounded in collaboration and a shared vision for a stronger region. As we look ahead to 2025, we remain committed to fostering inclusive communities by organizing events, workshops, and forums that bring residents together to share ideas, celebrate successes, and build lasting connections. Through continued collaboration, innovation, and capacity-building, we will ensure that our communities are equipped to meet challenges head-on and emerge stronger. Thank you to all our partners, stakeholders, and community members who contributed to this year’s progress. Together, we are building a more connected, inclusive, and resilient Greater Miramichi.

Warm regards,
Sylvie Rousselle
Director of Community Development
Greater Miramichi Service Commission

12- REGIONAL TRANSPORTATION

Regional transportation has been a cornerstone of the Greater Miramichi Service Commission's efforts to ensure connectivity, accessibility, and sustainability across our communities. In 2024, significant strides were made to address transportation gaps, enhance mobility options, and align services with regional needs.

Transportation Advancements

Driver Recruitment Campaign: In response to the urgent needs in areas such as Doaktown and Boiestown, we launched a robust recruitment initiative, featuring radio ads, billboards, and door-to-door pamphlets. This campaign recruited 17 drivers.

\$25,000 EISC Grant: Funding from ESIC was allocated to promote regional transportation, with a significant focus on sustainability and community engagement.

Stakeholder Engagement: Hosted virtual and in-person sessions to gather feedback from drivers, residents, and partners, ensuring transportation solutions align with local needs.

Partnerships: Initiated discussions with Miramichi Transit and Blaise to streamline services and improve regional connectivity.

Ecodiversion Calendar Integration: Featured transportation promotions in the 2025 calendar to increase community awareness.

Transportation RFP: Left Turn, Right Turn was retained to review our transportation service. The review included developing a plan with immediate priorities and long-term strategies for an integrated transportation system, recommend an organizational model (Internal, External, or Combined), Create an inventory of transportation services and assets, Ensure the plan aligns with provincial and regional policies, including the Climate Change Action Plan and regional economic development

Transition to Urban Rural Rides: As the Transportation Coordinator position was vacated in June, the Director of Community Development was able to secure a dispatch service with Urban Rural Rides (URR). UUR provides the dispatch services to 5 other RSC's in the province. They are taking care of the administrative work. At this time, the position for the Community Transportation Coordinator is vacant.

Statistics

Table 5

Total clients registered	200
Total Volunteer Drivers	12 drivers (2 in the registration process/5 express interest = possibly a total of 19.
Number of drives provided	1862
Total volunteer hours	3049
Total kilometers driven	51587.9

Vision for Regional Transportation in 2025

As we move into 2025, the focus remains on expanding, enhancing, and integrating transportation services to meet the evolving needs of our region:

- Service Expansion of the volunteer driver program to underserved and rural areas.
- Work with Miramichi Accessible Transit and Miramichi Transit to tailor services for seniors, individuals with disabilities, and low-income households to ensure equitable mobility.
- Deepen collaboration with regional transit providers to create seamless connections across communities.
- Work with local schools, hospitals, and employers to coordinate transportation solutions for education, healthcare, and employment needs.
- Host public forums to gather ongoing feedback and share updates on transportation improvements.
- Roll out educational campaigns to increase public awareness about transportation options, schedules, and benefits.
- Utilize ridership data and feedback to identify high-demand routes and optimize services.

The Path Forward

By prioritizing inclusivity, sustainability, and efficiency, the regional transportation system will not only connect people to places but also foster economic growth, reduce isolation, and enhance the overall quality of life for all residents of the Greater Miramichi region.

Let's work together to keep our communities moving forward!

13- PUBLIC SAFETY COMMITTEE

The Commission’s Public Safety Committee, established in 2023, continued its work in 2024 to advance regional collaboration on policing, fire protection, emergency management, and community safety initiatives. The committee met three times throughout the year – on February 14, June 19, and December 18 – bringing together a diverse cross-section of emergency and enforcement agencies, municipal officials, and community partners from across the region.

Strategic Alignment and Committee Mandate

In 2023, the GMRSC Board approved a Regional Strategy that includes a public safety objective to maintain Greater Miramichi as a safe region to grow and thrive. The Committee’s role is to support this goal through information-sharing, strategic planning, and identifying collaborative public safety opportunities. Committee meetings in 2024 focused on aligning initiatives with the strategic objectives, building partnerships, and responding to community-specific safety needs.

Project Lifesaver Initiative

In February, the Committee endorsed Project Lifesaver, a proposal from Miramichi Ground Search and Rescue (MGSAR). This internationally recognized program helps protect individuals living with cognitive impairments through the use of wearable transmitters that enable rapid location if they go missing. With the Board’s approval, GMRSC allocated \$10,000 toward the initiative, equally funded through member contributions and the Regional Services Support Fund (RSSF). By year-end, MGSAR had enrolled more participants than initially projected, acquired ten transmitters, and trained nine search specialists. The program continues to grow, with additional equipment ordered and public awareness efforts underway.

MGSAR Facility Needs

In response to a City-referred request from MGSAR, the Committee explored potential locations for a dedicated operations facility. The former Renous Fire Hall in Miramichi River Valley was assessed in February as a possible site. While the building offered suitable classroom and office space, the size of the vehicle bays was insufficient for MGSAR’s command vehicle. MGSAR has continued to explore alternatives while simultaneously pursuing funding options in partnership with Regional Development Corporation and other agencies.

Public Safety Day Planning

Led by Red Cross representative and committee volunteer Richard Sutherland, planning for a Public Safety Day began in mid-2024. The event is intended to showcase the wide range of public safety services operating in the Greater Miramichi region and increase community awareness and engagement. Preliminary discussions focused on scheduling the event during Emergency Preparedness Week in May 2025 to maximize visibility and participation. Logistics, costs, and agency involvement were discussed through multiple meetings in preparation for a possible 2025 launch.

Community Requests and Local Issues

Throughout 2024, the Committee fielded multiple safety-related requests from member communities:

- Alnwick raised concerns regarding volunteer firefighter shortages and expressed interest in a community watch initiative. Members recommended informal models leveraging resident groups and social media, with potential support from Crime Stoppers.
- The Committee discussed speeding in school zones in communities such as Napan and Black River. Members reviewed the use of mobile radar signage, citing successful examples in Doaktown and from Kent RSC. This issue remains under consideration for future regional safety signage initiatives.

The Village of Doaktown presented infrastructure challenges related to its fire hall. The Committee supported the preparation of a formal request to the Province for infrastructure support, with GMRSC staff tasked with drafting the letter.

Maritime Enforcement Services (MES) Engagement

In 2024, Maritime Enforcement Services began delivering by-law and regulatory enforcement services throughout the region. MES officers conducted introductory visits with community offices and began responding to building, development, and by-law issues. Members were encouraged to promote MES visibility through municipal websites and social media, ensure formal CAO resolutions were in place for officer designation, and share updated by-law lists or suggestions for new by-laws.

Collaborative Updates and Shared Learnings

The Committee also served as a platform for ongoing inter-agency updates, including:

- NBEMO and JPS participation on regional emergency preparedness;
- Enforcement of dangerous and unsightly premises;
- Fire service boundary review updates;
- Coordination challenges related to TMR coverage;
- Updates from the 2024 NB Fire Conference;
- Health care and ambulance service pressures;
- Impaired driving enforcement and safety campaign planning.

Looking Ahead

The Public Safety Committee concluded 2024 with strong momentum, driven by active participation from municipal leaders, emergency responders, provincial representatives, and community organizations. Planning efforts for Public Safety Day and the expansion of Project Lifesaver illustrate the committee's role in fostering collaboration and practical, region-wide public safety outcomes. The committee continues to welcome feedback and agenda contributions from member communities to help shape its evolving work in 2025 and beyond.

13- GROWING GREATER MIRAMICHI

About Growing Greater Miramichi

As part of a reform process that started in January 2021, the Government of New Brunswick has given the GMRSC and all other RSCs in the province a bigger role in 2023. The objective of this new mandate is to strengthen the regional economy, in partnership with identified partners, by addressing crucial issues such as providing a strategic focus for regional economic growth and tourism promotion, supporting investment readiness, a healthy business community, and workforce development and labour force growth, including supporting newcomer retention. Growing Greater Miramichi is the department of the Greater Miramichi Regional Service Commission dedicated to promoting our region and growing economic opportunity. We provide a forum for collaboration between stakeholders and facilitate forward movement on issues that increase the prosperity of the region. Our key focus areas are:

- Population growth Ensuring a competitive
- labour force Creating a supportive
- business ecosystem Tourism
- development and capacity building

Staff



Figure 2

3 Objectives for Growing Greater Miramichi



INCREASE COLLABORATION & EFFICIENCY OF SERVICE DELIVERY 1

- Coordinate regional forum on economic development and tourism
- Increase multidirectional communication within the region
- Lead regional strategies for population growth and workforce development
- Leverage provincial and federal government partners



PROMOTE OUR UNIQUE VALUE PROPOSITION 2

- Build upon existing competitive strengths to create a positive environment for business investment
- Develop marketing activities that coordinate with regional tourism promotion efforts
- Encourage investment in infrastructure, such as internet, phone systems, roads and funding opportunities for developers



LABOUR FORCE DEVELOPMENT AND POPULATION GROWTH 3

- Coordinate regional forum on labour market initiatives
- Target attraction and retention efforts for priority industries
- Facilitate education and training programs for priority skills
- Focus attraction and retention efforts on newcomers and younger workers

Figure 3

Strategic Focus for Regional Economic Growth

In 2024, staff and committees worked diligently to advance regional priorities through strategic planning. A major milestone was the launch of the refreshed Population Growth Strategy, with the Workforce Action Plan set to follow in early 2025. These plans reflect extensive community engagement, stakeholder input, and the dedicated efforts of our committee members. We extend sincere thanks to everyone who contributed their time, insights, and expertise to these important initiatives. In 2024, members of the Growing Greater Miramichi team actively participated in a range of events and forums that supported learning, networking, and advancing regional priorities. These opportunities allowed the team to share knowledge, build partnerships, and remain informed about economic and social development trends locally and regionally. Notable events attended in 2024 included:

2024 Housing Forum Foreign Direct Investment Training, hosted by Opportunities NB in Bathurst, NB family Medicine Resident Education Weekend, Halifax, NS Iri Ji Festival, a cultural celebration held in Halifax, NS (population growth/attraction) RIF NB Forum 2024, focusing on Francophone immigration and integration strategies Parle Ouère 5 à 7, hosted by SANB (Société de l'Acadie du Nouveau-Brunswick) Atlantic Economic Council – Business Outlook Conference, Saint John, NB

In 2024, Growing Greater Miramichi continued to foster strong partnerships across various sectors, working collaboratively to support regional development and enhance community well-being. We partnered with the Department of Agriculture, Aquaculture, and Fisheries to contribute to the development of a regional action plan that supports sustainable agricultural growth. This plan is estimated to be completed in 2025. In collaboration with the New Brunswick Medical Society, we co-hosted a “Forum on Primary Health”, providing a forum for dialogue on the future of healthcare delivery in the region. Our joint effort with the New Brunswick Multicultural Association saw the pilot of a reverse job fair-“Flip the Fair”, a dynamic community engagement initiative. With ASDN Experiential Learning, we brought the “Living Library – Future Physicians” to life, an innovative event connecting students with medical professionals. Additionally, in partnership with Dalhousie University Medical Learning and the Miramichi Family Medicine Residency Program, we co-organized a welcome event for medical learners, helping to introduce and integrate future healthcare providers into the local community. Further reinforcing our commitment to collaboration, the Director of Regional Economic Development also served on the Board of Directors for the Greater Miramichi Chamber of Commerce, strengthening ties with the local business community and aligning regional economic development priorities.

Regional Forums for Collaboration

In 2024, many dedicated committees and working groups supported collaboration and progress across our region. These forums brought together stakeholders from various sectors to advance shared goals in economic development, labour force retention, population growth, and more. Below is a summary of each group’s activities.

Regional Economic and Labour Development Committee													
Month	J	F	M	A	M	J	J	A	S	O	N	D	
Meetings		✓		✓		✓			✓		✓		
2024 Highlights	Members • Claude Schofield – <i>Atlantic Canada Opportunity Agency</i> • Anna Kelly – <i>Business Community</i> • Paul Underhill – <i>Business Community</i> • Julie Michaud – <i>Carrefour Beausoleil</i> • Line Thibodeau – <i>Carrefour Beausoleil</i> • Pauline Tenass – <i>CBDC</i> • Jeff MacTavish – <i>City of Miramichi</i> • Paul McGraw – <i>City of Miramichi</i> • Stephanie Toundou – <i>Community Onboarding Coordinator, GMSC</i> • Sylvie Rouselle – <i>Director of Community Development, GMSC</i> • Krista Chase – <i>Director of Regional Economic Development, Growing Greater Miramichi</i> • Patti Somers – <i>Greater Miramichi Chamber of Commerce</i> • HarleyAnn Siddall – <i>Growth Officer, Growing Greater Miramichi</i> • Leigh Bursey – <i>Housing Authority, Greater Miramichi Regional Service Commission</i> • Francesco Viglione – <i>Immigration NB</i> • Craig Silliker – <i>Miramichi Regional Multicultural Association</i> • Sydney Paul – <i>Natoaganeg</i> • Lisa Harris – <i>NBCC</i> • Donald Hammond – <i>Opportunities NB</i> • Natacha Downing – <i>Opportunities NB</i> • Alexis Hutchison Tripp – <i>Regional Development Corporation</i> • Adam Lordon – <i>Greater Miramichi Services Commission Board Member</i> • Kevin Russell – <i>Greater Miramichi Services Commission Board Member</i> • Cynthia Drysdale – <i>Working NB</i> • Roberta McIntyre – <i>Working NB</i>												

Table 6

Table 7

Regional Healthcare Retention and Attraction Committee													
Month	J	F	M	A	M	J	J	A	S	O	N	D	
Meetings		✓		✓	✓	✓		✓		✓		✓	
2024 Highlights				Members • Dr. Eugene Mah – <i>Medical Director, Miramichi Zone, Horizon Health</i> • Dr. Kathleen MacMillan – <i>Member at Large, Maritime Resident Doctor</i> • Tara Black – <i>Miramichi Medical Education Coordinator / Dalhousie Postgrad Site Administrator</i> • Danielle Lawlor – <i>Miramichi Regional Hospital Medical Office</i> • Daniela Sevilla – <i>Physician Privileging Advisor, Horizon Health</i> • Jennifer Peck – <i>Physician Recruitment Consultant, GNB</i> • Heather Farrell – <i>Physician Talent Acquisition Manager, Horizon Health</i> • Rachel Bernard – <i>Recruitment Consultant Nursing, GNB</i> • Dewald Human – <i>Talent Acquisition Coordinator, Horizon Health</i> • Jayden Mah – <i>Talent Acquisition Coordinator, Horizon Health</i> • Sarah Hamilton – <i>Talent Acquisition Operations Manager, Horizon Health</i> • Tara Allison – <i>Team Lead, Clerkship Miramichi, Dalhousie Medicine</i> • Cynthia Drysdale – <i>Working NB</i>									

Regional Labour Force Action Plan Working Group													
Month	J	F	M	A	M	J	J	A	S	O	N	D	
Meetings	✓			✓						✓			
2024 Highlights				Members • Brett Gallant – <i>Adaptive Office</i> • Rob Lehnert – <i>ASDN ICE Centre</i> • Jeff MacTavish – <i>City of Miramichi</i> • Krista Chase – <i>Director of Regional Economic Development, GMSC</i> • HarleyAnn Siddall – <i>Growth Officer, GMSC</i> • Angela Hugen Holtz – <i>HR, Sunny Corner Enterprises</i> • Marlene Thompson – <i>HR, Sunny Corner Enterprises</i> • Troy Godfrey – <i>Interfor</i> • Jeff Swaine – <i>Shannex</i> • John Schenkels – <i>Shenkels Farms</i> • Sam Foran – <i>Shenkels Farms</i> • Cynthia Drysdale – <i>Working NB</i>									

Table 8

Table 9

Regional Childcare Working Group												
Month	J	F	M	A	M	J	J	A	S	O	N	D
Meetings			✓			✓				✓		
2024 Highlights	Members - Julie Michaud – <i>Carrefour Beausoleil</i> - Line Thibodeau – <i>Carrefour Beausoleil</i> - Jennifer Curtis – <i>Childcare Center Operator</i> - Kunal Sethi – <i>Childcare Center Operator</i> - Lisa Astle – <i>Childcare Center Operator</i> - Kachina Peter-Paul – <i>Childcare Home Operator</i> - Karen Clark – <i>Childcare Home Operator</i> - Krista Chase – <i>Director of Regional Economic Development, GMSC</i> - Kate Flanagan – <i>EECD, GNB</i> - Melanie Cortes – <i>EECD, GNB</i> - HarleyAnn Siddall – <i>Growth Officer, GMSC</i> - Heather Fowler – <i>NBCC</i> - Alexis Hutchison Tripp – <i>Regional Development Corporation</i> - Calecia Rumble-McCalla – <i>Working NB</i> - Cynthia Drysdale – <i>Working NB</i> - Roberta McIntyre – <i>Working NB</i>											

Population Growth Working Group												
Month	J	F	M	A	M	J	J	A	S	O	N	D
Meetings	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
2024 Highlights	Members - Mohamed Ouedraogo – <i>Centre d'accueil et d'accompagnement francophone des immigrants du Sud-Est du Nouveau-Brunswick (CAFI)</i> - Jeff MacTavish – <i>City of Miramichi</i> - Krista Chase – <i>Director of Regional Economic Development, Growing Greater Miramichi</i> - Roger Ward – <i>Miramichi Regional Multicultural Association</i> - Jessica Walsh – <i>NBCC</i> - Arrah-Lee Durepos – <i>NBCC</i> - Lisa Harris – <i>NBCC</i> - Charbel Mouhaweij – <i>Immigration NB – Program Consultant</i> - Calecia Rumble-McCalla – <i>Working NB</i>											

Table 10

Table 11

International Student Retention Working Group													
Month	J	F	M	A	M	J	J	A	S	O	N	D	
Meetings	✓	✓	✓	✓	✓	✓		✓					
2024 Highlights	Members												
	• Mohamed Ouedraogo – <i>Centre d'accueil et d'accompagnement francophone des immigrants du Sud-Est du Nouveau-Brunswick (CAFI)</i> • Jeff MacTavish – <i>City of Miramichi</i> • Krista Chase – <i>Director of Regional Economic Development, Growing Greater Miramichi</i> • Roger Ward – <i>Miramichi Regional Multicultural Association</i> • Jessica Walsh – <i>NBCC Arrah-Lee Durepos</i> – <i>NBCC Lisa Harris</i> – <i>NBCC</i> • Charbel Mouhaweij – <i>Immigration NB – Program Consultant</i> • Calecia Rumble-McCalla – <i>Working NB</i>												

Supporting Investment Readiness

Growing Greater Miramichi took important steps to strengthen its investment readiness by participating in the Foreign Direct Investment Training hosted by Opportunities New Brunswick (ONB). This training equipped staff with advanced tools and strategies to better understand investor needs, improve regional investment positioning, and align with provincial efforts to attract foreign capital. It also provided insight into global market trends and practical frameworks for supporting local businesses in preparing for external investment opportunities. Looking ahead to 2025, Growing Greater Miramichi will focus on implementing a coordinated investment readiness approach in collaboration with local stakeholders. Planned activities include developing investment profiles and pitch materials, mapping available commercial and industrial assets, and creating a centralized investment response system to ensure timely and effective communication with potential investors. These efforts will be supported by a broader strategy to enhance the region’s visibility and competitiveness as a destination for business investment and sustainable economic growth.

Supporting a Healthy Business Community

Growing Greater Miramichi advanced key initiatives to strengthen the regional business environment and support economic growth. A major milestone was the launch of the Greater Miramichi Regional Directory, featuring over 1,000 businesses and organizations, with new tools for employers to post job opportunities, indicate interest in receiving investment, or list businesses for sale. Informational videos were created to help users navigate the platform and are available through the Growing Greater Miramichi YouTube Channel and the public directory portal. To foster collaboration and streamline regional economic development efforts, Growing Greater Miramichi hosted an Economic Development Ecosystem Mapping Session in March, facilitated by David Campbell of Jupia Consulting. This session brought together stakeholders to define mandates, identify gaps, and establish a clearer pathway for collaboration. Additionally, a micro-workshop on housing development models—covering both for-profit and non-profit strategies—was held to help businesses and developers explore housing as part of a broader economic growth strategy. Through these initiatives, Growing Greater Miramichi continues to build a stronger, more connected environment that supports local businesses, attracts investment, and drives long-term regional prosperity. Growing Greater Miramichi, in collaboration with the newly formed Regional Destination Marketing Organization – Discover Miramichi, advanced several innovative projects designed to strengthen the region’s tourism sector. Together, they worked on the development of the Anekdot platform, an interactive tool allowing visitors to explore local stories, attractions, and hidden gems through an engaging mobile map experience.

GPS-located Anekdot capsules are estimated to be available the second half of 2025, for businesses across the region. These capsules allow business owners to tell their story in an engaging, location- based audio format, enticing visitors to learn more, visit, and take action after listening. Businesses can subscribe to a capsule on an annual basis for a minimal fee, and each capsule can be updated daily to highlight new products, services, or promotions. A limited number of commercial capsules are available and are offered on a first-come, first-served basis. Interested businesses are encouraged to contact the Growth Officer at Growing Greater Miramichi to inquire about availability and begin sharing their unique story with visitors.

A Selfie Spots project was developed, aiming to establish designated locations at key natural and cultural sites where visitors are encouraged to take and share photos. These spots promote authentic user-generated content, drive social media engagement, and encourage longer stays by linking visitors to nearby experiences through QR code signage.

As part of the tourism enhancement efforts, a series of Virtual Reality (VR) tour videos was developed, offering immersive previews of major attractions across the Greater Miramichi region. Officially set to launch in April 2025, these VR experiences allow potential tourists to virtually explore the region before traveling, helping to build confidence, enhance trip planning, and inspire the decision to visit. Completion of the Selfie Spots and Anekdot projects is anticipated later in 2025, collectively helping to strengthen tourism capacity, regional branding, and visitor engagement

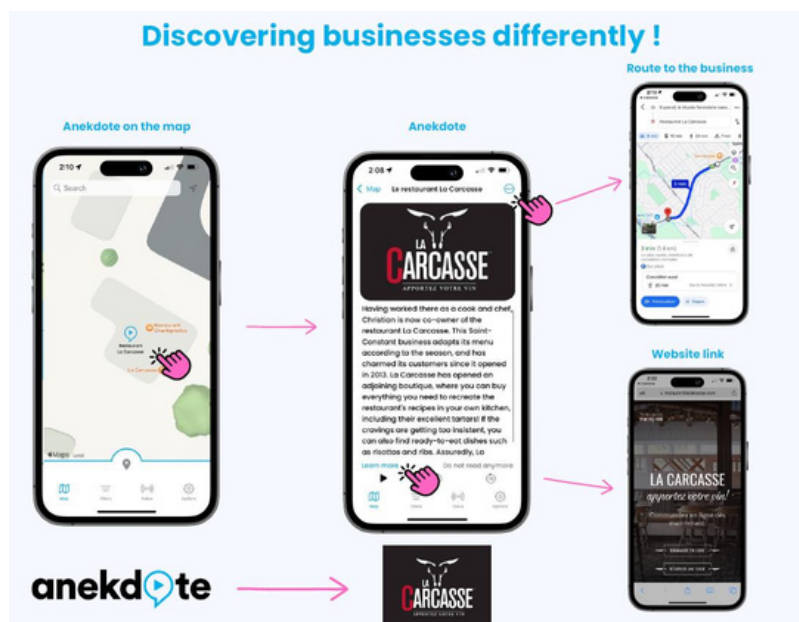


Figure 4

Supporting Workforce Development and Labour Force Growth

Growing Greater Miramichi continued to prioritize workforce development as a pillar of regional growth. At its May meeting, the Regional Healthcare Working Group identified childcare availability as a critical factor impacting both workforce development and family well-being across the Greater Miramichi Region. The group emphasized the need to increase designated childcare spaces, support early childhood educators, and improve access to information for new families. Ongoing initiatives include encouraging registration on the centralized waitlist, promoting the licensing of home-based childcare providers, and incorporating childcare guidance into newcomer welcome packages. The group will continue to meet quarterly to advance solutions that make childcare more inclusive, accessible, and sustainable for families across the region.

Growing Greater Miramichi also made significant progress toward strengthening the region's workforce by initiating the Regional Labour Force Action Plan, which is currently in its final stages and will be published in 2025. Developed collaboratively with local employers and stakeholders through a series of engagement sessions, the Action Plan addresses urgent workforce challenges, including an aging workforce, youth outmigration, and the need to attract and retain new talent and entrepreneurs. The plan will guide strategic workforce development efforts for the 2025–2027 period, ensuring stronger alignment between workforce supply and regional economic demand. Among the year's additional highlights, Growing Greater Miramichi partnered with New Brunswick Multicultural Council to pilot Flip the Fair, an innovative reverse job fair that connected jobseekers directly with potential employers in a dynamic new format. The organization also welcomed Growth Officer, whose work focuses on enhancing workforce development initiatives and supporting a vibrant business environment throughout the Greater Miramichi Region.

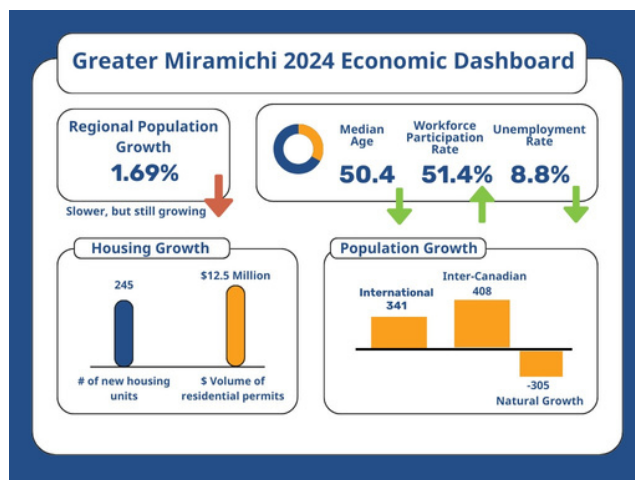


Figure 5

Supporting Population Retention

HealthCare Capacity Building

In 2024, Growing Greater Miramichi, alongside partners, advanced a series of initiatives to strengthen healthcare recruitment, retention, and community integration. Efforts included the expansion of the Healthcare Welcome Concierge program, personalized orientation tours, and the HealthPro Buddy Program (family mentorship) to support newly arriving healthcare professionals and their families.



Figure 6 Healthcare Homecoming at MacDonald's Farm



Figure 7 Tour Participants with the Vodoo jet

The launch of the Annual Appreciation Event celebrated the contributions of healthcare workers as well as the very first arrival of Family Medicine residents on the river. The event had over one hundred physicians, nurses, community members and their families enjoying a beautiful sunny day at MacDonald's Farm. Strategic investments such as the Local Family Medicine Pipeline, which encompasses both mentorship and scholarship opportunities, are critical in addressing the healthcare workforce needs in the Miramichi region. This pipeline includes the Miramichi Medical Mentorship Program, a grassroots initiative founded by Dr. Kathleen MacMillan, Dr. Chris Martin, and Dr. Nir Shoham-Hazon, aimed at guiding local students toward careers in healthcare. Through personalized coaching, interview preparation, and networking events, the program has already helped numerous students successfully gain admission to medical schools. The first four mentees of the program—John MacMillan, Natasha Shallom, Jadyn Mah, and Shafnan Ahmed— represent a promising cohort of future healthcare professionals actively supported through this initiative. The mentorship program expanded its reach through a new partnership with Experiential Learning at the Anglophone North School District, offering grade 11 and 12 students a hands-on opportunity to explore careers in medicine. This collaboration empowers future physicians by integrating real-world learning experiences into the high school curriculum. The partnership's first event, the Living Library, invited medical students, residents, and practicing physicians to share their knowledge and experiences in a dynamic, roundtable format. Groups of two to three students rotated through short, focused discussions with mentors, fostering direct engagement and inspiration for young learners. Held on November 30th, 2024 at O'Donoghues Irish Pub, the event successfully bridged mentorship with early career exploration and concluded with a networking social hour, strengthening connections between students and healthcare professionals. Complementing these mentorship efforts, Robert Loggie was named the inaugural recipient of the Greater Miramichi Medical Education Scholarship, a \$10,000 award funded by the Greater Miramichi Service Commission in partnership with the New Brunswick Medical Education Foundation.

Figure 9 - Healthcare Homecoming at MacDonald's Farm



Figure 10 Student Name Tags at Future Physicians Living Library Event



Figure 11 Participants at the Future Physicians Living Library Event

This scholarship supports fourth-year medical students pursuing a Doctor of Medicine degree, particularly those interested in Family Medicine with ties to Miramichi. Recipients sign a one-year return-of-service agreement, pledging to practice locally upon completion of their training, reinforcing the long-term sustainability of the healthcare system in the region. In addition to these recruitment and retention initiatives, regional promotion efforts have played a vital role in showcasing the Miramichi area as an attractive place to live and work. Community videos, welcome materials, and lifestyle marketing campaigns have been developed to highlight the quality of life, recreational opportunities, and supportive medical community that await prospective recruits. These promotional tools complement the region’s healthcare strategies, helping to build meaningful connections with future healthcare professionals and encouraging them to envision a life and career in Miramichi. Healthcare capacity building is critical not only for the wellbeing of residents, but also as a key driver of population growth, talent attraction, and economic development. Access to high-quality healthcare services strengthens the region’s appeal to newcomers and businesses alike, supports workforce retention across all sectors, and helps to position Greater Miramichi as a vibrant, competitive, and welcoming place to live, work, and invest. Through its focus on healthcare, Growing Greater Miramichi is building the foundation for long-term regional prosperity.

Livability Factor Improvement – Welcoming Communities

In 2024, Growing Greater Miramichi strengthened efforts to make the region more welcoming and inclusive for newcomers, residents, and businesses alike. An application was submitted to Immigration, Refugees and Citizenship Canada (IRCC) to formalize a Zonal Immigration Partnership (ZIP), aimed at enhancing regional collaboration and capacity to support population growth. Community orientation tours with tailored handouts were delivered in February, May, and November to introduce newcomers to local services, businesses, and recreational opportunities. A Population Growth Engagement Session was held in February, gathering key stakeholders to refresh regional priorities. Greater Miramichi’s welcoming spirit was further showcased through a Community Promotion Booth at the Iri Ji Festival in Halifax, promoting the region’s lifestyle and opportunities to a broader audience. In addition, six cultural sensitivity training sessions were held for employers in 2024, with a total of 73 participants, significantly exceeding participation targets. The region also launched new integration tools such as a Miramichi Region Integration Services Directory, expanded community onboarding initiatives, and made progress on a new regional website featuring enhanced newcomer- focused content. These efforts reflect Growing Greater Miramichi’s strong commitment to improving livability factors, fostering inclusion, attracting new talent, and supporting long-term economic growth.



Figure 12 - Robert Loggie, 2024 Recipient of the Greater Miramichi Medical Education Scholarship “As someone who was raised in rural Miramichi, I am especially aware of how crucial it is for physicians to feel connected to our communities and to maintain [a] stake in improving health outcomes where they live and practice. My goal as a physician is to return to Miramichi and invest my skills back into the community that helped shape me into the person I am today.”



Figure 14 Iri Ji Participants interested in learning more about life in Greater Miramichi



Figure 13 Growing Greater Miramichi booth at Iri Ji Festival, Halifax, NA

Figure 15

A PLACE TO GROW

The Greater Miramichi region offers unmatched quality of life, strong community values, and real economic opportunity. Surrounded by natural beauty, it's a place where families thrive, businesses grow, and people feel at home. With affordable living, access to education and healthcare, and a supportive environment for entrepreneurs, Miramichi is ready for what's next. This is where growth lives.



ADVANCE YOUR
HEALTHCARE
CAREER IN THE
MIRAMICHI REGION

Figure 16

Public Awareness and Media

Growing Greater Miramichi expanded its public engagement through targeted media initiatives and strategic communications. A formal statement from the Greater Miramichi Regional Service Commission Board highlighted the urgent need for increased investment in the childcare sector, emphasizing its critical role in workforce development and regional economic growth.

Additionally, staff were featured on the *Economic Pulse: Insights for Success* podcast, a weekly program hosted by Tina Mengine, CEO of the Erie County Redevelopment Authority, and Laith Wardi, President of ExecutivePulse

Incorporated. The podcast, which has produced over 70 episodes since its inception in 2024, focuses on demystifying economic development and sharing best practices from across the U.S., Canada, and beyond. In the episode featuring Growing Greater Miramichi, the discussion centered on innovative approaches to workforce development and talent attraction in rural communities, positioning the Greater Miramichi region as a model for collaborative and community-based strategies. To further engage the community and stakeholders, a *Labour Force Survey Highlights* video was produced and released on the Growing Greater Miramichi YouTube Channel. This video provided accessible insights into regional labor trends, fostering a deeper understanding of workforce dynamics among employers and the public.

14- TOURISM PROMOTION DEPARTMENT

Discover Miramichi RDMO: 2024 Year in Review 2024 marked the official launch of the Regional Destination Marketing Organization (RDMO) for the Greater Miramichi Region – an important milestone in shaping a unified, regional approach to tourism promotion.

Establishment & Governance

The RDMO was formally established in fall 2024, with finalized bylaws developed in collaboration with Natalie Stewart and through key engagement with GMSC leadership, including Director of Operations Justin Forbes and former CEO Wilson Bell. A formal service agreement between the GMSC and the RDMO was finalized by year-end for approval in early 2025, establishing the RDMO as an arms-length body with clear governance and operational structures.

Leadership & Organizational Development

The hiring of the RDMO's first Executive Director in October 2024 set the organization in motion. Immediate priorities included forging a strong working partnership with the City of Miramichi's tourism staff and facilitating the successful transfer of all Discover Miramichi assets from the City to the RDMO by year-end.

To support day-to-day operations, the RDMO contracted a third-party partner for content creation and social media management – an interim solution until the organization's first Tourism Promotions Manager is hired in 2025.

A regional board recruitment campaign was also launched in late 2024 to identify tourism operators from across the Miramichi Region to serve on the RDMO's inaugural Board of Directors.

Collaboration & Regional Alignment

Early momentum was built through foundational collaboration with the City of Miramichi and the Growing Greater Miramichi (GGM) team. Ongoing alignment meetings with GGM supported continuity in tourism-related economic development, and joint efforts laid the groundwork for the transfer of two legacy tourism initiatives – Anekdote and Selfie Spots – which the RDMO will carry forward in 2025.

Strategic Planning & Sector Engagement

Work began on the region's first comprehensive four-year tourism marketing strategy, with an RFP finalized in December 2024, ready for GMSC board approval and posting in early 2025. Once awarded, this strategic roadmap will guide campaign development, branding, tourism asset growth, organizational growth, and stakeholder engagement across the region.

Provincial Engagement & Trade Show Preparation

In 2024, the Executive Director participated in the TIANB Summit, strengthening connections with other RDMOs, learning from varied models, and representing the Miramichi Region as the newly established RDMO Discover Miramichi. Planning also began for the RDMO's debut at the provincial show, being held in Montreal at the Oasis Immersion exhibit, where virtual reality and promotional footage .

15- ECODIVERSION

Overview

EcoDiversiion facilitates solid waste management and waste reduction initiatives in the Greater Miramichi Region. We provide educational programs to raise awareness about waste diversion and encourage sustainable practices. By working alongside local partners, we help create a cleaner, healthier, and more vibrant community for everyone. In 2024, the Greater Miramichi Regional Service Commission – Solid Waste Services recently completed a rebranding, with the Solid Waste Services department now being called EcoDiversiion. This new name better captures the department's expanded focus on environmental services, including battery recycling programs, Household Hazardous Waste (HHW) collections, composting workshops, school waste reduction initiatives, and more.

Waste Collection

Tipping Fees As of January 2024, tipping fees at the Red Pine Waste Management Facility (Chaleur Regional Service Commission) have increased to \$96.00 per metric ton (MT) for regular waste, up from \$94.00. For construction and demolition (C&D) waste, the fee is \$45.50 per MT. Below, Tables 12 and 13 provide a detailed breakdown of the tipping fees for 2024 for both regular waste and C&D waste.

Regular Waste (Residential and Industrial, Commercial and Institutional (ICI) Sector	Breakdown of Total Tip Fee (per MT)
Red Pine Waste Management Facility – Tip Fee	\$72.00
Greater Miramichi Service Commission Surcharge	\$24.00
Total Tip Fee	\$96.00

Table 12

C&D Waste	Breakdown of Total Tip Fee (per MT)
Red Pine Waste Management Facility – Tip Fee	\$40.00
Greater Miramichi Service Commission Surcharge	\$5.50
Total Tip Fee	\$45.50

Table 13

Tonnage Report In 2024, the Greater Miramichi Region produced a total of 21,540.04 MT of waste direct hauled to the Red Pine Waste Management Facility located in Allardville, NB (see Table 14). The total tonnage decreased from 2023 to 2024 by 452.06 MT.

Sector	Tonnage (MT)	Percentage
Residential	12,040.67	55.90%
Industrial, Commercial and Institutional	8,318.47	38.62%
Construction & Demolition Debris	537.46	2.50%
Cash Sales - Waste	500.27	2.32%
Cash Sales - Construction & Demolition	143.17	0.66%

Table 14

Region	Tonnage (MT)
Alnwick	810.83
Village of Doaktown	450.87
City of Miramichi	5,072.86
Miramichi River Valley	1,927.95
Rural Community of Upper Miramichi	577.58
Greater Miramichi Rural District	1,999.41
Esgenoopetitj	559.69
Natoaganeg	258.74
Metepenagiag	382.74

Table 15

Waste Reduction & Recycling Advisory Committee (WRRAC)

The role of the WRRAC is to assist and support EcoDiversiion in dealing with residential, institutional, commercial, and industrial solid waste management challenges in the Greater Miramichi Region. Considerations to the socio-economic context of the region are made while promoting the three basic principles of sustainable solid waste management which are the reduction, reuse, and recycling of solid waste.

The WRRAC’s members are as follows:

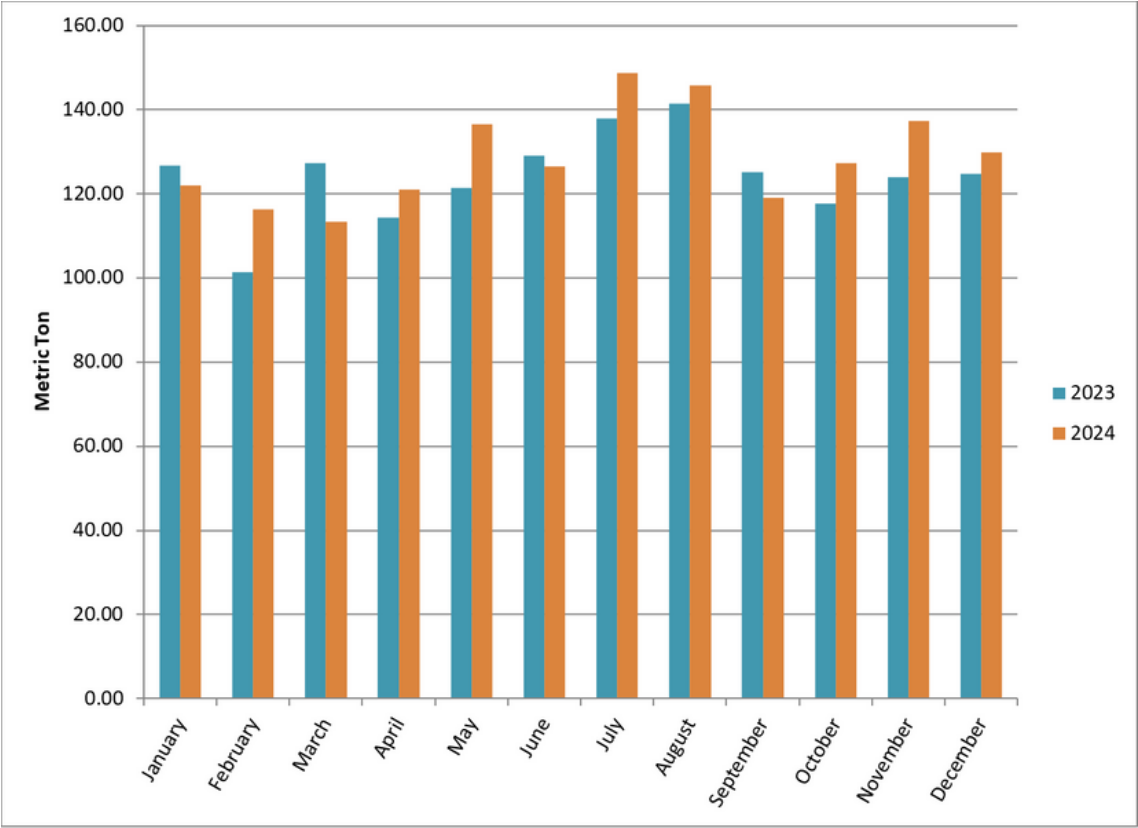
- Kevin Russell, Mayor of Miramichi River Valley, Chair
- Douglas Munn, Mayor of Upper Miramichi
- Ernest Robichaud, Mayor of Alnwick
- Paige Storey, Village of Doaktown
- Ben See, First Nations Representative
- Jay Shanahan, City of Miramichi Representative
- Manley Price, Upper Miramichi Representative
- Colin Harding, Alnwick Representative
- Larry Allain, Miramichi Rural District Representative

Waste Reduction Initiatives

Curbside Recycling Diversion Report – Recycling Statistics

Figure 17 outlines recycling statistics for 2023 and 2024. A total of 1546.63 MT was diverted from the landfill through the Residential Curbside Recycling Program in 2024. Diverted tonnage increased by 52.02 MT from 2023. On November 1st, 2024, Circular Materials took on the responsibility of managing the paper and packaging extended producer responsibility program. As a result, Municipalities, Rural Districts, and First Nations are no longer accountable for providing recyclable collection services or paying the recycling fee. Additionally, Circular Materials is now tasked with supplying public education and engagement (P&E) to residents, as well as addressing any recycling-related questions or complaints. EcoDiversio has agreed to continue maintaining the Recycle Coach App and the Collection Schedule, both in the app and the printed calendar.

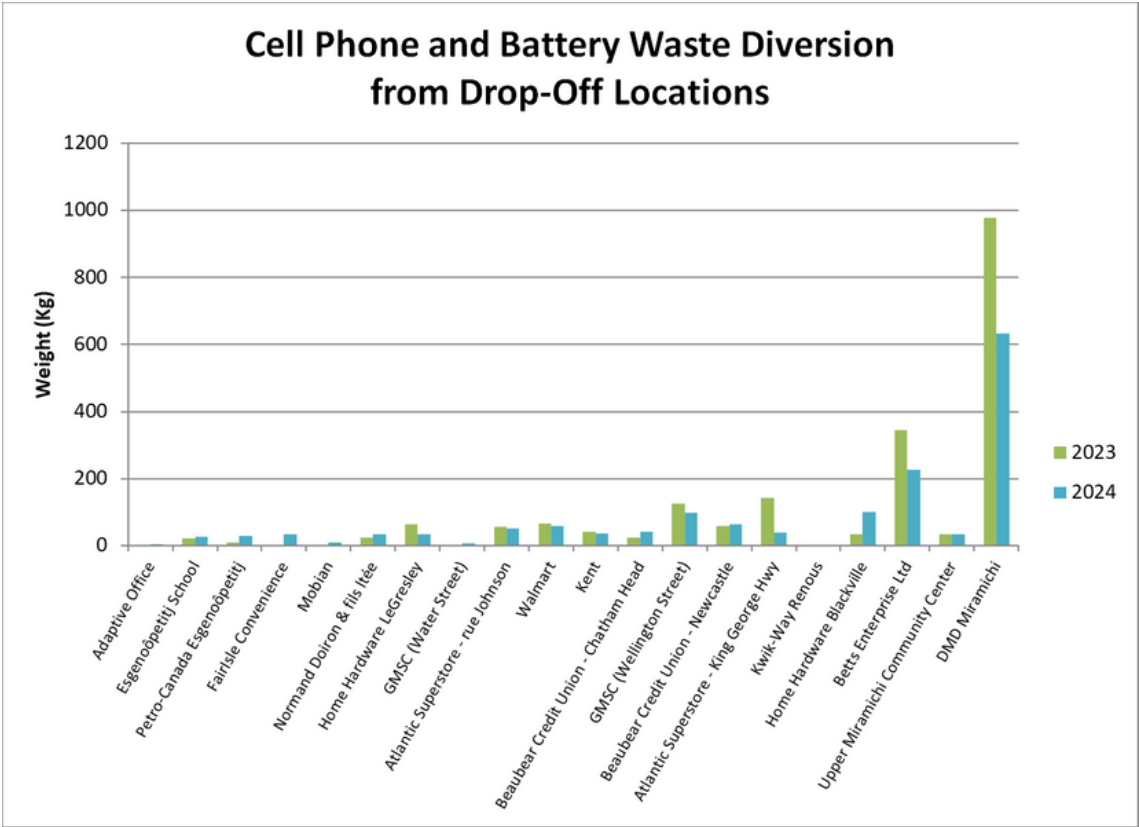
Figure 17: Waste Diversion by Curbside Recycling Program in MT



Battery Depots

A total of 22 drop-off locations are available to residents to recycle their old cell phones and used batteries. In 2024, a total of 2,041 kg of batteries and cell phones were diverted from the landfill through collections from drop-off sites and HHW events (Figure 18 compares diversion amounts from 2023). Batteries collected at Household Hazardous Waste events were segregated to be properly sorted and packaged by volunteers resulting in cost savings.

Figure 18



Environmental Trust Fund

Household Hazardous Waste Collections

The Greater Miramichi Regional Service Commission – Solid Waste Services (GMRSC – SWS) applied for funding through the Environmental Trust Fund (ETF) in November of 2023. The sum of \$75,000.00 was awarded to increase the number of household hazardous waste collections offered within the Greater Miramichi Region and educate residents on the importance of properly disposing of their household hazardous waste.

Over the course of the year, the GMRSC – SWS hosts two (2) collection events in the City of Miramichi (one event in the Spring and one event in the Fall) and one collection in the Village of Doaktown. The HHW collections have become increasingly popular. During the last five years, we have seen an increase in the number of vehicles and in the volume of hazardous waste collected. With the aid of the Environmental Trust Fund, two additional collections were hosted in Lagacéville (1928 Route 450) and Sunny Corner (32 Northwest Road). During the five events, a total of 1,211 vehicles were served at the hazardous waste events, an increase from the previous year. Most of the hazardous waste collected was paint, batteries, fluorescent tubes/bulbs, gas, oil, and pesticides.

An Educational Campaign was launched on the GMRSC – SWS Social Media pages from August to September 2024. Attention Media was retained to reach a wider demographic, which included messaging on podcasts targeted to local listeners, billboards in high traffic areas were used to announce the events, digital banners on various websites, etc.

A newsletter was created and distributed to every household within the Greater Miramichi Region to inform residents on what is considered hazardous waste, safely storing hazardous waste, and properly packing for transporting the materials to collection sites, what to expect when arriving at the drop-off site, and how to reduce hazardous waste (see Appendix A). In addition, door-to-door flyers were sent with collection dates for the Spring and Fall events.

Appearances & Campaigns EcoDiversiion 2025 Calendar

The 2025 Calendar was delivered in December to each household in the Greater Miramichi Region via Canada Post. This year’s calendar was used to promote EcoDiversiion programs and to promote other services offered by the Greater Miramichi Service Commission such as Growing Miramichi, Community Development, and Development Services.

Composting Workshops

The EcoDiversiion Manager offered four (4) evening composting workshops within the Greater Miramichi Region. Residents who attended the workshops were able to purchase composters, Green Cone digesters, and vermicomposters at half price. The workshops were promoted through the GMRSC – SWS social media platforms, Municipal social media platforms, and a door-to-door mailout which was produced in-house was sent via Canada Post.

Date	Location	Participants
April 24th, 2024	Upper Miramichi Community Cent	8
April 29th, 2024	Tabusintac Community Centre	28
April 30th, 2024	Blackville Community Centre	18
May 1st, 2024	Miramichi Kin Centre	37

Table 16

School Presentations

The EcoDiversion Manager provided several workshops and presentations to numerous schools. Over 540 students and school staff attended the waste reduction presentations.

Date	School	Topic
March 21st, 2024	King Street Elementary	Reduce & Reuse Before You Recycle
March 27th, 2024	Miramichi Rural School	Organic Waste Reduction
March 25th, 2024	Nelson Rural School	Reduce & Reuse Before You Recycle
April 2nd, 2024	Gretna Green School	Reduce & Reuse Before You Recycle
April 3rd, 2024	Upper Miramichi Elementary	Reduce & Reuse Before You Recycle
April 9th, 2024	Napan Elementary School	Reduce & Reuse Before You Recycle
April 11th, 2024	Esgenoopetitj School	Reduce & Reuse Before You Recycle
April 22nd, 2024	École René Chouinard	Reduce & Reuse Before You Recycle
April 23rd, 2024	Nelson Rural School	Reduce & Reuse Before You Recycle

Table 17

During the Reduce, Reuse & Recycle presentations, information on how waste is disposed of, what happens to recyclables, tips on reducing waste, what is hazardous waste, and how to recycle correctly. They have hands-on activities where they can sort their trash. The GMRSC – SWS donated composters to the school that requested a composting workshop.