

GREATER MIRAMICHI REGION **WORKFORCE ACTION PLAN**

2025-2027



Greater Miramichi
Service Commission

Commission de services
du Grand Miramichi

GROWING GREATER
MIRAMICHI

CROISSANCE
GRAND MIRAMICHI

It is important to acknowledge that the Miramichi River system is situated in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq people. This territory is covered by the 'Treaties of Peace and Friendship' first signed with the British Crown in 1726. The treaties did not deal with surrender of lands but in fact recognized an ongoing relationship between nations.

We are all Treaty People.



Image Credit: City of Miramichi,
Economic Development & Tourism

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1. INTRODUCTION

Why Does the Greater Miramichi Region Need a Workforce Development Action Plan?

The connection between the availability of skilled workers and the ability of local industries to thrive has never been more urgent. In the Greater Miramichi region, thousands of workers are approaching retirement, yet there are too few young people and new entrants joining the workforce to replace them.

To address this growing gap, the region needs a coordinated, focused workforce development plan. This action plan will prioritize engaging youth and introducing them to the wide range of career opportunities available locally. At the same time, it will seek to harness the potential of older workers who may want to remain active in the labour force in new or flexible ways.

Over the next 10 to 15 years, the Greater Miramichi region will need to attract several thousand new residents to sustain its workforce. This includes developing a new generation of entrepreneurs, as over 40% of current business owners are over the age of 55 as of 2025.

Ensuring successful business succession and nurturing new enterprise will be critical.

Post-secondary education institutions play a vital and growing role in supplying talent to the region. Local immigrant settlement agencies—such as the Miramichi Regional Multicultural Association (MRMA) and Centre d'accueil et d'accompagnement francophone pour immigrants (CAFi)—also have a key part to play, alongside the Greater Miramichi Chamber of Commerce and other business groups. Furthermore, ensuring that all employers and employees are aware of and connected to WorkingNB's range of services is another essential goal.

This Workforce Development Action Plan outlines concrete actions to be taken over the next two years to strengthen the region's workforce supply. The Greater Miramichi Regional Service Commission will lead the plan's implementation, coordinating initiatives, hosting related forums, and reporting progress to partners and the community.

This is an exciting and pivotal time for the Greater Miramichi region. With growing population numbers, record levels of immigrant settlement, and a range of industries poised for growth, the region is well-positioned to thrive. However, realizing this potential depends on one thing: a strong, ready, and future-focused workforce.

The Greater Miramichi Regional Workforce Development Action Plan is designed to ensure that the region's supply of talent aligns with its economic ambitions—today and into the future.

The development of this plan was supported by David Campbell, President of Jupia Consultants Inc.

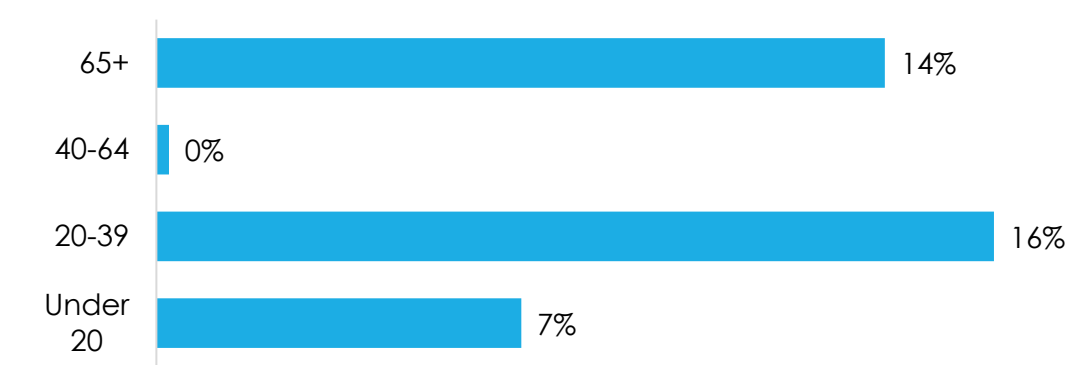
2. SETTING THE CONTEXT: A NEED TO EXPAND THE WORKFORCE

2.1 The population is growing again

The Miramichi Census Agglomeration area¹ added 800 to its population between 2023 and 2024 and stood at an estimated 30,100 as of July 1, 2024. Northumberland County’s population expanded from 47,200 in 2023 to 48,000 in 2024. Since its recent low point in 2020, the county’s population has increased by 2,600. The population is still lower now than it was back in the late 1990s.

The good news is that the population growth has come mostly from younger people. The number of people living in the Miramichi CA aged 20-39 increased by 16 percent, faster than the 65+ population. In fact, after rising for decades, the median age in the community declined slightly in both 2023 and 2024.

Figure 1: Population growth by age cohort between 2020 and 2024, Miramichi CA



Source: Statistics Canada Table 17-10-0148-01.

The population growth is coming from several sources. As shown in Table 1, immigrants and non-permanent residents are the two top sources of population growth in the Miramichi CA but the community continues to benefit from interprovincial migration. On a net basis (the difference between inward and outward flows), the region continues to attract more from outside New Brunswick. For the past eight years, the net interprovincial migration rate has been positive.

However, the natural population growth rate continues to be negative. In 2006 there were more births than deaths in the Miramichi CA. By 2024, there were only 50 births per 100 deaths. This means the natural population (excluding migration) dropped by 187 during the year.

Table 1: Components of population growth, 2023 to 2024, Miramichi CA

Births	189
Deaths	376
Natural population growth (births per 100 deaths)	50
Immigrants	+323
Net interprovincial migration	+270
Net intraprovincial migration	+83
Net non-permanent residents	+316

¹ The Miramichi Census Agglomeration area includes the City of Miramichi, the parishes of Chatham, Derby, Glenelg, Nelson, Newcastle, Northesk and Southesk as well as the Eel Ground, Red Bank and Big Hole First Nations.

Where are the interprovincial migrants coming from?

Between 2022 and 2023, 762 people moved into the Miramichi CA from elsewhere in New Brunswick and Canada (346 moved out). The top sources of inter- and intraprovincial migrants that year are shown in Table 2. Rural New Brunswick (non-CMA/CA) is the primary source of people moving to the region followed by Moncton, Toronto and rural Ontario. Fredericton, Halifax and Bathurst are other top sources of inward population.

Statistics Canada also tracks outward migration within Canada. The top destinations for people moving out of the Miramichi CA in 2022-2023 were non-CMA/CA New Brunswick, Moncton, Fredericton, Halifax, Saint John and Calgary.

Table 2: Inter- and intraprovincial migration to the Miramichi CA by jurisdiction, 2022-2023

Area outside census metropolitan areas and census agglomerations, New Brunswick	246
Moncton (CMA), New Brunswick	77
Toronto (CMA), Ontario	75
Area outside census metropolitan areas and census agglomerations, Ontario	59
Fredericton (CMA), New Brunswick	49
Halifax (CMA), Nova Scotia	37
Bathurst (CA), New Brunswick	35
Saint John (CMA), New Brunswick	27
Hamilton (CMA), Ontario	21
Kitchener - Cambridge - Waterloo (CMA), Ontario	20
Barrie (CMA), Ontario	19
Edmonton (CMA), Alberta	19

Source: Statistics Canada Table 17-10-0154-01.

Is the population growing fast enough to support workforce demand?

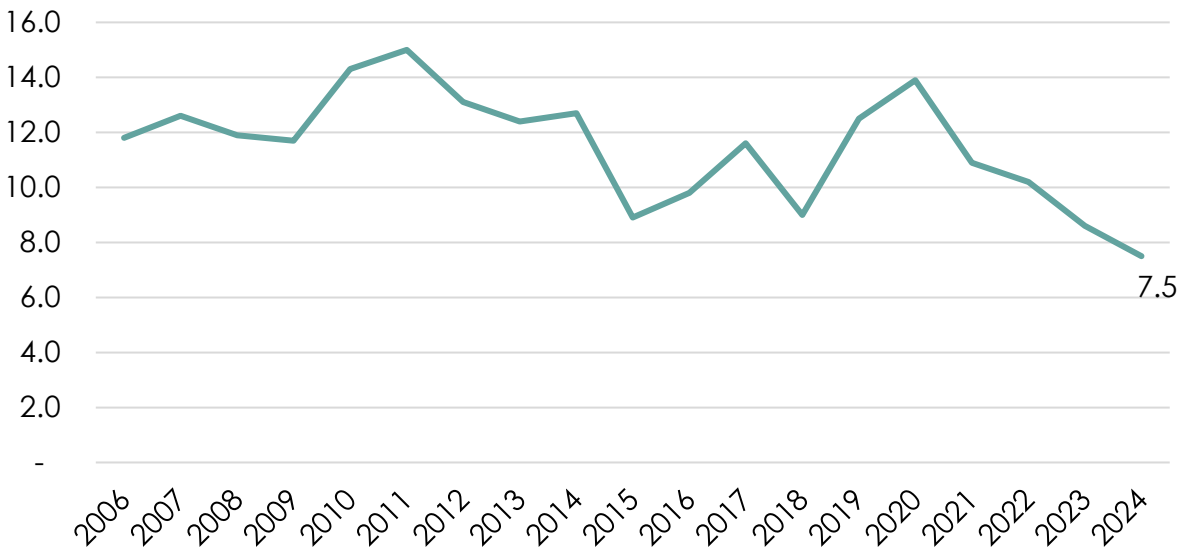
Between 2023 and 2024, the population in the Miramichi CA expanded by 2.7 percent. Between 2022 to 2023, the growth rate was 2.4 percent and between 2021 and 2022 it was 1.9 percent. Between 2001 and 2021, the average population growth rate was negative 0.4 percent. As will be developed further in Section x, if the region were to sustain an annual population growth rate of 2.4 percent, it should be enough to meet workforce demand in the years ahead.

2.2 The region faces considerable workforce challenges

Both the Miramichi CA and Northumberland County face considerable workforce challenges. Over 30 percent of the workforce is aged 55 and older and heading towards retirement. There are 2.4 people in the workforce aged 55 and older for every one person under the age of 25. Across the Miramichi-Campbellton economic region the number of job vacancies is down from the peak in 2021, but as of the third quarter of 2024, were still nearly double the level in the third quarter of 2017.

The unemployment rate in the Miramichi region is at a record low. As shown in Figure 2, the unemployment rate during 2024 was 7.5 percent. While this is higher than the national rate of unemployment, the seasonal nature of the workforce in the region accounts for the higher rate. Section 2.3 considers this issue further.

Figure 2: Unemployment rate by year, Miramichi CA (%)



Source: Statistics Canada Table 14-10-0391-01.

2.3 Are there ways to make the regional workforce more efficient?

As the region looks to address workforce demand, are there potential sources of workers already living in the community? Are there those who are under-employed, facing barriers to employment or other challenges? A high-level look at labour market and population data indicates there could be some potential to address workforce demand by looking inward.

Are there age or gender differences that could reveal gaps?

Table 3 looks at the labour market participation rate by age group. The participation rate is the share of the population participating in the workforce at some point during the year. Compared to many other jurisdictions, the Miramichi CA has a lower share of 15–19-year-olds in the workforce. This source of labour is important for part time or summer employment.

Among the other age cohorts, the participation rates are fairly similar. In some jurisdictions, the population aged 60 and older has a higher share of workforce participation. When it comes to gender, the workforce participation rate among women is similar or higher than men with the exception of older age cohorts. Only 16 percent of women aged 65 and older participate -even part time or seasonally compared to 29 percent among men.

Table 3: Labour market participation rate by age cohort and gender (2022), Miramichi CA (%)

	<u>Total</u>	<u>Males</u>	<u>Females</u>
All age groups	63.6	66.8	60.7
15 to 19 years	46.5	46.3	46.8
20 to 24 years	92.3	91.5	94.4
25 to 29 years	89.5	88.9	90.1
30 to 34 years	88.6	87.5	88.5
35 to 39 years	87.7	87.1	85.7
40 to 44 years	87.3	86.8	87.7
45 to 49 years	88.8	88.6	87.9
50 to 54 years	87.8	88.8	86.9
55 to 59 years	82.5	84.8	81.3
60 to 64 years	68.0	73.1	64.0
65 years and over	22.3	29.3	16.3

Source: Statistics Canada Table 11-10-0023-01.

What about other barriers to workforce participation?

The number of people on social assistance benefits has been declining in recent years. As of 2022 there were only 900 who reported receiving social assistance benefits on their annual tax returns. Another 450 reported workers compensation benefits. Adjusted for population size, there are considerably less people reporting social assistance benefits or workers compensation when compared to the country overall.

EI usage remains high

The workforce in Miramichi remains highly seasonal with just under three in 10 persons with employment income also reporting Employment Insurance income each year. As shown in Table 4, younger workers tend to use the program more than older workers. Among the population aged 25-29, 39 percent received EI income and among those aged 30-34, the share was one in three. The very young aged 15-24 are using EI much more now than in the past but this is likely at least someone aligned with school attendance.

It is unclear if there is significant opportunity to reorient the workforce to more of a year-round focus. The share of workers in the 40-59 age group has seen a fairly sharp decline in EI usage rates over the 2012-2022 timeframe. Among those aged 50-54, there was a 10-percentage point drop from 33 percent to 23 percent.

Table 4: Effective Employment Insurance (EI) rate by age group, Miramichi CA (%)

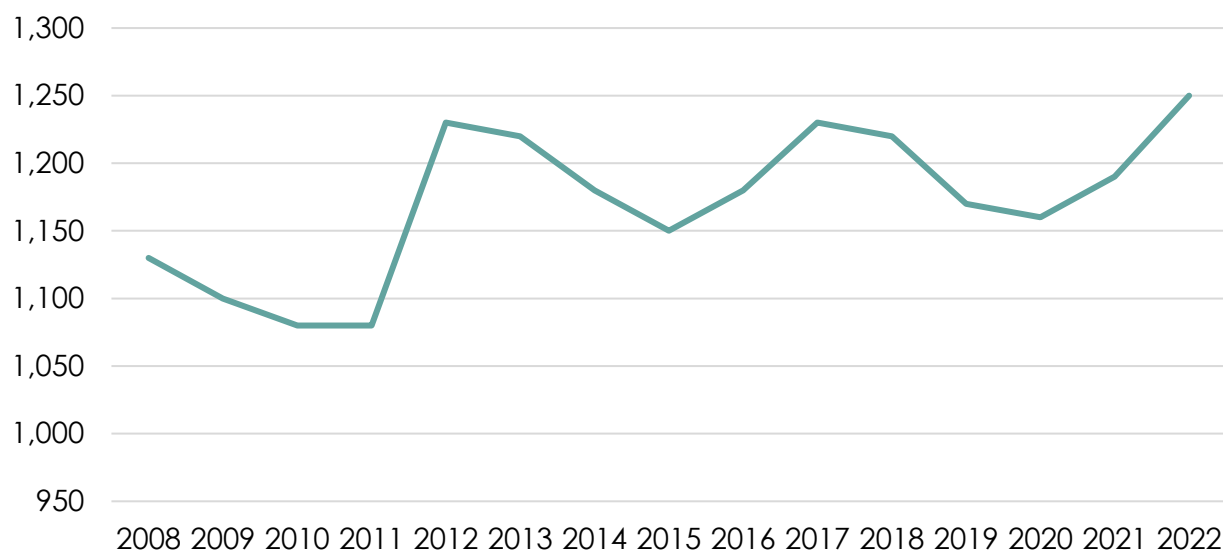
	<u>2012</u>	<u>2022</u>	<u>% point change</u>
All age groups	31	29	-2
15 to 19 years	4	21	+17
20 to 24 years	39	49	+10
25 to 29 years	41	39	-2
30 to 34 years	39	33	-6
35 to 39 years	28	25	-3
40 to 44 years	28	21	-7
45 to 49 years	26	22	-4
50 to 54 years	33	23	-10
55 to 59 years	32	25	-7
60 to 64 years	32	34	+2
65 years and over	23	30	+7

Source: Statistics Canada Table 11-10-0027-01.

The number of self-employed is rising

The number of people in the Miramichi CA reporting self-employment income is on the rise. In 2022, 1,250 reported self-employment income, the most in the past 20 years. This is an encouraging trend.

Figure 3: Number of persons declaring self-employment income by year, Miramichi CA



Source: Statistics Canada Table 14-10-0391-01.

3. FRAMING WORKFORCE SUPPLY AND DEMAND

3.1 A high-level workforce supply and demand assessment

There is no way to develop a fully accurate model of workforce supply and demand. There are too many unknowns including the role of technology, changing industrial structure and other factors. However, it is important to frame workforce supply and demand based on what is known related to the population, industry and occupational dynamics.

Table 5 shows a high-level workforce supply and demand model for Northumberland County. In 2023, there were an estimated 24,000 in the workforce of which approximately 7,300 were aged 55 and older. Assuming 80 percent of these retire by 2033, that results in a workforce demand from 'replacement' of 5,840. The research firm Lightcast estimates that workforce demand will increase by 1,350 between 2023 and 2033. Adding replacement and growth demand, there will be a need for 7,190 net new workers.

The local population can only supply a share of this demand. Assuming 50 percent of those aged 5-15 end up leaving the community for school or work, that would leave an implied natural workforce supply gap of 5,040. If the region is able to grow its population by 11,088 between 2023 and 2033, that should provide enough workers to meet demand (assuming skills alignment and workforce participation rates remain at current levels).

Table 5: High-level workforce supply and demand model: Northumberland County (2023-2033)

Population (2023)	47,586
Workforce (total)	~24,000
Workforce aged 55+	7,300
Replacement demand through 2033 (assume 80% retire)	5,840
Expansion demand through 2033 (Lightcast)	<u>1,350</u>
=Total workforce demand through 2033	7,190
Total population aged 5-15 (as of 2023)	<u>4,300</u>
=Natural supply gap (assumes no outward mobility)	2,890
Retention (assume 50% outward mobility)	<u>2,150</u>
=Implied workforce gap 2023-2033	5,040
Implied population growth required to meet the gap (2.2 persons/family)	11,088
Population growth required to meet the gap (% change 2023-33)	24%
=Average annual population growth (2023-2033) - required	2.4%
Actual average annual population growth (2022-2024)	2.3%

Derived by Jupia Consultants using Statistics Canada 2021 Census, Lightcast data.

Table 6 shows the breakdown of workforce supply and demand by selected occupational group. This data is based on the methodology developed above. As previously discussed, there could be many reasons why future demand will not align with projected demand (e.g. technology changes, etc.). However, it is a place to start the discussion about workforce planning.

For example, the model would suggest the region could require nearly 500 truck drivers over the 10-year period. If those workers are not replaced here, they can move elsewhere. If the truckers are shuttling products to/from central Canada or the United States, they could live anywhere in a large catchment area. Trades, health, education-related occupations will likely continue to be in high demand in the years ahead.

Table 6: Workforce supply and demand model: Northumberland County (2023-2033): Selected occupations

	<u>Replacement demand*</u>	<u>Growth demand</u>	<u>Total demand</u>
Transport truck and transit drivers	360	114	474
Cleaners	256	73	329
Assisting occupations in health services	192	83	275
Trades helpers and labourers	208	7	215
Labourers in processing, manufacturing	180	23	203
Cashiers and other sales support occs	156	13	169
Nursing and allied health professionals	84	78	162
Food support occupations	120	41	161
Retail salespersons	148	4	152
Paraprofessional occupations in legal, social, community and education services	68	74	142
Office support occupations	124	16	140
Assisting occupations in education	104	35	139
Office administrative assistants	136	0	136
K-12 schoolteachers	108	23	131
Carpenters and cabinetmakers	128	0	128

**only from retirements, assumes no mobility.*

Derived by Jupia Consultants using Statistics Canada 2021 Census, Lightcast data.

3.2 The demand for entrepreneurs

It is important to continue to include entrepreneurs in the discussion about workforce supply and demand. They account for between 8-12 percent of the workforce and over 40 percent are aged 55 and older. In 2024, Lightcast estimates there are 1,500 self-employed persons across Northumberland County. Table 7 shows some of the sectors with significant self-employment in Northumberland County. Assuming 40 percent will need to be replaced means the region will need hundreds of new entrepreneurs between now and 2033.

Table 7: Self-employment by selected industry, Northumberland County (2024)

<i>Total – all industries</i>	<i>1,500</i>
Personal care services	160
Retail trade	150
Ambulatory health care services	140
Transportation and warehousing	130
Residential building construction	100
Arts, entertainment and recreation	90
Repair and maintenance	80
Accommodation and food services	80
Specialty trade contractors	70
Wholesale trade	70
Manufacturing	60
Fishing	60
Accommodation services	50
Miscellaneous merchant wholesalers	50
Offices of physicians	50

Source: Lightcast.

4. THE 2025-2027 ACTION PLAN

The Greater Miramichi Regional Workforce Development Action Plan for 2025-2027 groups the various actions into eight focus areas. For each focus area, there are actions, a lead organization, support organizations and indicators (activity and outcome). The eight focus areas are:

Industry-specific
workforce
support



Creating
awareness of
employment
opportunities



Post-secondary
education and
training



Workforce
attraction to
Greater
Miramichi



Indigenous
workforce



Expanding the
local workforce



Creating
awareness of
entrepreneurial
opportunities



Labour market
information



Focus: Industry-specific workforce support				
Purpose: Certain industries have specific needs and are strategically important to the regional economy.				
Action #	Actions	Lead:	Support:	Indicators:
AGRICULTURE				
1.1	Identify and address seasonal agriculture labour requirements (work with Ag Alliance).	AGA WNB	GMSC	Labour demand identified, seasonality mapped, filled positions.
1.2	Youth outreach (4H, Ag in the Classroom) to raise awareness of farming careers.	GMSC	AGA	# of youth participants.
1.3	Promotion of agriculture career and business opportunities (including available farmland).	GMSC	AGA DAAF	Promotional campaign.
1.4	Agriculture accelerator/succession planning for farmers (five).	GMSC	DAAF AGA CBDC	Successful self-reporting.
1.5	Improve information accessibility through the regional directory.	GMSC		Appropriate categories added to the directory.
1.6	Inventory vacant land for best use, create GIS mapping for promotion.	DAAF	GMSC	Inventory completed.
CONSTRUCTION & INDUSTRIAL MANUFACTURING				
1.7	Construction Accelerator/Convene employers to discuss challenges and develop solutions (including demand for specific skills).	GMSC	WNB CBDC HA	Event hosted in 2025. 5 Construction firms engaged/followed.
1.8	Expand the number of trades apprentices in the community.	GMSC	Skilled Trades NB, WNB, NBCC	# of apprenticeships.

1.9	Convene local industrial manufacturing companies to discuss challenges and develop solutions.	GMSC	TBD	Event Hosted 2026
ENERGY				
1.10	Host session on potential job and career opportunities associated with the Clean Energy Hub and other energy projects.	GMSC	WNB	Forum hosted.
		NSMDC		
HEALTHCARE AND EDUCATION				
1.11	Work with employers to determine in-demand occupations (now and near term) such as personal support workers, licensed practical nurses, etc. Use this in promotional and recruitment activities.	GMSC	WNB	Development of dashboard of projected need.
			NBCC	
1.12	Continue to work on boosting related enrolment in the NBCC.	NBCC	WNB	Enrolment in related programs.
			GMSC	
1.13	Continue to work on early childhood educators/childcare workforce development.	GMSC	WNB	Maintain appropriate qualified staff ratio.
			NBCC	
			EECD	
1.14	Meet bimonthly with the health care recruitment committee.	GMSC		Bi-monthly meetings.
FORESTRY				
1.15	Convene employers to discuss challenges and develop solutions.	GMSC	WNB	Event hosted in 2026.
TRANSPORTATION				
1.16	Convene local trucking companies to frame the challenge and consider solutions.	GMSC	WNB	Community surveyed.

Focus: Creating awareness of employment opportunities				
Purpose: Local residents need to be made aware of current job opportunities and future career opportunities. This supports workforce retention.				
Action #	Actions	Lead:	Support:	Indicators:
2.1	Career promotion in local schools (including priority industries).	ASDN	WNB	# of students reached
		GMSC	Carrefour	
2.2	Encourage employers to promote using online recruitment tools.	GMSC	WNB	# of employers engaged
2.3	Host event for employers on the latest recruitment tools (social media, Facebook Miramichi Jobs, etc.).	GMSC	WNB	Event held

Focus: Post-secondary education and training				
Purpose: The PSE system plays a critical role in retaining young people in the community and attracting students from outside the region and province.				
Action #	Actions	Lead:	Support:	Indicators:
3.1	Continue to align NBCC programming (including custom training) to the current and future needs of the local workforce.	NBCC	WNB	Enrolment,
3.2			GMSC	custom training.
	Continue to focus on NBCC as a conduit for international talent	NBCC		# intl. student enrolled.

Focus: Workforce attraction to Greater Miramichi				
Purpose: The local talent pipeline is not wide enough to meet future workforce demand. The community will need to attract workers from elsewhere in Canada and beyond.				
Action #	Actions	Lead:	Support:	Indicators:
4.1	Host event on recruiting and retaining immigrants.	MRMA	GMSC	Event hosted,
			WNB	# of employers.
4.2	Offering our promotional materials and perhaps our regional promotional booth to employers to maximize their presence at job fairs happening outside of the region.	GMSC	WNB	Resource created
			ONB	
4.3	Encourage newcomers to the community and employers to engage the “Community Onboarding Coordinator”. Promote this service to local employers.	GMSC		# who uses the Community Onboarding Coordinator.
4.4	Develop an ‘expatriate’ campaign to expose former residents (including students attending schools outside the area) to career opportunities at home.	GMSC	MCC	# of warm leads from Community Onboarding Coordinator.

Focus: Indigenous Workforce				
<p>Purpose: There are more than 4,000 persons in the Indigenous population living in Northumberland County. The workforce participation rate among the Indigenous population aged 25-54 is 11 percentage points below the non-Indigenous population (2021 Census). The purpose is to partner with First Nations communities to grow the Indigenous workforce in the region.</p>				
Action #	Actions	Lead:	Support:	Indicators:
5.1	Convene First Nations leaders, companies and workforce development groups to begin discussion of a targeted action plan.	GMSC	WNB	Event hosted, action plan.
5.2	Engage the North Shore Mi'kmaq Tribal Council to discuss its economic development focus and future job opportunities.	GMSC	WNB	Discussion held.

Focus: Expanding the local workforce				
Purpose: There are opportunities to expand the local workforce (increase the participation rate). This could include encouraging more youth (15-19) and older workers (60+) to participate or finding ways to reduce the seasonal workforce.				
Action #	Actions	Lead:	Support:	Indicators:
6.1	Continue to promote Working NB services to local employers.	WNB	GMSC MCC CBDC	# of employers engaged.
6.2	Convene seasonal employers to discuss potential opportunities for workforce sharing.	WNB	GMSC	Event held, potential actions.
6.3	Promote local careers to high school students (and expose them to part-time or summer jobs).	GMSC	WNB ASDN Carrefour	# of students engaged.
6.4	Expose immigrants and international students already in the community to job and career opportunities.	WNB	NBCC	# engaged.
6.5	Host cultural sensitivity training for employers (with the potential to expand to community members etc.).	MRMA		# of attendees.
6.6	Explore the potential of offering more English as a Second Language (ESL) training in the community.	MRMA	GMSC	Data from MRMA.
6.7	Expand the use of experiential learning in the community (internships, apprenticeships, etc.)	NBCC WNB	GMSC	Inventory of opportunities created, promotion of opportunities.
6.8	Develop a marketing campaign targeting youth and why they should consider career paths in the local area (including a youth ambassador program).	GMSC	MCC	Campaign developed.

Focus: Creating awareness of entrepreneurial opportunities				
Purpose: Potentially several hundred business owners will retire within a decade. Replacing them and exposing potential entrepreneurs to new business opportunities is an important workforce development activity.				
Action #	Actions	Lead:	Support:	Indicators:
7.1	Marketing campaign to promote entrepreneurial opportunities (including website/materials).	GMSC	WNB MCC CBDC	Campaign developed.
7.2	Convene accounting firms, business brokers and other professional services firms to discuss ways to match potential company sellers to buyers.	GMSC CBDC	WNB MCC	Event held in 2026.
7.3	Convene related organizations to develop a plan to expose potential immigrant entrepreneurs to opportunities in the region.	GMSC	WNB MCC CBDC	Plan developed.
7.4	Create framework for 1-stop business shop.	GMSC	CBDC WNB	Framework developed.

Focus: Labour Market Information				
Purpose: It is vitally important to have the right LMI to support recruitment initiatives, advocacy, planning, etc.				
Action #	Actions	Lead:	Support:	Indicators:
8.1	Compile list of in-demand careers for use at job fairs, etc.	WNB	GMSC	Updated list.
8.2	Continue to develop the case for immigration and international student attraction.	MRMA	GMSC	Case developed.
8.3	Annual LMI report to the community (trends, challenges, successes, etc.). Annual employer survey and possibly, employee survey of key employers regarding retention factors	GMSC		Annual report.

5. ACHIEVING RESULTS

5.1 Workforce development committee: Roles and responsibilities

A committed and collaborative Workforce Development Committee is essential to the success of any regional workforce strategy. The Greater Miramichi region benefits from a dynamic ecosystem that includes government departments, economic development organizations, immigrant settlement agencies, business associations, education and training institutions, and more. Each of these stakeholders brings unique expertise and plays a critical role in driving forward the actions outlined in the Workforce Development Action Plan.

To ensure a responsive and inclusive approach, the committee is encouraged to engage additional stakeholders on an as-needed basis. This may include:

- Provincial industry or professional associations
- Government agencies at the provincial or federal level
- Large employers operating in the region but headquartered elsewhere

5.2 Accountability and measurement

The Workforce Development Action Plan outlines more than 40 specific actions across eight strategic focus areas. These actions vary in scope and complexity:

- Some involve short-term efforts, such as hosting events
- Others require the continuation or expansion of existing initiatives
- Some demand new investments of time, coordination, or resources

To maintain transparency and momentum, progress must be tracked and reported. For any actions that are not advanced during the year, the reason should be clearly stated—along with whether they will be carried forward into the next year's plan.

Ultimately, the success of the plan depends on ongoing monitoring, evaluation, and communication of results. To support this, the Greater Miramichi Service Commission (GMSC) and its partners will host an annual review event. This gathering will serve to:

- Share outcomes from the previous year
- Highlight successes and key achievements
- Identify challenges and barriers
- Spark dialogue on emerging issues and opportunities

5.3 Future annual action plans: Considerations

This document serves as the Workforce Development Action Plan for the 2025–2027 period. However, workforce development must be treated as a continuous and evolving effort.

As the plan reaches the end of its lifecycle in 2027, the Workforce Development Committee should lead the development of a new two-year plan. This future plan should:

- Build on the momentum and lessons of the current strategy
- Respond to emerging economic, demographic, and policy changes
- Incorporate new opportunities for workforce and community growth

Several external factors could shape future planning. For example:

- National changes to immigration and international student policies may impact local labour supply
- International trade dynamics, such as tariffs, could affect key industries in the region

Annual updates to the action plan should be grounded in the realities of Greater Miramichi, while remaining agile to external forces that could influence workforce trends.

Greater Miramichi Workforce Consultation

Adam Lordon	Greater Miramichi Services Commission Board Member
Alexis Hutchison Tripp	Regional Development Corporation
Anna Kelly	Business Community
Brett Gallant	Adaptive
Cathy Sterling	Local Citizen
Craig Silliker	Miramichi Regional Multicultural Association
Cynthia Drysdale	Working NB
Donald Hammond	Opportunities NB
Francesco Viglione	Immigration NB
Fred King	Construction and Real Estate
HarleyAnn Siddall	Growth Officer, Growing Greater Miramichi
Helen Morier	Subway
Jeff MacTavish	City of Miramichi
Jeff Swaine	Shannex
Julie Michaud	Carrefour Beausoleil
Karen Arsenaault	Youth First Miramichi
Kevin Russell	Greater Miramichi Services Commission Board Member
Krista Chase	Director of Regional Economic Development, Growing Greater Miramichi
Leigh Bursey	Housing Authority, Greater Miramichi Regional Service Commission
Line Thibodeau	Carrefour Beausoleil
Lisa Harris	NBCC
Marlene Thompson	Sunny Corner Enterprises
Natacha Downing	Opportunities NB
Pat King	Eddy Group
Patti Somers	Greater Miramichi Chamber of Commerce
Paul McGraw	City of Miramichi
Paul Underhill	Business Community
Pauline Tenass	CBDC
Rachel Bernard	Department of Health
Robert Jardine	Construction
Roberta McIntyre	Working NB
Sarah Hamilton	Horizon
Stephanie Toundou	Community Onboarding Coordinator, GMSC
Sydney Paul	Natoaganeg
Sylvie Rouselle	Director of Community Development, GMSC

Greater Miramichi Workforce Action Plan Working Group

Brett Gallant	Adaptive Office
Rob Lehnert	ASDN ICE Centre
Jeff MacTavish	City of Miramichi
Krista Chase	Director of Regional Economic Development, GMSC
HarleyAnn Siddall	Growth Officer, GMSC
Angela Huguen Holtz	HR, Sunny Corner Enterprises
Marlene Thompson	HR, Sunny Corner Enterprises
Troy Godfrey	Interfor
Jeff Swaine	Shannex
John Schenkels	Shenkels Farms
Sam Foran	Shenkels Farms
Cynthia Drysdale	Working NB

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Glossary

Acronym	Full Name	Description
ASDN	Anglophone School District -North	The local school district
CAFI	Centre d'Accueil et d'accompagnement Francophone pour immigrants	A francophone welcome center for newcomers.
CBDC	Community Business Development Corporation	A government agency providing data and policies on housing.
CCB	Centre Communautaire Carrefour Beausoleil	Community centre.
CCNB	Collège Communautaire du Nouveau-Brunswick	A francophone community college.
ELC	Early Learning & Childcare	Services related to childcare and early education.
INB	Immigration New Brunswick	A government department responsible for immigration initiatives in New Brunswick.
MNPP	Miramichi Newcomers and Population Partnership	Original committee that crafted the 2019 three-year population growth action plan.
MRMA	Miramichi Regional Multicultural Association	An organization focused on supporting multiculturalism and newcomers in the Miramichi region.
MTI	Mi'gmawé'l Tplu'taqnn Inc.	An organization that seeks to develop beneficial relationships, based on good faith and mutual respect, with governmental and private interests for the advancement of the interests of our member First Nations, and to foster cooperation and resource sharing across the Province of New Brunswick.
NBCC	New Brunswick Community College	A post-secondary institution providing education and training.
NBMC	New Brunswick Multicultural Council	An organization promoting multiculturalism and diversity in New Brunswick.
RSC	Regional Service Commission	A government body responsible for regional planning and delivery
AANB	Agricultural Alliance of New Brunswick	A non-profit organization representing New Brunswick farmers, advocating for sustainable agriculture and providing support through various programs and initiatives.
DAAF	Department of Agriculture, Aquaculture and Fisheries	A provincial government department responsible for supporting the growth, competitiveness, and sustainability of agriculture, aquaculture, and fisheries sectors in New Brunswick.
EECD	Department of Education and Early Childhood Development	A provincial department overseeing public education and early childhood development programs in New Brunswick.
GMSC	Greater Miramichi Service Commission	A regional service commission providing planning, building, solid waste, and community development services to the Greater Miramichi area.

NSMDC	North Shore Micmac District Council	A not-for-profit organization offering advisory and technical assistance to its member First Nations in areas such as finance, infrastructure, and community development.
ONB	Opportunities New Brunswick	The province's lead economic development agency, assisting businesses in investing, growing, and accessing new markets.
WNB	Working New Brunswick	A program providing employment services and support to job seekers and employers, aiming to connect individuals with training and employment opportunities.