



Greater Miramichi  
Service Commission

Commission de services  
du Grand Miramichi

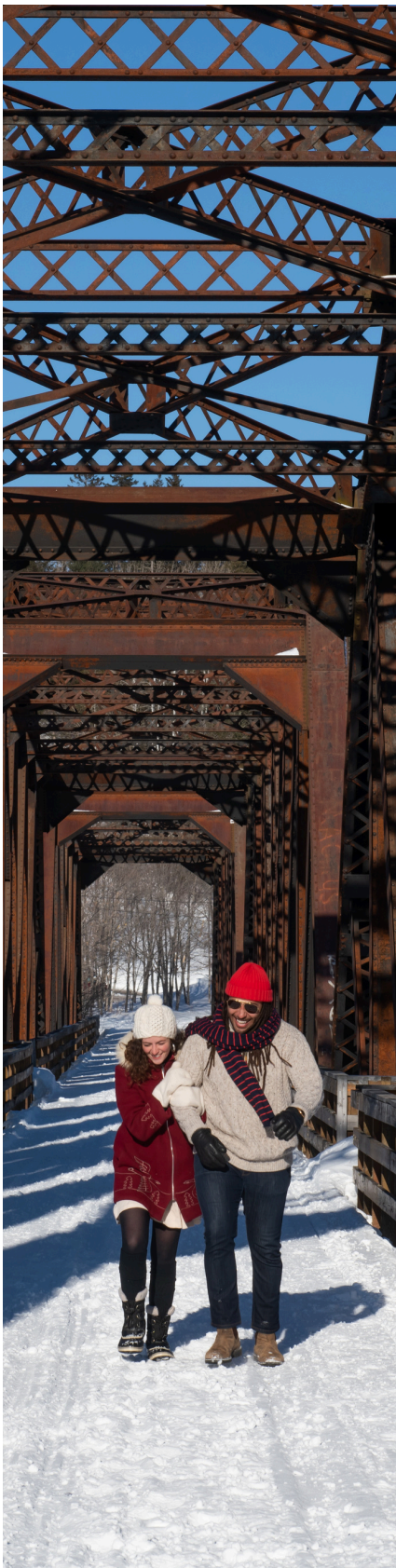
# 2025 Annual Report



OUR COMMUNITIES



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## Introduction

The goal of the Annual Report from the Greater Miramichi Service Commission is to present our organization's activities over the last year.

## Land Acknowledgement

We acknowledge that the Greater Miramichi region is located on the unsundered and unceded traditional territory of the Mi'gmaq/Mi'gmaq people. We recognize their deep connection to this land and reaffirm our commitment to respect, collaboration, innovation, and accountability in all that we do.



## Mandate and History of the GMSC

In 2008, the Government of New Brunswick introduced the New Brunswick Municipalities Act. This law helped create Regional Service Commissions. One year later, in 2009, the Greater Miramichi Service Commission was formed. At that time, it brought together Northumberland Solid Waste Services and the regional planning office.

In 2023, the province updated the legislation. These changes gave Regional Service Commissions more responsibilities. This marked an important shift for GMSC. We were no longer only known for planning. We became a broader service provider for the entire region.

Today, our role covers a wide range of services for the Greater Miramichi Region. In 2025, our work includes:

- Solid waste diversion
- Building, planning and land use services
- Community development
- Food security support
- Economic development and population growth
- Regional transportation
- Regional housing authority
- Tourism Promotion

We work closely with municipalities, rural districts, nonprofits and community partners. Our goal is to provide services that are effective, efficient and affordable. As our region continues to grow and change, GMSC will keep working with our communities to meet local needs and support a strong and resilient Greater Miramichi.

**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**

**COMMISSION DE SERVICES RÉGIONAUX DU GRAND MIRAMICHI**



**Greater Miramichi  
Service Commission**

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## Regional Profile

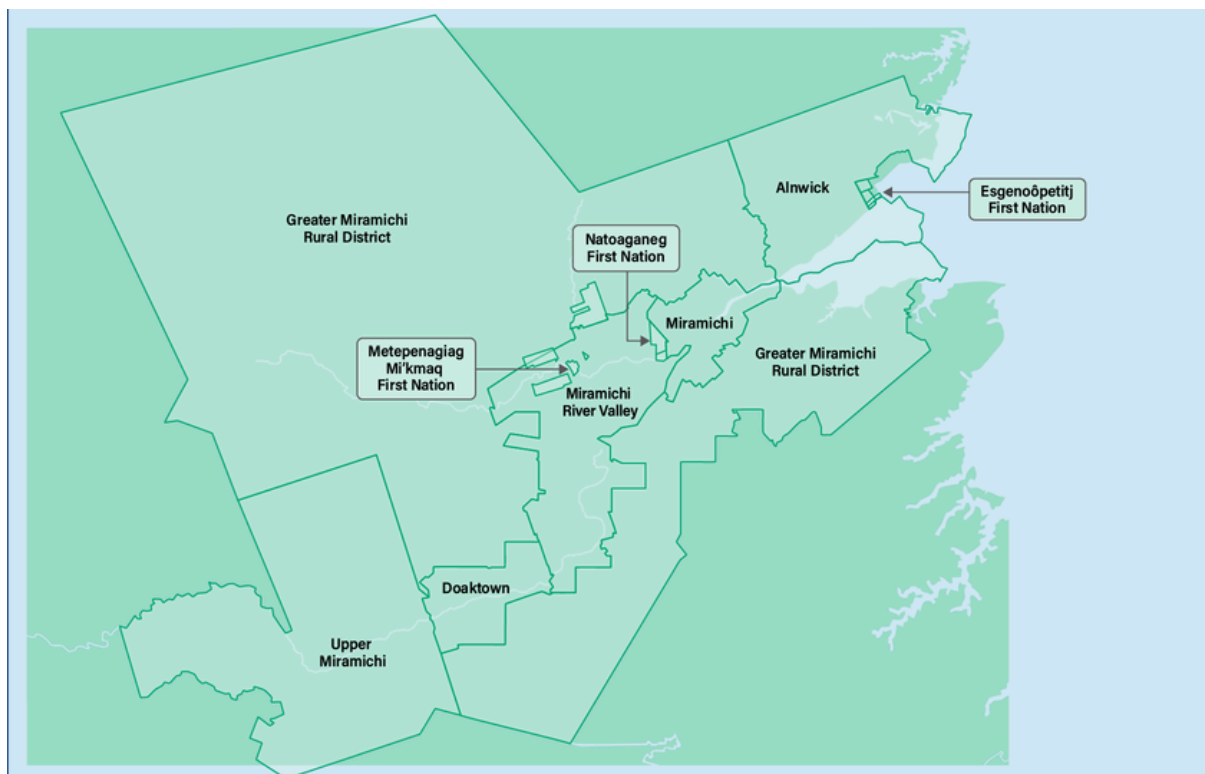
The GMSC serves Northeastern New Brunswick, covering a diverse and expansive area that includes the City of Miramichi, Greater Miramichi Rural District, Upper Miramichi, Doaktown, Miramichi River Valley, and Alnwick. Within the region, but not represented by the GMSC, are the First Nations communities of Esgenoôpetitj, Natoaganeg, and Metepenagiag.

This region is home to three distinct languages: English, French, and Mi'kmaw, reflecting a rich cultural and linguistic landscape that contributes to the identity of Greater Miramichi.

Together, these communities form a dynamic and interconnected region with a shared focus on sustainable growth, economic development, and community well-being. With a population of 37,130 and a land area of 12,473 km<sup>2</sup>, representing 17 percent of New Brunswick's landmass, the region is defined by strong community networks, thriving local industries, and abundant natural resources.

Guided by our core values, we work to support this region with clarity, collaboration, accountability, and . We Flow With Purpose through steady leadership, we Facilitate Unity by strengthening relationships across municipalities and sectors, we Foster Success through accountable service delivery, and we Flourish in Action by taking responsibility for initiatives that contribute to a resilient and thriving Greater Miramichi.

This blend of regional diversity and shared purpose creates opportunities for collaboration, innovation, and responsive service delivery tailored to the needs of residents across the region.



## Our Core Values

In 2025, we developed our Core Values. This work was done through a staff wide exercise that included every department. The goal was to understand what matters most to our team and to shape a shared direction for the years ahead.

These Core Values guide how we work, how we make decisions and how we support the communities we serve. They help us stay focused on our vision and give us momentum as we continue the important work of the service commission.



### Flow With Purpose [Leadership]

Like the path of a river, we move with clarity and direction, empowering others to do the same.



### Facilitate Unity [Collaboration]

Together, we ignite progress, gain strength, and surpass expectations.



### Foster Success [Accountability]

In everything, we support each other to deliver on integrity, sustainability, and inclusion.



### Flourish In Action [Responsibility]

As we grow, our responsibility becomes impact, our openness becomes action, and our region flourishes.



### Agir avec intention [Leadership]

À l'image d'une rivière, nous avançons avec clarté et direction, en donnant aux autres les moyens d'en faire autant.



### Faciliter l'unité [Collaboration]

Ensemble, nous stimulons le progrès, gagnons en force et dépassons les attentes.



### Favoriser la réussite [Accountability]

Dans tout ce que nous faisons, nous soutenons mutuellement pour faire preuve d'intégrité, de durabilité et d'inclusion.



### S'épanouir dans l'action [Responsabilité]

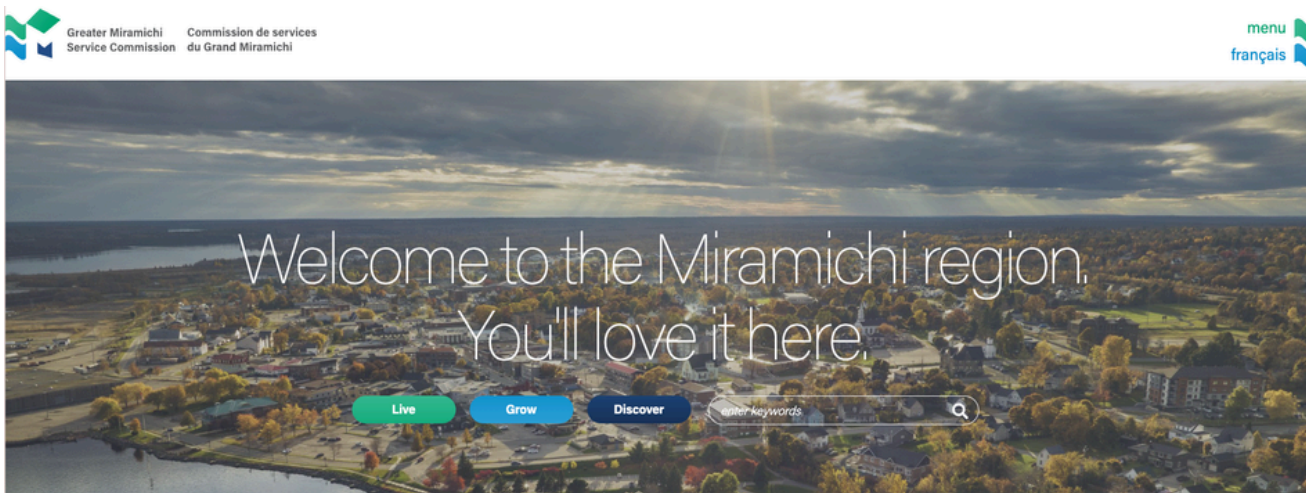
À mesure que nous grandissons, notre responsabilité se transforme en impact, notre ouverture d'esprit se transforme en action et notre région s'épanouit.

## New Website

In 2025, we completed a year long project to redesign our website. Throughout the process, we focused on the needs of the region. We wanted to create a website that is easy to use and provides clear information and helpful resources for residents, partners and visitors.

The new website reflects this work. It is organized in a way that helps people find what they need quickly. It also brings together more regional information in one place, including details about our services, programs and community initiatives.

We officially launched the website in July 2025.



## 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.

## Organizational structure, committees, and meetings

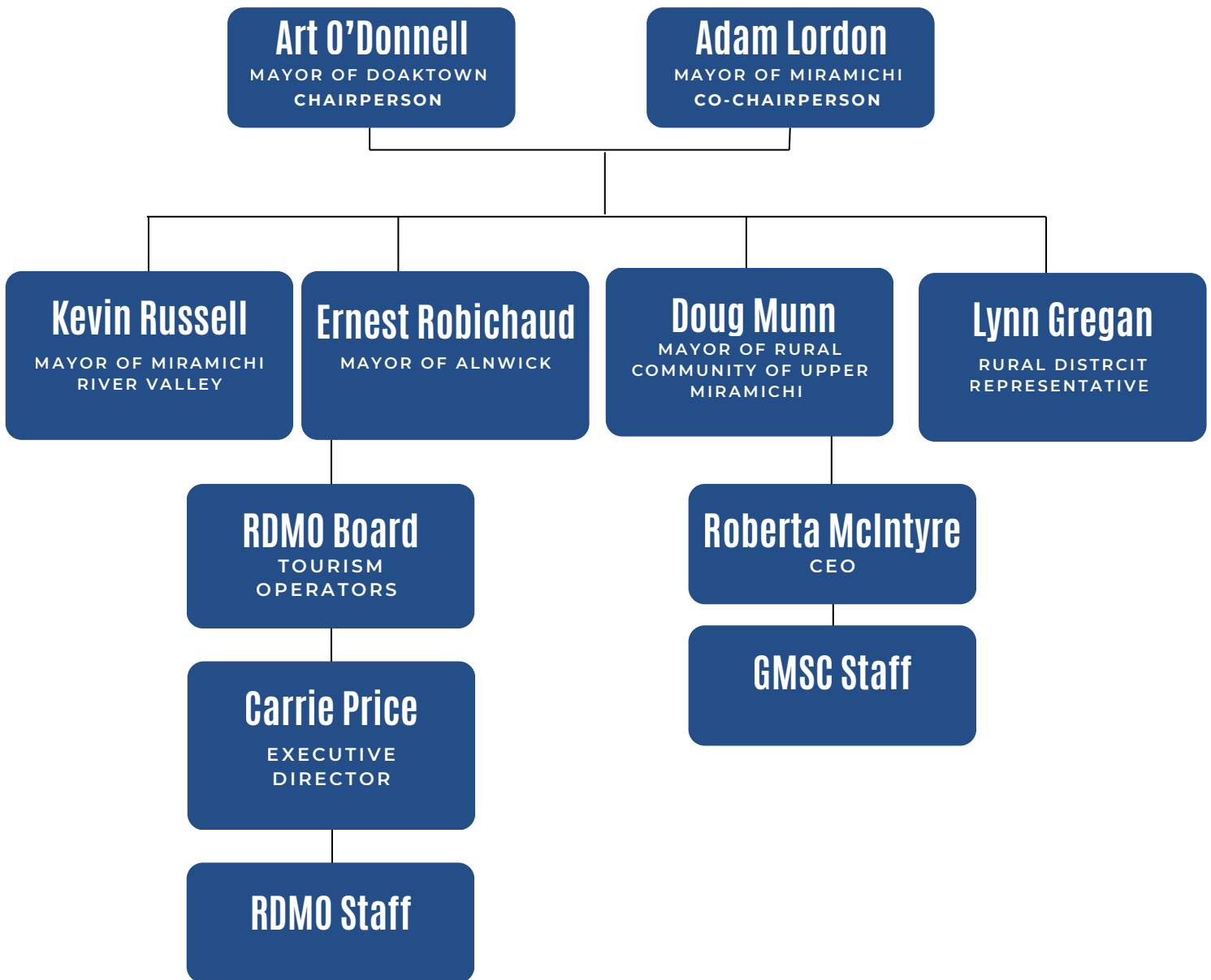
The GMSC operates under two distinct organizational structures that work together to ensure the smooth functioning of the organization. The first is our Board of Directors (Figure 1), which provides governance, strategic direction, and oversight to guide our mission and long-term goals. The second is 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.

## There were a total of 13 board meetings.

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

Board Member	KMs	Number of Meetings Attended	Honorariums
Art O'Donnell	2052.04 (3538 kms)	13	5543.3
Adam Lordon	82.53 (142.3 kms)	11	1987.4
Ernest Robichaud	305.37 (526.5 kms)	12	3521.89
Lynn Gregan	1029.49(1775 kms)	13	2248.9
Doug Munn	172.84(298 kms)	5	523
Brenda Knight	25.52(44 kms)	1	104.6
Kevin Russell	658.88(1136 kms)	8	2771.9

Alternate Board Members	KMS	Number of Meetings Attended	Honorariums
Amanda Brennan	102.07(176 kms)	4	418.40
Paddy Quinn	5.80(10 kms)	1	104.60



## A Message from our Chair

It is my distinct honour to present the Chairperson's message on behalf of my colleagues at the Greater Miramichi Service Commission (GMSC).

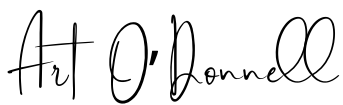
The year 2025 marked a period of meaningful change and growth for the GMSC. They continued to navigate the impacts of Municipal Reform and continued toward strengthening and expanding services for residents across the Greater Miramichi Region.

2025 also represented our first full year under the leadership of Chief Executive Officer Roberta McIntyre. Her leadership has been instrumental. Roberta leads the GMSC with dedication and clarity, and her commitment to collaboration and service excellence continues to guide the work of her team and beyond.

Progress continued on many important files throughout the year. I continue to place my trust in the GMSC team and to work collaboratively with them to deliver excellence and move important initiatives forward for the Greater Miramichi Region.

As we look ahead, 2026 an election year. I will not be seeking another term as Mayor, I look forward to passing the torch to the next Chairperson. The coming year will require continued collaboration, thoughtful decision-making, and a focus on navigating and finding solutions to increasingly complex issues.

I am excited about the work the GMSC will continue to produce and confident in the team that is leading it forward. Keep an eye on this group. They are doing great things for the Greater Miramichi Region.



Chair / Mayor of Doaktown



## **A Message from our CEO**

As I reflect on the past year, I am incredibly proud of the progress we have made together at the Greater Miramichi Service Commission. This year was one of momentum, learning, and laying strong foundations for the future. It was also a year that reinforced for me the strength of our organization not only in what we accomplished, but in how we worked together to achieve it.

At its core, 2025 was about doing the hard work required to better understand our region's needs, strengthen our systems, and move from planning to action. While we faced challenges including capacity pressures, evolving regional expectations, and complex service demands, we met them with collaboration, professionalism, and a shared commitment to serving the people of Greater Miramichi.

I am pleased to share some significant achievements this year:

The completion of a comprehensive EcoDiversification (solid waste) needs assessment. This work clearly identified key challenges, service gaps, and opportunities across the region, providing an essential evidence base to guide future decision-making. Solid waste management is a complex and evolving issue, and this assessment positions the Commission and our municipal partners to pursue more efficient, sustainable, and regionally aligned solutions.

We also completed an operational review of Development Services in the fall of 2025. This review confirmed both the strengths of the service and areas where modernization and process improvements are needed. Implementation of the recommendations will begin in 2026 and will focus on improving efficiency, transparency, and service delivery for residents, developers, and businesses across the region.

Public safety and community well-being continued to emerge as critical regional priorities. This year, we initiated important groundwork through a Community Wildfire Resiliency Assessment and began developing a Community Safety and Well-Being Plan, targeted for completion in spring 2027. These initiatives reflect our commitment to proactive planning, risk reduction, and long-term resilience for our communities.

Housing remained a central focus of our regional dialogue. In November, we proudly hosted the 3rd Annual Greater Housing Forum: Breaking Down Barriers and Building Community, themed "Yes in My Backyard." The forum brought together leaders, practitioners, and residents to advance practical conversations around housing supply, acceptance, and innovation reinforcing that collaboration is essential to addressing complex challenges.

Community development also saw important progress and transition in 2025. The year included the beginning of a departmental review that is intended to clarify roles, strengthened alignment with regional priorities, and set up the foundation for more integrated service delivery. Housing responsibilities were formally transitioned into the Community Development portfolio, reinforcing a coordinated approach to population growth, inclusion, and community well-being.

A key milestone was the completion of the Strategy, Workplan Development and Implementation project for the Greater Miramichi Community Advisory Board on Homelessness; which established a clear framework to guide collective action, set priorities, and strengthen coordination across partners to address homelessness in the region. Key community initiatives also advanced, including working in collaboration for the implementation of the Overcoming Poverty Together 4 (OPT 4) actions, the successful transition of Isthmus program to the Boys and Girls Club Miramichi (BGC Miramichi), continued growth of the Fresh for Less program, expanding access to affordable community transportation, food and essential supports. Together, these efforts reflect a shift toward more intentional, outcomes-focused community development across Greater Miramichi.

Across our economic development and growth mandate, 2025 delivered strong and measurable outcomes. The launch of the Grow Here Business Resource Hub and expansion of the regional business directory to more than 1,030 listings strengthened the region's digital presence and investment readiness. Through process modernization and online permitting, average commercial building permit approval times improved by 20% compared to 2022. Development activity continued to rise, with a 7% increase in total permits issued region-wide and an estimated \$35 million in projected construction value, signaling renewed investor confidence in Greater Miramichi.

In healthcare and talent attraction, the region reached important milestones. For the first time in our history, two family medicine residents began training locally in July 2025, marking a significant step toward building a sustainable physician pipeline. A targeted recruitment campaign, local mentorship initiatives, and the celebration of excellence through the Healthcare Hero Awards all contributed to strengthening healthcare recruitment, retention, and community pride.

Population growth and newcomer integration also advanced meaningfully this year. Through the establishment of a Zonal Immigration Partnership, we completed a feasibility study that will help guide governance, prioritization, and investment decisions. Through our Population Growth Grant, we support community-led initiatives that are already delivering local impact and building long-term capacity. Partnerships expanded, intercultural competency training reached employers and organizations, and language and credentialing supports helped newcomers integrate and thrive.

None of this work happens in isolation.

I would like to sincerely thank our staff, whose dedication, professionalism, and adaptability continue to drive our success. Your commitment to continuous improvement and service excellence does not go unnoticed, and I am deeply grateful for the leadership and integrity you bring to your work every day.

I also extend my heartfelt thanks to the Board of Directors for your guidance, trust, and unwavering support. Your strategic oversight and collaborative approach have been instrumental in navigating complex decisions and positioning the Commission for long-term success.

Finally, thank you to our municipal partners, community organizations, provincial and federal colleagues, and regional stakeholders. Your collaboration strengthens our work and ensures that the Greater Miramichi Service Commission remains responsive, accountable, and forward-looking.

As we move into 2026, we do so with clarity, confidence, and a strong foundation. The initiatives completed this year and those now underway position us well to continue building a resilient, inclusive, and prosperous Greater Miramichi. I look forward to the work ahead and to continuing this journey together.

*Roberta McIntyre*  
CEO | Première dirigeante





Dr. Sarah and her family came to the Greater Miramichi as participants in the newly launched Family Medicine Residency program. To read Dr. Sarah's full story, see [here](#)



Development Services  
Services d'Aménagement

2025

# YEAR IN NUMBERS

**\$50,534,963**

Total value of development work in the Greater Miramichi Region

**306**

Permits issued

**55**

Variance  
Applications

**477**

Inspections

**200+**

Hours of staff  
professional development

**23**

Combined Development Applications  
Reviewed by City and Regional PRACs.

**242**

New dwelling unit permits approved

**8**

Staff

## **A note from the Director**

As Planning Director and Development Officer for the Region, I am pleased to present this annual report for Development Services in accordance with Section 33 of the Regional Service Delivery Act. This report provides an overview of Development Services in 2025 and reflects both the progress made and the work that remains.

As one of the Commission's legacy services, Development Services benefits from a long history within the organization. That history provides a strong foundation, but it also brings a responsibility to acknowledge where improvements are needed and to continue evolving the service to meet current expectations.

2025 was a year of both internal and external growth. Across the region, development activity remained steady, while internally the department undertook a number of initiatives to improve how the service is structured, delivered, and experienced, including a comprehensive operational review and changes to how planning and development decisions are supported.

Development Services exists to facilitate responsible development and support growth in the Greater Miramichi Region. We recognize that development projects can be complex, and that the process does not always feel simple from the outside. Our commitment is to continue improving the service and to work constructively with proponents to help projects move forward.

Our goal is a development system that is clear, consistent, and predictable. Proponents should understand requirements early, see regulations applied fairly and transparently, and have confidence in the pathway to approvals.

The work outlined in this report reflects meaningful progress toward that goal, with continued implementation and improvement ahead.

Justin Forbes, RPP, MCIP  
Planning Director | Directeur de la planification



## 2025 Highlights

Development Services is responsible for delivering land use planning and development-related services across the region, including plan and by-law development, development review, permits, inspections, enforcement, and subdivision approvals for member communities that do not provide their own planning services.

For Development Services, a key strategic priority established by the GMSC Board is ensuring consistency in service delivery across all member communities. In support of this direction, Development Services is guided by the following objectives: to position the service as a support function, increase collaboration and equality of service delivery, and increase government stakeholder satisfaction. These principles inform how the service is structured and delivered across the region.

As one of GMSC's legacy services, 2025 marked the thirteenth year of planning and building inspection service delivery under the Regional Service Commission structure. The year was defined by both sustained development activity across the region and significant internal organizational growth. While managing high levels of development, GMSC undertook a comprehensive operational review of Development Services, examining its integrated planning and building functions and identifying opportunities to improve how the service is delivered.

Throughout the year, staff advanced several key initiatives. These included the implementation of two Planning Review and Adjustment Committees (PRACs), one for the City and one for the Region, the advancement of Rural Plan development for four member communities, and the continued refinement of the Cloudpermit system, which has become central to managing development applications, permits, and customer interactions. Planning staff also played an active role in advancing housing initiatives, including chairing the City's Affordable Housing Working Group and supporting the implementation of Housing Accelerator Fund initiatives, while also contributing, where permitted and capacity allowed, to other community planning projects such as the City's Growth Plan and a Climate Change Plan for Alnwick.

We continued to support the City of Miramichi, the Rural Communities of Alnwick and Miramichi River Valley, the Village of Doaktown, and the Greater Miramichi Rural District. With the new geographies established through Local Governance Reform in 2023 now in place, 2025 represented a year of adjustment in practice, including service expectations, communication approaches, and evolving roles between the Commission and its member communities. The Commission also continues to explore opportunities to build meaningful relationships with First Nations communities in the region.

Overall, 2025 was characterized by steady development activity, a continued focus on housing-related policies and projects, and deliberate efforts to strengthen the service in response to increasing demand and evolving expectations.



## Financial Overview

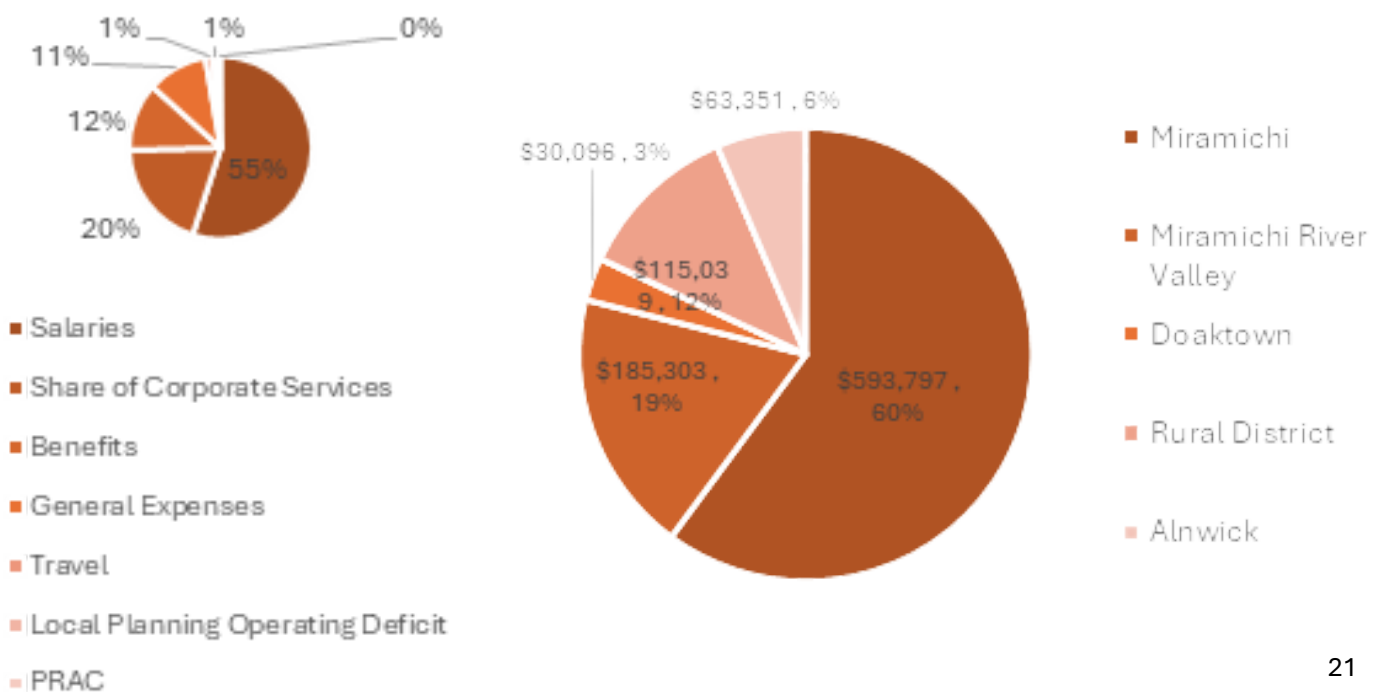
In 2025, Development Services operated with a total service budget of \$1,099,933, representing an increase of 23% from \$891,892 in 2024. Following the application of modest non-member revenue sources, the net cost of the service to member communities was \$987,584, an increase of 16% (\$138,524) from \$849,060 in the previous year.

Costs are allocated to member communities in accordance with the legislated funding model, based on proportionate share of community tax base. This ensures that service delivery is supported on a fair and consistent regional basis.

Importantly, Development Services generates revenue through permit and service fees, which are collected by GMSC and remitted back to member communities. In 2025, over \$420,000 was collected and returned to members, continuing an upward trend in revenue associated with development activity across the region.

Figures below illustrate the composition of the 2025 operating budget and the distribution of net service costs among member communities. In 2025, approximately 20% of the department's budget was allocated to financial support for Corporate team operations.

The majority of expenditures continue to be related to staffing, reflecting the technical and professional nature of the service. The regional model allows these resources to be shared across multiple communities, providing access to a full complement of planning, building inspection, and support services that would be more difficult to sustain independently.



## *Did you know?*

Under the Regional Service Delivery Act, a local government can establish its own land use planning service, but must first obtain Provincial approval, demonstrate capacity, cover RSC withdrawal costs, ensure no impact to the regional system, and provide at least two years' notice.

## **Operational Review**

In 2025, we undertook a comprehensive operational review of Development Services in partnership with Stantec Consulting Ltd. The review incorporated input from Commission staff, member community staff and councils, and members of the business and development community, with the objective of assessing the effectiveness of current practices and identifying opportunities to strengthen service delivery.

The final report, available on the our website, identified five key areas of focus: evaluating current practices, **enhancing customer service, optimizing resources, improving public perception,** and **ensuring regulatory compliance.** These recommendations have been adopted by the Board and are informing ongoing improvements across the service.

A central outcome of the review was the need to move toward a more consistent, coordinated, and service-oriented approach, with greater emphasis on communication, clarity, and accountability in how development services are delivered. This work is underway and will continue through 2026 as the Commission implements changes and works with member community partners and stakeholders to improve both the performance of the service and the experience of those using it.

Find the full report [here](#)

## **Customer Service and Public Engagement**

In 2025, Development Services began implementing several initiatives to improve customer experience and enhance public understanding of the development process.

These efforts included the introduction of a customer satisfaction survey through the permitting system, “How did we do” feedback cards provided directly to clients, and the development of a public education campaign focused on planning, zoning, and permitting processes. Communication efforts were also expanded through social media and radio outreach to improve accessibility and awareness of the service.

These initiatives align with the findings of the Operational Review and reflect a shift toward a more proactive, service-oriented approach to service delivery. The results of these efforts are reflected in the 2025 Customer Experience Survey results presented later in this report.



A site picture taken at the row house development on 725 Old King George Hwy.

## Our Team

Development Services continues to operate with a core team of planners, building officials, development officers, and GIS support staff. In 2025, there was a continued focus on team structure, roles, and capacity in response to increasing development activity and more complex applications, as identified through both day-to-day operations and the findings of the Operational Review.

Our team is comprised of technical professionals responsible for planning services, subdivision and development review, building inspection and code review, development approvals and application coordination, GIS and development information, and compliance and enforcement. In total, Development Services operated with eight full-time equivalent (FTE) positions in 2025.

Staff are members, or candidates for membership, in their respective professional organizations. Planners are full members or candidates of the Canadian Institute of Planners (CIP) and Registered Professional Planners (RPP) in the Province of New Brunswick. Building Officials are certified and active members of the New Brunswick Building Officials Association (NBBOA), and some staff are also members of the New Brunswick Development Officers Association (NBD OA). These professional affiliations require adherence to established codes of conduct and ongoing professional development to maintain competency. Several staff also contribute to their professions through executive roles, including Director, Treasurer, and Member at Large.



The 2025 staffing complement included:

- Director (RPP, MCIP), full-time since November 2025 following completion of the Operational Review
- Planning Services Manager (RPP, MCIP)
- Planner (MCIP Candidate)
- Building Inspection Services Manager (Level 3)
- Building Inspector (Level 3)
- Building Inspector (Certified Level 2; Qualified Level 3)
- GIS Analyst / Development Officer
- Approvals Coordinator

Throughout the year, efforts were made to strengthen coordination between planning, building inspection, and GIS functions to improve service delivery and response times. Recruitment and retention also remained an ongoing consideration as the service continues to evolve and expand, particularly in areas such as compliance and enforcement.

Ongoing professional development remains a core responsibility of the Development Services Team. In 2025, staff participated in a range of training opportunities, both virtual and in person, focused on professional practice, legislative updates, code interpretation, and development review processes.

Throughout the year, the team completed more than 200 hours of professional development. This ongoing training is essential to maintain required professional licences and designations and to ensure staff remain current with evolving regulations and best practices. Continued investment in professional development supports effective service delivery and informed decision-making across all areas of development services.



## **Rural Plan Development**

A significant focus of Development Services in 2025 was advancing region-wide land use planning across Greater Miramichi, particularly in rural areas that had not previously been subject to rural plans, as required through Local Governance Reform.

In partnership with We6 Planning Group, GMSC undertook the development of rural plans and supporting policy frameworks aligned with the Community Planning Act and Statements of Public Interest.

This work included the preparation of background reports to better understand existing land use patterns, development trends, and servicing constraints, as well as community engagement to identify priorities, issues, and opportunities. Draft land use policies and mapping were developed to guide future growth, alongside coordination with internal departments and external stakeholders to align planning direction with infrastructure, housing, and economic development considerations.

Public engagement was a key component of this work, with open houses held in communities such as Blackville, Napan, and Lagaceville, providing residents with direct opportunities to inform the planning process.

This initiative represents a foundational step toward ensuring that all areas within the region are supported by a consistent and modern planning framework. It provides greater clarity for residents, developers, and decision-makers, while also supporting growth, managing land use conflicts, and protecting key resources.

Work on these plans will continue into 2026, including refinement, formal adoption, and implementation.

## **Project Highlights**

Development activity in 2025 remained steady across the region, with continued emphasis on residential development, along with select commercial and institutional projects. In total, Development Services issued 306 permits in 2025, with strong construction activity throughout the year, including approximately \$12 million in construction value in Q4 alone.

The following highlights represent notable development activity across the Greater Miramichi Region in 2025. These projects are significant due to their scale, their contribution to housing supply and local services, and their alignment with the objectives of the Municipal Plan and Rural Plans:

Residential	Commercial / Institutional	Other / Planning & Approvals
<ul style="list-style-type: none"> <li>• 1400 Water St – 19-unit apartment building</li> <li>• John St – two 21-unit apartment buildings</li> <li>• 725 Old King George Hwy – rowhouse development (multiple phases)</li> <li>• 624 King George Hwy – apartment development (completion phase)</li> </ul>	<ul style="list-style-type: none"> <li>• 220 Regent St – drive-thru restaurant</li> <li>• 1710 King George Hwy – medical clinic</li> <li>• 660 Old King George Hwy – dog daycare and grooming</li> <li>• 124 Bridge Rd – fitness centre expansion</li> <li>• New Kubota dealership – Route 11, Rural District</li> </ul>	<ul style="list-style-type: none"> <li>• 18 McCurdy St – Legion redevelopment (variances)</li> <li>• Railway Ave – new city street (subdivision planning)</li> <li>• Route 440, St. Margarets – subdivision access approval</li> <li>• 410 King George Hwy – rezoning (drive-thru restaurant)</li> <li>• DTI Garage Renovation – Kelly Rd</li> </ul>

Notable residential development included multi-unit housing projects such as the 19-unit apartment building on Water Street, additional apartment buildings on John Street, and rowhouse developments on Old King George Highway.

Commercial and institutional activity included a new drive-thru restaurant, a medical clinic, a fitness centre expansion, and a new Kubota dealership in the Rural District.

Together, these projects reflect continued investment in both housing and service-based development across the region.

## Building and Development Permit Activity

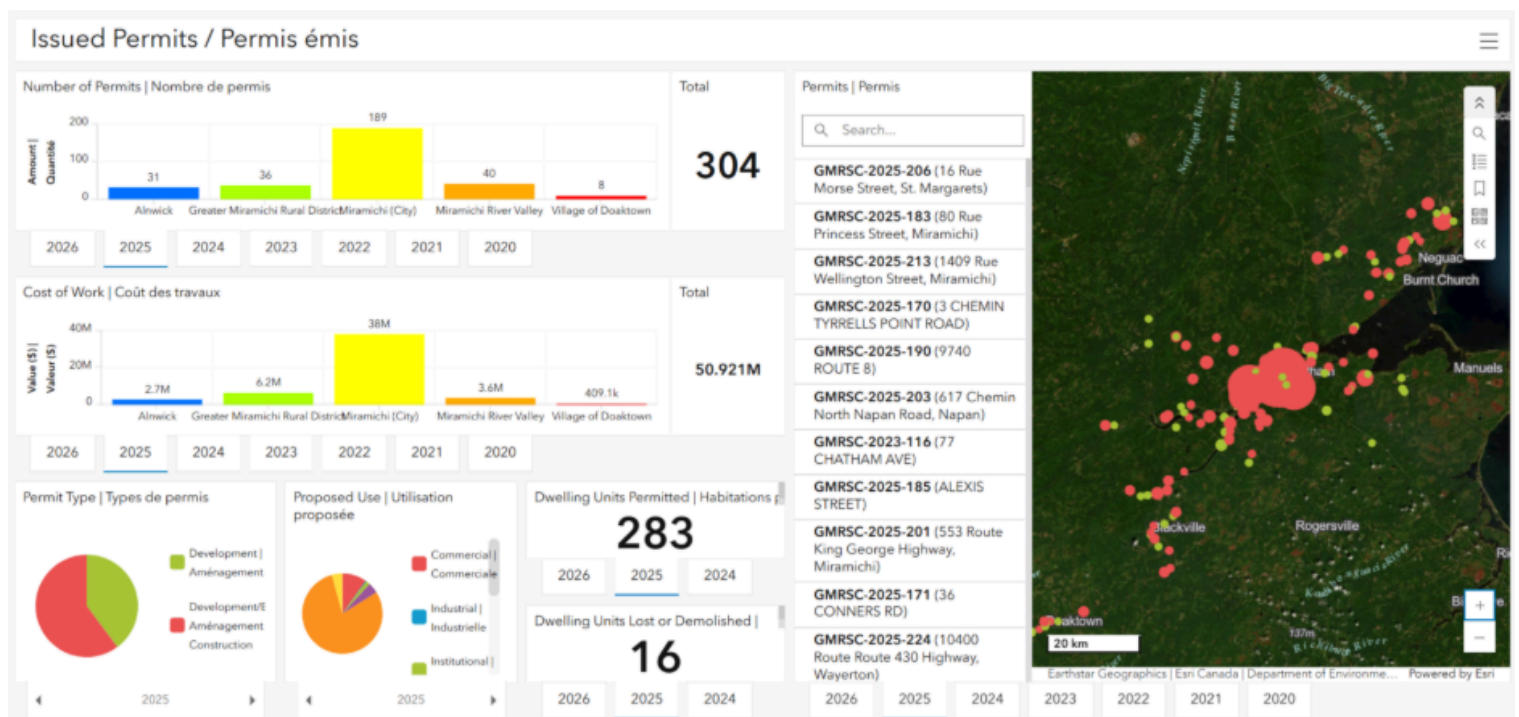
Building and development permit activity remained active in 2025, with residential development continuing to represent the majority of permits issued. Development Services maintains a weekly regional development activity dashboard to track and communicate this activity in a consistent and accessible manner.

In 2025, GMSC issued 304 building permits, with a total construction value of approximately \$50.9 million. This included 31 permits in the Rural Community of Alnwick, 36 in the Greater Miramichi Rural District, 189 in the City of Miramichi, 40 in the Rural Community of Miramichi River Valley, and 8 in the Village of Doaktown.

Of the total permits issued, 242 were for residential projects, resulting in the creation of 283 new dwelling units.

Compared to 2024, total permit volume and construction value declined from 337 permits and \$136.8 million. This decrease is largely attributable to the absence of several high-value projects that contributed to the unusually strong totals in the previous year. While total units decreased year-over-year, activity in 2025 remained steady and more evenly distributed across project types and communities.

Overall, permit activity in 2025 reflects a stable development environment, with sustained residential growth and continued investment across the region.



## **Building Inspection Services**

In 2025, we maintained a high level of activity across plans review and inspection functions, reflecting sustained development levels and the ongoing requirements of the building permitting and inspection process.

A total of 518 permit reviews were completed in support of 304 permit applications approved, representing approximately 1.7 reviews per application and reflecting the coordinated zoning and building assessment required to move projects forward. This review activity is complemented by ongoing inspections to ensure that approved developments are constructed in accordance with applicable regulations.

Once a permit is issued, projects are typically subject to multiple phases of inspection by GMSC staff. In 2025, a total of 477 inspections were carried out across the region. These inspections occur at key construction milestones, including foundation, structural framing, insulation, and final completion. As a result, inspection volumes exceed the number of permits issued, reflecting the level of oversight required throughout the construction process.

The majority of inspection activity was associated with residential and small-scale construction, such as single-unit dwellings, accessory buildings, and additions. More complex projects, including multi-unit residential and commercial developments, required additional and more specialized inspection stages. Inspection activity remained concentrated within the City of Miramichi, consistent with overall development patterns, while maintaining steady service delivery across rural communities.

Value of Work	Alnwick	Greater Miramichi RD	Miramichi (City)	Miramichi River Valley	Village of Doaktown	Grand Total
Jan	\$82,880	\$516,600	\$678,549	\$28,000	\$0	\$1,306,029
Feb	\$215,180	\$45,200	\$2,960,235	\$0	\$0	\$3,220,615
Mar	\$0	\$5,000	\$2,662,922	\$68,640	\$6,000	\$2,742,562
Apr	\$612,190	\$363,963	\$1,218,428	\$19,200	\$24,000	\$2,237,781
May	\$22,800	\$454,891	\$4,205,033	\$576,961	\$29,200	\$5,288,885
Jun	\$391,745	\$323,860	\$3,986,022	\$334,980	\$71,760	\$5,108,367
Jul	\$671,289	\$206,900	\$2,236,198	\$738,150	\$157,680	\$4,010,217
Aug	\$120,000	\$1,720,000	\$2,597,379	\$498,938	\$0	\$4,936,317
Sept	\$0	\$366,300	\$6,618,531	\$624,085	\$0	\$7,608,916
Oct	\$310,440	\$2,072,120	\$1,756,919	\$279,575	\$0	\$4,419,054
Nov	\$97,800	\$60,000	\$3,212,497	\$260,800	\$500	\$3,631,597
Dec	\$137,393	\$90,000	\$5,536,970	\$140,260	\$120,000	\$6,024,623
<b>Total</b>	<b>\$2,661,717</b>	<b>\$6,224,834</b>	<b>\$37,669,683</b>	<b>\$3,569,589</b>	<b>\$409,140</b>	<b>\$50,534,963</b>

<b>Fees Collected</b>	<b>Alnwick</b>	<b>Greater Miramichi RD</b>	<b>Miramichi (City)</b>	<b>Miramichi River Valley</b>	<b>Village of Doaktown</b>	<b>Grand Total</b>
Jan	\$439	\$2,764	\$5,013	\$0	\$0	\$8,216
Feb	\$951	\$251	\$43,319	\$0	\$0	\$44,521
Mar	\$0	\$0	\$21,077	\$368	\$0	\$21,445
Apr	\$2,931	\$1,870	\$8,492	\$20	\$190	\$13,503
May	\$50	\$1,980	\$30,987	\$2,489	\$40	\$35,546
Jun	\$1,969	\$1,587	\$28,476	\$1,232	\$20	\$33,284
Jul	\$3,445	\$25	\$15,157	\$2,020	\$813	\$21,460
Aug	\$625	\$8,525	\$19,079	\$2,701	\$0	\$30,930
Sept	\$0	\$1,804	\$51,844	\$2,220	\$0	\$55,868
Oct	\$1,438	\$1,886	\$8,734	\$1,398	\$0	\$13,456
Nov	\$489	\$205	\$26,213	\$1,354	\$20	\$28,281
Dec	\$737	\$505	\$38,418	\$726	\$625	\$41,011
<b>Grand Total</b>	<b>\$13,074</b>	<b>\$21,402</b>	<b>\$296,809</b>	<b>\$14,528</b>	<b>\$1,708</b>	<b>\$347,521</b>



A site picture taken at the new Kubota dealership, on Route 11 in Greater Miramichi Rural District.

## Applications for Plan and Zoning Amendments

Planning Services continued to support municipal plan and zoning by-law amendments throughout 2025, with a strong emphasis on housing-related changes. In total, nine applications were processed during the year, including one located outside the City. In this work, Development Services supports both member communities and the Planning Review and Adjustment Committees by guiding applications through the amendment process. This includes reviewing proposals for consistency with local planning documents and provincial legislation, identifying potential impacts, coordinating input from internal departments and external agencies, and providing professional recommendations to inform decision-making. This role helps ensure that proposed changes are evaluated in a consistent, transparent, and policy-based manner, while also working with proponents to refine proposals and address issues early in the process.

### Key applications considered in 2025 included:

1. **410 King George Highway** – rezoning of a portion of the property from General Commercial (GC) to Highway Commercial (HC) to permit the development of a drive-thru restaurant.
2. **PID 40413957 (Williston Drive / McKinnon Road)** – municipal plan and zoning amendment to permit a mini-home subdivision by rezoning from Residential Low Density (R-2) to Mobile Home / Mini-Home (RM).
3. **“Kingswood Park” (PID 40191884, King Street / Walsh Avenue)** – redesignation from Industrial to Residential and rezoning from Business Light Industrial (BLI) to Mobile Home / Mini-Home (RM) to support a new mini-home subdivision.
4. **PID 40496820 (1700 King George Highway)** – municipal plan amendment and rezoning to support redevelopment and expanded site use (parking and commercial-related uses).
5. **City-wide Housing Amendments** – amendments to the Municipal Plan and Zoning By-law to implement Housing Accelerator Fund (HAF) requirements, including permitting up to four units as-of-right on serviced lots and enabling multi-unit residential development in Regional Commercial (RC) zones, along with additional density-related changes considered through the Affordable Housing Working Group.
6. **24 Henderson Street (CTC Homes)** – site-specific rezoning within the Downtown (DT) zone to permit a modular and mini-home display court.
7. **Sweeney Lane (PID 40180481)** – site-specific rezoning from Residential Low Density (R-2) to Medium Density Residential (R-3) to permit a 10-unit residential development, including rowhouse and semi-detached units.

**8.660 Old King George Highway** – rezoning to permit the expansion of an approved dog daycare and grooming business to include overnight pet boarding (kennel use), which is not permitted within the existing General Commercial (GC) zone.

**9.Blackville (PID 40538576)** – Rural Plan amendment to rezone property at Main Street, Route 8, and Howard Road from Central Commercial – Mixed Use (CC-MU) and Industrial (IND) to Highway Commercial (HC) to support a broader range of commercial and residential development opportunities.

These applications reflect a continued focus on facilitating housing development and enabling new forms of residential density, while also supporting commercial growth and adaptive reuse. Each application requires balancing site-specific opportunities with broader planning policy, infrastructure considerations, and community context.



**Greater Miramichi  
Service Commission**

Development  
Services

**Commission de services  
du Grand Miramichi**

Services  
d'Aménagement

The evolution of our brand, moving from the Planning Commission to a service under the much broader umbrella of the Greater Miramichi Service Commission. Now known as Development Services, the name “Planning Commission” no longer exists.



# Planning Applications and Zoning Amendments

## Subdivision Activity

Part of subdivision activities in 2025 involved the planning of new subdivision by-laws for local governments that were either created or expanded because of the Local Governance Reform. Another part was applications which included the creation of new lots, boundary adjustments, and subdivisions enabling new housing and other land uses. While often less visible than building activity, subdivision work is a foundational component of service delivery that supports future development and long-term growth across the region. A total of 112 subdivision applications were submitted for the Greater Miramichi Region in 2025, proposing to create 213 lots or parcels. The City of Miramichi recorded the most applications with 44 (110 lots or parcels) whereas the Village of Doaktown counted the least with 6 (9 lots or parcels).

## Administrative Applications

Administrative applications continued to represent a significant portion of Development Services activity in 2025. These services include zoning confirmations and compliance letters, access approvals, deed approvals, and other development-related documentation. While often less visible, they play an important role in facilitating development by providing applicants with the information and clarity needed to move projects forward, including supporting processes such as land transfers and property sales. In 2025, the department processed 48 zoning confirmations (32 for Miramichi), 3 compliance letters, in addition to site plan reviews, enforcement files, access approvals, and deed description approvals for registration purposes.

## Planning Review and Adjustment Committees (PRACs)

Following the work undertaken in 2024 to establish two separate Planning Review and Adjustment Committees (PRACs), the required by-law amendments were formally adopted in January 2025. As a result, 2025 marked the inaugural year of operation for both a City PRAC and a Regional PRAC, supporting more focused and efficient decision-making across the region.

During the year, a total of 10 PRAC meetings were held, including 7 City PRAC meetings and 3 Regional PRAC meetings, addressing a combined 23 development applications.

	City PRAC	Regional PRAC
<b>Meeting Count</b>	7	3
<b>Applications Considered</b>	19	4

Applications considered by PRAC included a range of matters such as plan and zoning by-law amendments, variances and similar/compatible use approvals, and subdivision-related decisions. Many of these applications were related to residential development and housing initiatives, reflecting broader development trends across the region.

Committee training was delivered in partnership with the Provincial Community Planning Branch to support members in carrying out their quasi-judicial responsibilities. In addition, effective May 2025, all PRAC meeting agendas and minutes were prepared and published in both official languages, enhancing accessibility and supporting the Commission’s service delivery commitments.

PRAC continues to play a critical role in the development review process by providing independent, quasi-judicial consideration of applications and formal recommendations to Council where required. The establishment of two committees has improved alignment with development patterns across the region, while also introducing administrative and operational considerations that will continue to be evaluated.

Financially, PRAC operations remained within budget in 2025. City PRAC expenses totaled approximately \$3,861, while Regional PRAC expenses were estimated at approximately \$3,200, reflecting lower application volumes but higher travel-related costs.

The tables below summarizes PRAC member attendance, including per diem and travel (kilometre) expenses for 2025.

<b>CITY PRAC</b>			
<b>Name</b>	<b>Meetings Attended</b>	<b>Honorariums</b>	<b>KMS Traveled</b>
<b>WILLIAM TREADWELL</b>	8	\$775.00	120 kms
<b>JOE VERIKER</b>	8	\$625.00	56 kms
<b>SHAYAN FAAL</b>	7	\$525.00	12 kms
<b>KRIS JARDINE</b>	8	\$600.00	55 kms
<b>WHITNEY HENDERSON</b>	8	\$600.00	200 kms
<b>BETHANY MANDERSON</b>	8	\$600.00	72 kms

<b>REGIONAL PRAC</b>			
<b>Name</b>	<b>Meetings Attended</b>	<b>Honorariums</b>	<b>KMS Traveled</b>
<b>GLEN HARDING</b>	4	\$375.00	584 kms
<b>ROBERT MCLEOD</b>	4	\$300.00	248 kms
<b>KEVIN RUSSELL</b>	2	\$150.00	88 kms
<b>LYNN GREGAN</b>	2	\$150.00	292 kms
<b>JUDY LAVERGNE</b>	4	\$300.00	224 kms
<b>DAVID DONAHUE</b>	4	\$300.00	344 kms

### **Service Improvements and Ongoing Work**

In addition to core service delivery, 2025 included several initiatives aimed at improving how Development Services operates and is experienced by applicants, partners, and stakeholders. Work continued on refining digital permitting and application processes through the Cloudpermit system, which remains a central tool for managing applications, permits, and customer interactions. Efforts were also directed toward improving coordination and strengthening relationships with municipal partners, alongside early steps toward establishing a more formalized service delivery framework between the Commission and its member communities.

The department also began transitioning toward enhanced in-house compliance and enforcement functions following the conclusion of a third-party service delivery arrangement. Internally, a number of process improvements were advanced to support greater consistency, efficiency, and clarity in how applications are reviewed and managed. Together, these efforts are intended to strengthen the service over time and better position Development Services to respond to increasing development activity and evolving expectations across the region.

## **Looking Ahead to 2026**

*2026 will be a year of implementation.*

Following a year of internal review, structural changes, and continued growth in development activity, the focus now shifts to putting that work into practice and delivering a more consistent, efficient, and accountable service across the region.

This includes refining how Development Services is organized and delivered, strengthening financial oversight and reporting, and improving coordination both internally and with municipal partners. Clearer processes, defined roles, and more formalized service delivery agreements will be central to this work.

There will also be a continued focus on how applications move through the system. This includes reviewing and refining development review processes, clarifying interpretation and operational policies, and identifying opportunities to improve timelines while maintaining appropriate oversight. At the same time, the Commission will continue to build out its compliance and enforcement function to ensure that development is not only facilitated, but carried out responsibly and in accordance with applicable regulations.

Equally important is how the service is experienced by those using it. In 2026, Development Services will continue to improve communication with applicants and stakeholders, expand pre-application and advisory processes, and provide clearer guidance on requirements and expectations. Efforts to improve public understanding of the role of Development Services, and how the system works, will also continue through targeted outreach and engagement.

This work is grounded in a simple objective: the development system should be clear, consistent, and predictable. Applicants should understand what is required, how decisions are made, and the pathway to approvals.

Development Services exists to facilitate responsible development and support growth in the Greater Miramichi Region. The work to get there is ongoing, and 2026 is focused on making that progress tangible.



Community Development  
Développement Communautaire

## **A note from the Director**

This past year has been one of momentum, collaboration, and meaningful progress for Community Development across our region. As communities continue to navigate evolving social, economic, and demographic challenges, our collective efforts have remained grounded in a shared commitment: strengthening the well-being, resilience, and inclusivity of the communities we serve.

Through strategic partnerships, targeted initiatives, and community-driven planning, we have worked to address key priorities, including housing, transportation, social inclusion, and access to essential services. Our approach remains rooted in listening, ensuring that the voices of residents, partners, and stakeholders guide our actions and shape our outcomes.

This year, we have seen tangible results from our investments in collaboration. By working alongside municipalities, community organizations, and regional partners, we have advanced initiatives that not only respond to immediate needs but also lay the groundwork for long-term, sustainable development. From supporting innovative housing solutions to strengthening regional transportation systems and fostering inclusive community spaces, each step forward reflects the strength of our partnerships.

While progress is evident, we recognize that challenges remain. Increasing demand for services, workforce pressures, and shifting funding landscapes require us to remain adaptable, strategic, and forward-thinking. This report highlights both our achievements and the lessons learned, as we continue to refine our approach and maximize our impact.

As we look ahead, our focus remains clear: to build strong, connected, and vibrant communities where all individuals have the opportunity to thrive. We are grateful to our partners, board members, and community champions whose dedication makes this work possible.

*Sylvie Rousselle*

Director of Community Development | Directrice du Développement Communautaire



2025

# YEAR IN NUMBERS

8,278

Fresh4Less Bags distributed

\$367,840

Secured in grant funding

15

Volunteer Drivers

3243

Drives provided through MirConnex regional transportation

30

Families participated in PL4C PLAY program.

11.84%

Increase in Fresh4Less bags from 2024

36,000lbs

of food recovered through the Resiliency Food Security Initiative

60

Resiliency Partners

# SPORT, RECREATION, AND COST SHARING



Community Development  
Développement Communautaire

## **Sport, Rec and Cost Sharing**

Work in sport, recreation, and cost sharing continued throughout 2025. Progress moved forward. Several important actions were completed that will support long term development in this area.

An application to Tourism Heritage and Culture (THC) for a Regional Sports Coordinator was submitted earlier in the year, and approval was received for a two year contract. The job posting went out at the end of 2025. Although the operational review did not identify this role directly, the review confirmed the need for more coordinated recreation efforts across the region.

The Regional Sports Coordinator will help sport and recreation organizations strengthen capacity, support program planning, and contribute to long term infrastructure planning. Communities continued to highlight the need for more recreation spaces, especially increased access to ice time and the future need for an additional ice rink.

As part of cost sharing, the GMSC supported two front line positions at Miramichi Housing Solutions Inc. These staff members provided direct support to individuals experiencing homelessness and helped the organization maintain stable service delivery.

The GMSC also supported ParticipACTION in June 2025 by providing communication and logistical assistance. Radio messages, social media ads, and community posters encouraged participation. The City of Miramichi placed 13th in the country.

## **PL4C: Regional Partner in Physical Literacy**

PL4C continued to be an important partner to Community Development in 2025. Their work supports physical literacy and community well being across the region. PL4C programs focus on helping people of all ages gain the skills and confidence they need to move comfortably in daily life. Physical literacy is not only about sports. It includes basic movement skills that support long term health, mobility, and participation.

This work is important for the region. Data from provincial health sources show that New Brunswick continues to have high rates of chronic disease and some of the highest rates of overweight and obesity in Canada. Regular movement supports physical and mental health and can reduce risks associated with long term illnesses. Programs that help families and older adults stay active play a practical role in improving regional health outcomes.

## **PL4C Family PLAY Program**

The Family PLAY Program ran for eight Saturday mornings in fall 2025. More than 30 families with children aged 2 to 6 participated. The program taught early movement skills and supported belonging, connection, and confidence in young children.

The partnership with NBCC Miramichi was key to supporting the high number of participants. Facilitators and volunteers created a welcoming environment where children practiced movement skills, made friends, and gained confidence. Parents spoke about how meaningful it was to have focused time with their children, especially those with new babies or children with diverse needs.

Each week featured a physical literacy theme, supported by weekly communications to parents, that explained why these skills matter. Families learned that physical literacy prepares children to stay active throughout their lives. Parents shared positive feedback about program impact, accessibility, and the value of a no cost, central option for families.

## **Move for 30 Program**

The Move for 30 Program began as an outdoor walking program for older adults and moved indoors to the Loggieville Community Center in November 2025. More than 40 participants took part. Residents from Riverbend Special Care Home attended regularly, and local health professionals recommended the program for older adults who are less comfortable walking outdoors.

Participants appreciated both the physical and social benefits. Some shared improvements in mobility, confidence, and mental well being. The program will return to the outdoor trail in spring 2026.

## **Overall Summary**

Sport and recreation continue to play an important role in regional health and community development. The progress made in 2025, including planning for a Regional Sports Coordinator, strong partnerships with PL4C, and ongoing community programs, supports more active and connected communities. These efforts help address regional health challenges, improve access to movement opportunities, and strengthen long term well being across the Greater Miramichi Region.

## **Miramichi Housing Solutions Inc (MHS): Program Overview (Cost Sharing Initiative)**

### **The GMSC funded 2 positions at the MHS, below is the full report on their work in 2025.**

The Housing Navigation Program supports individuals who are experiencing homelessness or are at serious risk of losing their housing. The program is grounded in a client-centred, relationship-based approach that focuses on meeting people where they are and supporting them toward stable, long-term housing. Progress is rarely linear, as most clients face multiple and intersecting barriers that require consistent, hands-on support over time. Throughout the reporting period, Housing Navigation worked closely with individuals staying in emergency shelters and those referred by community partners, including outreach teams, healthcare providers, and social service agencies. Common barriers included lack of identification, limited or no income, previous evictions, mental health or substance use challenges, and difficulty navigating complex systems independently.

Support often began with foundational needs such as obtaining identification and applying for income assistance or benefits. Once these steps were in place, support shifted toward housing-focused work, including housing searches, landlord outreach, advocacy, attending viewings, and coordinating move-ins. Ongoing follow-up after housing placement was a key component of the program, helping clients maintain housing through regular check-ins, landlord mediation, and connections to additional supports.

### **Client Acuity**

Client acuity remained high throughout the year. Many individuals required frequent contact, cross-system advocacy, and intensive support due to complex health, social, legal, and financial challenges. Responding appropriately to client acuity was essential to maintaining progress and supporting housing stability.

Key Statistics (April 2025 to March 2026)

- Individuals supported: 108
  - 49 through emergency shelter support
  - 59 through prevention funding
- Individuals housed: 23
- Individuals maintaining housing: 18
- Housing applications completed: approximately 39
- Identification applications completed: 15
- Income assistance applications: 2
- Viewings attended: 18
- Landlord connections: 8
- Connections to other supports: 11
- Returns to homelessness after housing: 5
- Average time from intake to housing: approximately 90 days

These figures represent sustained effort over time. Most cases required repeated follow-ups, multiple appointments, and ongoing troubleshooting due to system delays and limited housing availability.

### **Outcomes**

The program had a meaningful impact over the reporting period. Individuals who had been experiencing long-term instability were able to move forward with consistent support. Success was built through trust, advocacy, and persistence, with progress often measured in small but significant steps. For many clients, Housing Navigation served as a critical bridge between emergency shelter and long-term housing.

### **Challenges**

Limited availability of affordable housing remained the most significant challenge. Competition for units was high, and rent supplement options were constrained by market price caps, unit eligibility requirements, and landlord participation. Additional barriers included transportation challenges, rising rents, systemic delays, and the complex needs of high-acuity clients. These challenges reinforced the need for consistent, hands-on support.

### **Partnerships**

Strong partnerships were essential to program delivery. Collaboration with landlords, Social Development, Housing New Brunswick, healthcare providers, and community organizations supported client progress and housing stability. These relationships improved coordination, reduced barriers, and strengthened trust for clients navigating multiple systems.

### **Summary**

The Housing Navigation Program continues to play a vital role in supporting housing stability across the region. By combining practical assistance with consistent, relationship-based support, the program helps individuals move out of homelessness and maintain housing. While challenges remain, the impact is clear. Housing Navigation provides not only access to housing, but a pathway toward stability, independence, and dignity.



**Miramichi Housing Solutions Inc.**

Solutions - Opportunities - Hope

Solutions - Opportunités - Espoir



Photos of PL4C programming in 2025



# HOUSING



Community Development  
Développement Communautaire

& Communi

local response:  
nts:

- romy's Mission
- ohn Howard Society
- Local Clergyman
- Migmaq Justice
- Miramichi Food Bank
- Miramichi Housing Solutions Board
- Miramichi Regional Multicultural Assoc.
- Miramichi School Board
- Natoaganeg First Nation
- New Brunswick Community College
- New Tide Counselling & Consulting
- North Shore Mi'kmaq Tribal Council
- Shannex (Seniors Living)
- United Way
- YEP



## **Housing Authority**

The Housing Authority moved through a period of adjustment while continuing to advance housing work across the Greater Miramichi Region in 2025. Staff remained focused on supporting communities, partners, and developers, and helped move several important files forward.

## **Advancing Housing and Advocacy Work**

Throughout the year, the Housing Initiatives Manager led advocacy efforts and met regularly with developers, community partners, and government officials to support new housing projects. This work included helping developers navigate funding programs, grant opportunities, and required next steps in the development process.

The Housing Initiatives Manager also supported Miramichi Housing Solutions through by-law development, meeting management, and participation on their board.

Across the Region, the department worked through several instances of community resistance to new housing. Staff approached these challenges with clear communication, advocacy, and support for both communities and proponents.

Rural communities also received assistance with board governance and general capacity building.

## **Community Advisory Board on Homelessness (CAB)**

In response to needs identified at the 2024 Housing Forum, the Community Advisory Board on Homelessness (CAB) was formed in late 2024. The board includes people with lived experience, community partners, regional stakeholders, and GMSC staff.

In 2025, the CAB addressed regional concerns related to homelessness and identified the need for a Community Action Plan on Homelessness. ATN Strategies was contracted to complete this plan, which included engagement sessions with CAB members and a public survey. The full report is available on our website.

Read the full report [here](#)

## 2025 Housing Forum

On November 26 and 27, 2025 the Housing Authority hosted a successful Housing Forum, Yes, in My Backyard: Breaking Down Barriers and Building Communities, at the Miramichi Agricultural Exhibition. Participants from across New Brunswick attended. The event included speakers from several housing organizations and providers, a presentation from Professor Jim Dunn, a lived-experience testimony, building code overview, and multiple engagement sessions.

For the first time, the entire forum was planned and delivered by internal staff. Working with the Grant Writer, the team secured 30,000 dollars in funding from CMHC to support the event. The internal delivery model reduced costs and strengthened collaboration across GMSC departments.

Feedback and discussions from the forum produced a clear list of action points that will guide ongoing work in the Region:

- Invest in upstream planning and prevention
- Expand community-based housing solutions for seniors
- Support diverse and mixed-use neighbourhoods
- Strengthen data on youth homelessness
- Provide tools that help build inclusive communities
- Increase community education on “Yes, in My Backyard”
- Ensure all levels of government are engaged
- Improve coordination and clarity across the housing system
- Strengthen support for non profit and community housing providers
- Address long-term wrap-around housing needs
- Promote a more complete understanding of housing insecurity across the full spectrum

These themes reflect a shared call for proactive planning, strong collaboration, and regionally focused solutions



## Transition Under ESIC Priorities

In February 2025, the release of Overcoming Poverty Together 4 (OPT4) introduced new priorities; One being housing, with a focus point on Housing for All. This shift led to closer collaboration between the Housing Authority and Community Development.

In October, the Housing Initiatives Manager position was dissolved as part of this realignment. This change does not signal a reduction in housing work, but rather a new direction under ESIC's updated structure.

In November, an internal review of Community Development began to identify gaps, align priorities, and create a sustainable work plan. The full review will be released in early 2026.

## Community Workshops

Three workshops were delivered in 2025, each identified as a priority during the 2024 housing forum:

- Creating Inclusive Communities
- Harm Reduction and Naloxone
- Knowing Your Rights as a Tenant

These sessions were well attended and helped increase community awareness and understanding.

## Looking Ahead

The Housing Authority's work in 2025 was both challenging and productive. The year brought transition, new partnerships, and stronger regional connections. In 2026, housing work will continue to evolve, with a renewed focus on coordination, momentum, and improved service to the Greater Miramichi Region.



## Food Security

Community Development supported a wide range of regional programs and partnerships throughout 2025. The team focused on food security, transportation, community coordination, and capacity building across the Greater Miramichi Region. Regular committee meetings, partner engagement, and new program development helped strengthen local networks and ensure services remained accessible and responsive.

## Advancing Community Food Security and Local Capacity

Throughout early 2025, the Community Development team worked closely with partners to address food access and community readiness. This included monthly updates to the **Accessible Food Resource Guide**, engagement with participating organizations and funding applications for community-based projects. Outreach with volunteer-led organizations continued, with several groups identifying challenges related to leadership turnover and volunteer recruitment.

The **Summer Breakfast Program** was relaunched in 2025 through collaboration with Public Health, Family and Youth Empowerment Miramichi, Isthmus Northumberland, Roots to Table, and New Tide Empowerment, following its last implementation in 2019. Partners held several pop-up events during July and August. Feedback was positive, and planning began to increase the number of events and volunteers in 2026.



The **Garden Learners Lab** was launched for the first time in 2025 as a regional workshop series focused on gardening practices. The program encourages intergenerational learning and networking and strengthens knowledge around local food production and waste reduction. Delivered in partnership with EcoDiversion and local community groups, workshops were held in Douglastown, Blackville, Chatham, Derby, and Metepenagiag.

Work also continued in parallel through the **AgriCommunity Project**, a regional strategy aimed at strengthening connections between farmers, gardeners, and the broader community. A key milestone was the Greater Miramichi Agrifood Summit, hosted by Growing Greater Miramichi in April. This was followed by an asset-mapping process to identify organizations, resources, and opportunities within the local food system.

Support was also provided to several regional roundtables and emerging initiatives connected to the Resiliency Network, Roots to Table, Be Alive Wellness Network, Physical Activity for Communities, and Arts and Culture. This work focused on facilitating regional dialogue spaces and supporting resource mobilization and partnership development across organizations.

Community Development also joined the Canadian Forum for Social Innovation, connecting GMSC to a national network focused on shared approaches to complex issues, including food security, housing, transportation, and mental health.



## Collaboration and Community Engagement

Throughout 2025, Community Development supported local partners with programming, outreach, and coordination. This included participation in the Upper Miramichi Community Meals, educational fairs at NBCC and schools across the region, and involvement in a large community event with the Canadian Mental Health Association (CMHA) and the Lions Club, which drew more than one hundred attendees.

## Looking Ahead

Community Development experienced a productive year marked by collaboration, new partnerships, and ongoing program delivery. The team continued to respond to community feedback, strengthen regional coordination, and support local capacity.

Committee meetings throughout the year highlighted the need for continued volunteer recruitment, succession planning, and stronger connections between food-related initiatives. Regular contact with organizations helped the team identify emerging issues, support new ideas, and maintain an accurate understanding of regional needs.

Work in 2026 will build on this foundation, focusing on organizational sustainability, food security, transportation, volunteer support, and community resilience across the Greater Miramichi Region.



## **Summary of 2025 Grant Writing & Sourcing Accomplishments**

In 2025, the Grant Writer for the Greater Miramichi Service Commission achieved significant progress in identifying funding opportunities, preparing proposals, and supporting diverse community groups in advancing their projects. Throughout the year, substantial time was dedicated to researching grant programs, analyzing eligibility criteria, and maintaining up-to-date knowledge of regulations and funding standards to ensure strong, competitive applications. A lot of time has been spent on building relationships in the goal of creating collaboration that would expand funding opportunities and meeting community needs.

In 2025, a total of more than \$448,840 in confirmed grant funding, including major awards that supported community wellness, housing, food security, the development of a community wildfire resiliency plan, the development of the community safety and well-being plan, and other local priorities.

Multiple major proposals were prepared and submitted, including applications for community development, housing initiatives, cultural programming, recreation, and public safety. Support was also provided to community organizations preparing their own submissions, including food, garden, youth, and recreation-focused programs.

The Grant Writer played a key role in advancing projects across several sectors, including housing and special-care development, transportation, community gardens, marginalized cultural groups, seniors programming, sports and recreation, public safety, food security, and wildfire protection. This included consulting on project design, strengthening narratives, advising on compliance, and supporting groups in refining goals to meet funder requirements.

Collaboration with municipal leaders, rural communities, First Nations, health organizations, and grassroots groups strengthened the region's capacity to pursue funding. Administrative duties such as maintaining grant calendars, tracking deadlines, and preparing educational materials, including grant-writing, workshops; further contributed to long-term organizational readiness.

Overall, 2025 marked a highly productive year, expanding funding access, supporting community-driven initiatives, and building sustainable systems to enhance regional grant success. Current activities include three local business development plans and fund sourcing for both not for profit and community initiatives. Current months activities include Community Safety Initiative management as well as second stage funding sourcing for Wildfire prevention.

## Fresh 4 Less

Fresh 4 Less is an affordable bulk food buying program that provides access to fresh produce through monthly deliveries. Produce is sold in bundled bags that typically include seven to ten items, with each bag priced at twenty dollars. This model helps make fresh food accessible for individuals and households facing food insecurity.

For many individuals, Fresh 4 Less is the only consistent source of fresh produce they can afford. As a result, the program plays an important role in supporting individual health and overall community well-being across the region.

In 2025, Fresh 4 Less continued to be a successful and essential pillar of community development. Participation increased steadily throughout the year, with the number of bags distributed growing month over month. The program was delivered entirely by dedicated volunteers, who collectively contributed more than 14,000 hours over the year. This volunteer commitment made it possible to sustain and expand the program while meeting growing community needs.

Month	Alnwick	Miramichi
January	179	622
February	176	670
March	189	703
April	190	702
May	187	687
June	210	740
July	200	667
August	206	668
September	210	677
October	225	700
November	220	660
December	195	783
Total	2387	8279

## **Resiliency Table**

Throughout 2025, the Resiliency Table continued to strengthen cross sector collaboration across the Greater Miramichi Region. Partners from health, housing, transportation, food security, education, policing, multicultural services, community organizations, and municipal and regional governments participated regularly. Each meeting opened with cross-agency updates, which supported shared understanding and helped maintain strong working relationships. Partners balanced operational pressures while noting steady progress in program delivery, volunteer engagement, and community participation.

Emergency preparedness and community resiliency were major areas of focus. Partners discussed regional emergency planning, resource mapping, transportation needs during emergencies, volunteer coordination, and ways to ensure First Nations communities are fully included in planning processes. The Greater Miramichi Region was also selected as the provincial pilot site for the Community Collaboration Evaluation, an initiative designed to assess cross-sector collaboration and strengthen leadership capacity going into 2026.

## **Key Priority Areas**

### **Transportation**

The Community Transit Program continued to grow, supported by a strong volunteer driver network and more than 3,000 ride requests this year. A stable funding commitment of \$50,000 per year reinforced the service. Discussions continued around long-term support for the Transit Assistance Program (TAP) program and the need for more community partners to help distribute transit passes.

### **Mental Health**

Mental health and community well being remained core priorities. Life Promotion Miramichi continued training activities, including SafeTALK, ASIST, traumatic loss support groups, and suicide awareness sessions. Partners shared updates on new recovery programming, concerns related to fentanyl and overdose response, plans to restore the Drug Committee, and expanding mental health education to address misconceptions about accessing services.

### **Housing**

Miramichi Housing Solutions continued offering limited Prevention Funding to help individuals and families at risk of losing their housing. This support can assist with rental arrears, utilities, and other urgent costs that help people remain safely housed. The focus remained on preventing homelessness before it occurs.

## **Food Security**

Food security partners reported significant activity. Fresh for Less distributed more than 8,278 bags across the region, an increase of about 1,000 bags over the previous year. The program continues to rely on rural partners and volunteers, and will celebrate its 10th anniversary in 2026.

Food rescue programs recovered more than 32,000 pounds of food. School-based food access expanded through the Isthmus Program at the Boys and Girls Club, increasing participating schools from 7 to 23.

The cargo van continued to support rural access, transporting Fresh for Less bags and monthly food boxes, and recovered more than 25,000 pounds of food in 2025. Greater Blackville Resource Center (GBRC) also partnered with Feed NB to deliver breakfast programs to six schools. Additional efforts included food box distribution, community cooking programs, and planning for Repair Cafés to support skill building and reduce social isolation.

## **Grant Development and Capacity Building**

Recruitment for the bilingual grant writer position advanced early in the year. The role has since supported several community groups in successful applications, including seniors' health initiatives, anti-hate projects, and other community-driven proposals. Partners continued implementing the Regional Priorities Workshop plan, which included leadership training, collaborative frameworks, SWOT analysis, and communication improvements using tools such as Unlocking the Source.

## **Overall Summary**

The Resiliency Table maintained steady momentum across all priority areas throughout 2025. Strong partnerships, active participation, and shared planning contributed to meaningful progress in regional resiliency and community well being across the Greater Miramichi Region.

# REGIONAL TRANSPORTATION



Community Development  
Développement Communautaire

## **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 2025, significant strides were made to address transportation gaps, enhance mobility options, and align services with regional needs.

### **Transportation Advancements**

**Regional Transportation Plan:** The consulting firm Left Turn Right Turn assessed the region's transportation system and developed recommendations for immediate priorities and long-term integration. The work included stakeholder engagement with drivers, residents, and partners to ensure the plan reflects local needs and aligns with provincial and regional priorities. These discussions also initiated collaboration with Miramichi Transit and Miramichi Accessible Transit to explore opportunities to streamline services and strengthen regional connectivity.

**\$25,000 NB Social Inclusion Corporation (ESIC) Grant:** Funding from ESIC was allocated to promote regional transportation, with a significant focus on sustainability and community engagement.

**Program Development and Governance:** The Community Transportation Program continued to evolve in 2025 with the implementation of financial tracking metrics to strengthen oversight and support long-term sustainability.

**Branding and Program Identity:** The program undertook a full rebranding to establish **MirConnex** as the umbrella identity for GMSC's community transportation initiatives. The brand was first introduced through **MirConnex Community Transit**, the volunteer driver program delivered in partnership with Urban Rural Rides, and has since expanded to include the **MirConnex Mobility Information** initiative. Together, these efforts lay the groundwork for a broader vision of building a connected regional mobility network.

**MirConnex Community Transit - 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, community visits and door-to-door pamphlets. This campaign was expanded to the entire region and enabled the recruitment of 17 drivers.

**MirConnex Mobility Information Initiative:** Work also began in 2025 on the development of the Regional Transportation Options Map as a promotion and awareness tool. The initiative aims to highlight existing and emerging mobility options across the region, encouraging their use to unlock opportunities for social connection and economic participation.

**Ecodiversion Calendar Integration:** Featured transportation promotions in the 2026 calendar to increase community awareness.

**MirConnex Community Transit - Volunteer Driver Appreciation:** An appreciation event was held in November 2025 to recognize the dedication of volunteer drivers supporting transportation access across the region. Feedback from participants was very positive, highlighting the importance of volunteer engagement to the program's success.

**MirConnex Community Transit - Operations and Service Delivery:** The metrics highlight the program's continued growth and strengthening community engagement throughout 2025. Service levels remained consistent, averaging twelve rides per day, while the network of volunteer drivers expanded from eight to fifteen by year end, increasing the program's capacity across the region. At the same time, new clients continued to join the service each month, reflecting both the growing demand for accessible transportation and the commitment of local volunteers supporting the program.

**8 → 15**

Volunteer drivers by the end of 2025

**12**

Rides per day

**27**

Miramichi–Fredericton trips each month (distance equivalent)

**70**

Volunteer hours per week

**12**

New clients onboarded per month

## Vision for Regional Transportation in 2026

Looking ahead to 2026, the focus will be on expanding, strengthening, and better integrating transportation services to meet the evolving needs of the region:

- Supporting current and emerging initiatives addressing the impacts of the bridge closure in the City of Miramichi, recognizing its role as a key logistics and service hub for the region.
- Expanding the MirConnex Community Transit to reach underserved and rural areas.
- Working with Miramichi Accessible Transit and Miramichi Transit to tailor services for seniors, individuals with disabilities, and low-income households, ensuring equitable access to mobility and more seamless connections between communities.
- Partnering with schools, hospitals, and employers to coordinate transportation solutions that support access to education, healthcare, and employment.





Pictures of our volunteer drivers, Berry and Janice.



A volunteer driver appreciation event

**MirConnex**

<p><b>Clients</b>          Access essentials: health, groceries, community services          Dependable rides: affordable and confidential          Reliable drivers: patient and supportive</p>	<p><b>Drivers</b>          You Provide: safe rides, access to essential services, trusted and reliable support.          Your Benefits: set your own hours, mileage reimbursement, workshops, social connections.</p>	<p><b>Clients</b>          Accès aux services essentiels: santé, épicerie, services communautaires.          Transport fiable: abordable et confidentiel.          Conducteurs fiables: patients et attentionnés.</p>	<p><b>Conducteurs</b>          Vous offrez: un transport sécuritaire, un accès aux services essentiels, un appui fiable et digne de confiance.          Vos avantages: fixez votre propre horaire, remboursement des kilomètres parcourus, ateliers, liens sociaux.</p>
<p>Book your ride with Urban Rural Rides to get to your medical appointments, grocery shopping, government services, and community activities with ease.</p> <p>Contact us today for more info:          506-251-7334          miramichiurbanruralrides@gmail.com          Booking is 48-hours in advance.</p>		<p>Planifiez vos déplacements avec Transport Urbain/Rural et simplifiez-vous la vie en vous rendant à vos rendez-vous médicaux, à l'épicerie, aux bureaux gouvernementaux, et aux événements communautaires.</p> <p>Contactez-nous dès aujourd'hui pour en savoir plus:          506-251-7334          miramichiurbanruralrides@gmail.com          La réservation doit être faite au moins 48 heures à l'avance.</p>	

The insert in the regional calendar

**MirConnex** Community Transit

**Become a Volunteer Driver in Your Community!**

- A flexible and fulfilling way to contribute, on your own schedule.
- Along with mileage reimbursement, you'll also have opportunities to get free access to skill-building workshops and community events.
- Your support provides access to health, employment, education, and life maintenance (e.g., pharmacy pickup, food access)

**Help build a more connected Greater Miramichi Region.**  
 Call today: 506-251-7334

In partnership with:

Greater Miramichi Service Commission / Commission de services de Grand Miramichi  
 Community Development / Développement Communautaire

URBAN/RURAL RIDES / TRANSPORT URBAIN/RURAL

The flyer went out to the Region in our driver recruitment campaign.

# PUBLIC SAFETY



Greater Miramichi  
Service Commission

Commission de services  
du Grand Miramichi

## **Public Safety**

Public safety and community well-being continued to be key regional priorities in 2025. Communities across the Greater Miramichi Region consistently raised concerns related to safety, emergency preparedness, and risk reduction. In response, staff focused on proactive planning and long-term resilience, recognizing that effective community safety depends on coordination, preparation, and shared responsibility.

Wildfire preparedness was a major area of focus during the year. Wildfire activity in the Miramichi Region underscored the increasing risks facing local communities. While work was already planned to develop a Community Wildfire Resiliency Assessment and fire safety mapping, the wildfire events reinforced the urgency of this initiative. The assessment will help identify local risk areas, vulnerable assets, and practical mitigation measures. It will also support future emergency planning, funding applications, and coordination with emergency management partners.

Work also began on the development of a Community Safety and Well-Being Plan, with completion targeted for spring 2027. This plan will provide a structured framework to address public safety through prevention, preparedness, and community-based supports. Early work focused on identifying shared priorities, engaging key partners, and ensuring the plan reflects the needs and realities of communities across the region.

Alongside long-term planning, practical safety improvements were supported at the community level. A Mobile Speed Radar sign was purchased in response to community requests. This tool helps increase awareness of vehicle speeds, encourages safer driving behaviour, and supports local road safety efforts.

In 2026, this work will continue with further progress on the Community Safety and Well-Being Plan and ongoing consultation with communities across the Greater Miramichi Region.



Growing Greater Miramichi  
Croissance Grand Miramichi



2025

# YEAR IN NUMBERS

69

Intercultural training Participants

310

Businesses added to the  
Regional Directory

0.5%

Increase in  
population growth

60+

Agricultural  
Summit  
Attendees

70+

New childcare  
spaces added/  
planned

40+

Employers attended  
recruitment workshops

250+

Healthcare Hero Nominations

120

Community members trained in digital  
literacy

63

Businesses assisted  
by Digital  
Ambassador

## **Growing Greater Miramichi**

Across Canada, smaller communities are rethinking what growth looks like. In Greater Miramichi, growth is something we are shaping together.

A clear message came through our conversations this year: our region already offers what many people are looking for. We have opportunity, affordability, natural beauty, and strong community. What we have not always done is tell that story clearly or consistently outside the region.

That understanding guided our work in 2025. Our challenge is not a lack of assets. Our challenge is coordinated visibility, making sure that when people decide where to live, study, invest, or build a business, Greater Miramichi is not missed.

If visibility is a barrier, then digital presence is a key tool. More and more, decisions begin online. To compete, the region must be active, accurate, and visible in digital spaces.

In 2025, we clarified what a coordinated regional digital strategy needs to deliver: stronger regional visibility, higher digital adoption among local organizations and businesses, and improved digital literacy for residents. We also examined what is slowing progress, including fragmented platforms, uneven capacity, and inconsistent use of available tools. Through internal work and partner discussions, we mapped gaps, duplication, and opportunities. This sets the stage for a more formal digital strategy in the year ahead.

To support local digital adoption, we partnered with UNB's McKenna Institute and the Crabtree Foundation to host a Digital Ambassador. The focus was practical support for small businesses, seniors, and community groups. Dozens of residents and entrepreneurs received hands-on help, from navigating online health systems to improving business visibility through scheduled social media and other tools. The result was stronger digital confidence, better online presence for local enterprises, and greater participation in platforms that influence economic opportunities.

Stronger regional collaboration began in 2023, when the Regional Service Commission's mandate grew to include economic development and tourism promotion. This brought both opportunity and responsibility. Before progress could accelerate, we needed to clarify roles, rebuild relationships, and set up shared tables where none existed.

Much of 2024 focused on structure. In 2025, momentum became visible. Instead of working separately, partners gathered around shared regional priorities: childcare, healthcare, youth attraction, agriculture, and digital inclusion. These issues were not new, but our approach changed. Each priority evolved into an active working table bringing together municipalities, Indigenous communities, employers, educators, and non-profits. These groups now use shared data and common goals to guide action.

This shift aligns with the direction outlined in the 2024 report *Collaborating for Impact: Regional Economic Development in Greater Miramichi* by David Campbell of Jupia Consultants. The review described an emerging ecosystem beginning to think and act regionally, while noting that more structure was needed to move from intention to results. In 2025, that structure began to take hold. The Regional Service Commission increasingly acted as a backbone organization, helping partners identify gaps, reduce duplication, and coordinate implementation.

This approach has made the biggest difference in workforce and childcare planning. Employer engagement and healthcare recruitment efforts highlighted the same barrier: childcare capacity directly affects labour force participation and retention. For shift-based workers, especially in healthcare, extended-hour care can determine whether they can relocate to or remain in the region. This is now shaping regional childcare discussions and solutions.

By treating healthcare recruitment, childcare, workforce participation, and newcomer retention as interconnected parts of one system, we are shifting from short-term fixes to structural solutions.

Regional visibility and confidence also grew. Initiatives such as the Healthcare Hero Awards and new regional data tools support recruitment, informed decision-making, and public awareness. They demonstrate that the region is coordinated and ready for growth. As we move toward 2026, Greater Miramichi is more aligned, more visible, and more confident. The frameworks we have built are becoming the foundations for our future. We are not waiting to be discovered. We are showing who we are.

*Krista Chase*

Director of Regional Economic Development



## Highlights

**Population on the Rise:** After decades of decline, the Greater Miramichi's population is growing again. The 2024 adopted Population Growth Action Plan set a bold target of 2% annual growth, aiming to reach 47,000 residents by 2028. The region's population in 2021 was 37,130, and recent years have seen a notable influx of newcomers and returning families, reversing historic trends. Population estimates published in 2026 show the population at 41,665 people.

**Workforce & Talent:** Prime-age labour force participation stands at 82.7%, reflecting strong engagement in the job market. Major initiatives in 2025, including a new Regional Workforce Development Action Plan 2025–2027, addressed aging demographics, youth outmigration, and talent attraction.

**Business Ecosystem Expansion:** More than 1,030 local businesses and services have joined the new Greater Miramichi Regional Business Directory, an online platform connecting entrepreneurs, employers, and investors. Two Agricultural Summits brought 50+ farmers and producers together to plan for sector renewal.

**Community & Belonging:** We doubled down on making Miramichi a place where people belong. The annual Healthcare Homecoming event was expanded with the inaugural Healthcare Hero Awards, honouring local healthcare champions. In partnership with the Miramichi Regional Multicultural Association, we also delivered intercultural training to 60+ community members to build welcoming capacity.

**Visibility & Data:** We advanced the region's digital infrastructure by improving shared platforms that centralize information for residents, newcomers, and businesses. Tools such as the Regional Calendar and Regional Directory increase accessibility, reduce fragmentation, and strengthen the region's online visibility.

The following sections explore our progress through five strategic themes: People Powering the Region, A Region That Works Together, A Business Environment Ready to Grow, A Place Where People Belong, and Making the Invisible Visible.

Each theme highlights not only initiatives, but measurable outcomes and real examples of impact. We also acknowledge where work continues, because building a stronger Greater Miramichi is not a single-year effort, but a sustained regional commitment.

## **1. People Powering the Region**

Supporting people is at the heart of Greater Miramichi's economic strategy. In 2025, we strengthened our focus on workforce development, population growth, and community well-being. Our approach recognizes that regional growth depends on people, and that helping them succeed means addressing everything from childcare to career pathways.

### **Workforce Development and Childcare Innovation**

A strong economy needs a skilled and available workforce. In 2025, the GMSC released the Greater Miramichi Workforce Development Action Plan 2025 to 2027. The plan was shaped with input from employers, educators, and workers. It responds to real challenges, including an aging workforce, youth leaving the region, and the need to attract talent and entrepreneurs. The plan outlines clear steps to align labour supply with industry demand and help workers build the skills needed for the future.

One important finding from this work was the link between childcare and workforce participation. In May, the Regional Healthcare Working Group identified limited childcare as a major barrier for parents, particularly in healthcare. In response, we brought partners together to explore solutions. These include increasing licensed spaces, supporting early childhood educators, and adding childcare information to newcomer welcome packages. We also began shaping flexible childcare options that reflect non-traditional work hours such as early mornings and evenings. When parents can access reliable childcare, more of them can work, stay in their jobs, or move to the region. This directly helps reduce labour shortages and strengthens productivity.

### **Key 2025 Outcomes: Workforce and Childcare**

- Workforce Action Plan completed and adopted by the GMSC Board in July 2025. The plan shifts the region from reactive recruitment to a proactive talent pipeline.
- Early Childhood Workforce working group launched, meeting quarterly to advance regional childcare solutions. A draft Guide to Opening a Childcare Center was created and circulated for feedback, with plans to encourage new childcare startups in 2026.
- Youth engagement continued through our participation in Junior Achievement's World of Choices Summit, where students connected with local employers and learned about regional career paths.

## **Population Growth, Newcomers & Inclusion**

Attracting and retaining people has been a top priority, and 2025 marked a turning point for population growth efforts. We updated our Regional Population Growth Strategy (2025–2028), which calls for bold action: targeting a 2% annual population increase and nearly 10,000 new residents by 2027. Achieving this means not only marketing our region to newcomers, but also ensuring those who choose Miramichi put down roots.

Our strategy sets goals to reverse the aging trend (aiming to lower the median age in our region from 47 to 43 by attracting young families) and to raise awareness of local job and entrepreneurship opportunities for newcomers and youth. Crucially, it emphasizes that every municipality and community partner has a role, we presented the plan to all municipal councils in the region by May, encouraging them to integrate its vision into their local plans. “We want municipalities to take ownership of the plan, promote the vision, share successes, and participate in all related initiatives,” explained our community onboarding coordinator in her outreach sessions.

To support newcomer integration, we continued strengthening regional partnerships and information resources that help new residents navigate services, housing, and employment. We also held intercultural competency workshops for employers, service providers, and community groups (four sessions with 69 participants total) to help foster more welcoming and inclusive workplaces. These sessions, delivered in partnership with the Miramichi Regional Multicultural Association, provided practical tips on cross-cultural communication and hiring, and were very well received.

In tandem, the GMSC undertook a feasibility study for a “Zonal Immigration Partnership (ZIP)”, a formal network akin to a Local Immigration Partnership but spanning our broader region. This study, launched with support from Immigration, Refugees and Citizenship Canada (IRCC), explored how a regional immigration partnership could coordinate services and funding to better support newcomers. By year’s end, the feasibility study was completed (with recommendations to establish a permanent regional immigration partnership in 2026), positioning Greater Miramichi to potentially secure federal support for newcomer programming under the ZIP model.

## **Key 2025 Outcomes – Population Growth & Newcomer Integration**

### **Strategic Funding & Planning**

- Multi-Year Investment Secured: Executed a three-year IRCC agreement (2025–2027) under the ZIP, stabilizing and scaling the region’s population growth portfolio.
- Evidence-Based Design: Commissioned and completed a feasibility study with ATN Strategy (November 2025) to guide prioritization, governance structure, and resource allocation.

### **Community Grants Driving Action**

- Population Growth Grant Launched: Introduced a regional grant to mobilize municipalities and partners around the Population Growth Action Plan.
- 3 applications received.
- 1 initiative funded and implemented in 2025.
- 2 additional projects approved for 2026 delivery.
- Impact: Increased local implementation capacity and established a replicable activation model for community-led growth initiatives.

### **Partnerships that Extend Reach**

- Expanded committee membership to include CBDC and CAFI, strengthening entrepreneurship, settlement, and integration pathways.
- International Students Committee Initiatives: partnered with NBCC and the Housing Navigator to promote Canada Homeshare, increasing safe, affordable housing options and easing pressure on local supply.
- Updated the International Student Guidebook with accurate, Miramichi-specific information to improve retention and navigation.
- Collaborated with Study NB to deploy a regional information resource at first point of contact for incoming students.

### **Language & Credentialing Supports**

- Miramichi Regional Multicultural Association delivered English Second Language (ESL) programming to (12 participants), improving employability and integration outcomes.
- Coordination was provided for NBCC students to attend English language tests in Moncton, in group transportation, reducing testing barriers and wait times for credential recognition.
- Promoted French language training and testing pathways to support bilingual workforce integration aligned with regional labour needs.

### **Intercultural Readiness**

- Delivered four intercultural competency sessions in 2025 (69 participants), strengthening employer and community readiness to welcome and retain newcomers.

## Community Health & Talent Retention

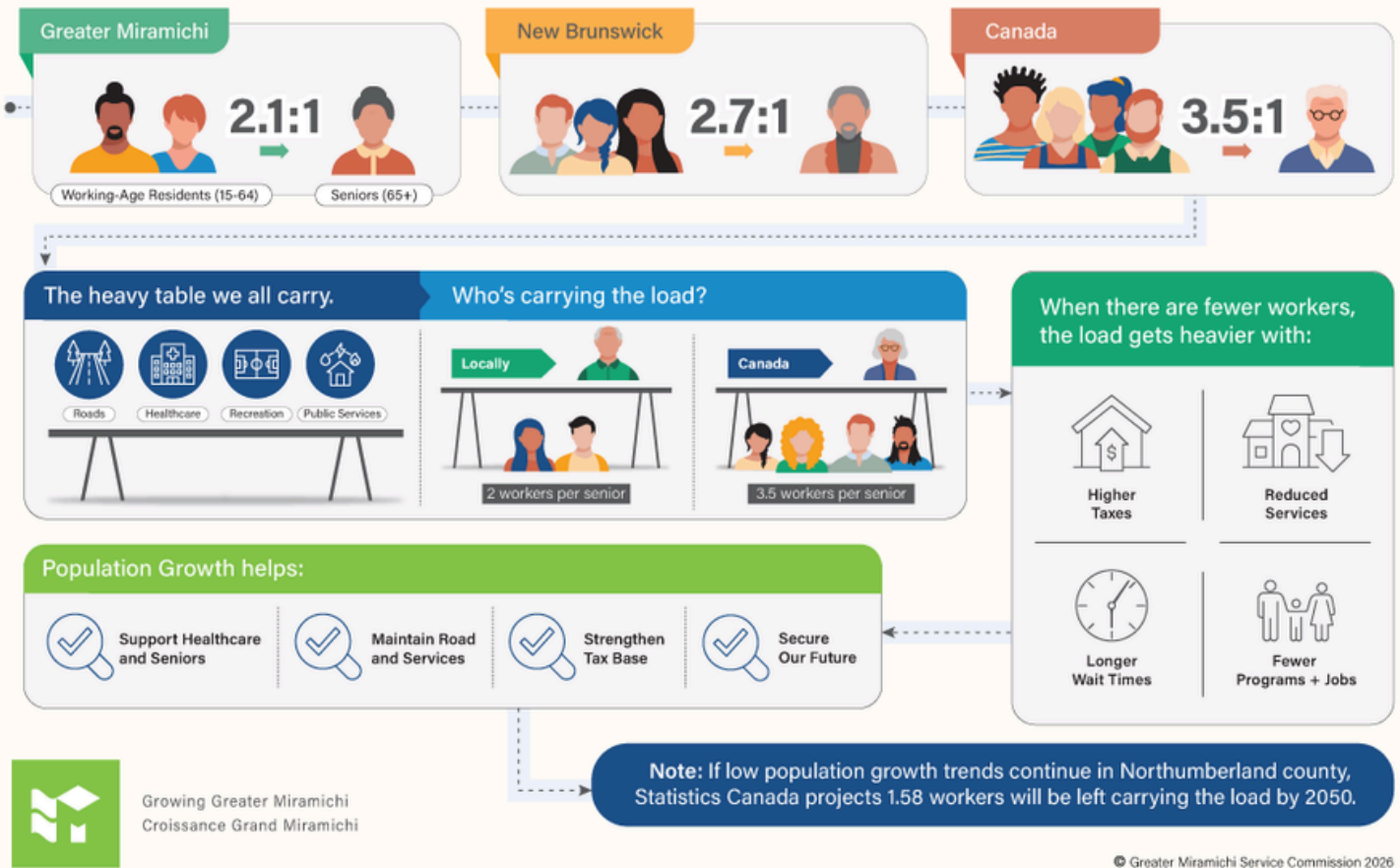
Healthcare is not only a social priority, it is economic infrastructure. Access to quality care influences where families choose to settle, where retirees remain, and whether professionals feel confident building their future here. In 2025, we advanced healthcare recruitment and retention as a central pillar of regional growth.

A major milestone was the launch of the region's first-ever Family Medicine Residency Program. Two medical residents began training in Miramichi in July 2025 through a partnership between Horizon Health and Dalhousie Medicine New Brunswick. Research consistently shows that physicians often establish practice where they complete their residency. Supporting these residents is therefore a long-term investment in local healthcare capacity and regional stability.

## 2.1 Working-Age People For Every 1 Senior

### Why This Number Matters:

The people working and paying taxes support the services we all rely on.





## Healthcare Homecoming and Hero Celebration

To reinforce belonging and recognition, Growing Greater Miramichi hosted the Healthcare Homecoming & Heroes Celebration in November 2025. The event brought together healthcare professionals, community leaders, and residents to express appreciation and strengthen connection. More than 200 public nominations were received for the inaugural Healthcare Hero Awards, a strong signal of community engagement and sector pride. Behind the scenes, the Regional Healthcare Working Group continued meeting bi-monthly to coordinate recruitment messaging, workforce alignment, and retention strategies. New digital recruitment assets were developed, including website landing pages and updated testimonial content from healthcare professionals who have chosen to build their careers and families in Greater Miramichi. These tools support recruitment fairs and outreach efforts by positioning the region as both professionally rewarding and personally fulfilling. Healthcare and economic development are deeply interconnected. By strengthening healthcare capacity and belonging, we strengthen the region's overall competitiveness and long-term attractiveness.

### Key 2025 Outcomes – Healthcare & Talent

- **Local Medical Training Launched:** Two family medicine residents began training in Miramichi in July 2025 — the first residency placements in the region's history.
- **Targeted Recruitment Campaign:** A spring 2025 campaign featured testimonials from local healthcare professionals, reinforcing Miramichi as a community of opportunity and support.
- **Healthcare Hero Awards:** 12 finalists were recognized and five winners honoured:
  - Community Health Champion:** Brian Cortes, PSW
  - Excellence in Patient Care:** Cassie Doiron, LPN
  - Teamwork & Collaboration:** Dr. Ninian Slorach
  - Rising Star in Healthcare:** Aimee MacLean, RN
  - Innovator in Healthcare:** Dr. Kathleen MacMillan





Dr. MacMillan and family is one of our Healthcare Hero award recipients and a feature in our issue of Post Call. To read her full story, see [here](#)

## 2. A Region That Works Together

Collaboration has become Greater Miramichi's not-so-secret economic development weapon. In 2025, we moved beyond individual projects and isolated efforts, embracing a truly regional and partnership-driven approach. By breaking down silos and uniting around shared goals, we treated collaboration itself as essential infrastructure for growth.

### From Coordination to Co-Creation

In the past, economic development often meant periodic meetings where everyone "around the table" shared updates. This year, we shifted to co-creation, where partners don't just inform each other, they actively build solutions together. The Greater Miramichi Service Commission (GMSC) now serves as a backbone organization for a network of municipalities, Indigenous governments, provincial agencies, businesses, and community groups. Our role isn't to own every project; it's to connect the right people and resources to make each project succeed. This model gained momentum in 2025 through structured forums and working groups tackling key themes:

**Regional Economic & Labour Forum:** We convened quarterly meetings of the Regional Economic Development & Labour Force Committee, uniting municipal leadership, provincial and education partners, healthcare representatives, Indigenous leaders, business stakeholders, and community partners at one coordinated regional table. The forum strengthened alignment across the region, provided updates on economic conditions and workforce pressures, and shared strategy from the Chamber, Historic Chatham Business District, and Downtown Newcastle Business District to ensure coordination rather than duplication. We also gained insight from Natoaganeg's economic impact study, deepening our understanding of the interconnected economic relationship between First Nations and surrounding communities.

**Indigenous Partnerships:** Our region is home to Mi'kmaq communities (Metepenagiag, Natoaganeg, and Esgenoopetitj) whose leadership and participation are vital to sustainable regional growth. Throughout 2025, we identified multiple areas for collaboration, particularly through the tactics outlined in the Population Growth Action Plan and the Workforce Development Action Plan. These plans include shared priorities related to workforce participation, youth retention, entrepreneurship, tourism, and economic development, areas that present meaningful opportunities for partnership.

We remain committed to strengthening collaboration with First Nations partners and look forward to advancing this work together in 2026, guided by mutual respect and shared regional prosperity.

# FIRST NATIONS ECONOMIC IMPACT STUDY

Reinforcing the region's interconnected economic strength.

## \$57M

In Provincial  
GDP\* Impact

First Nations economic activity in  
the Greater Miramichi region supports:

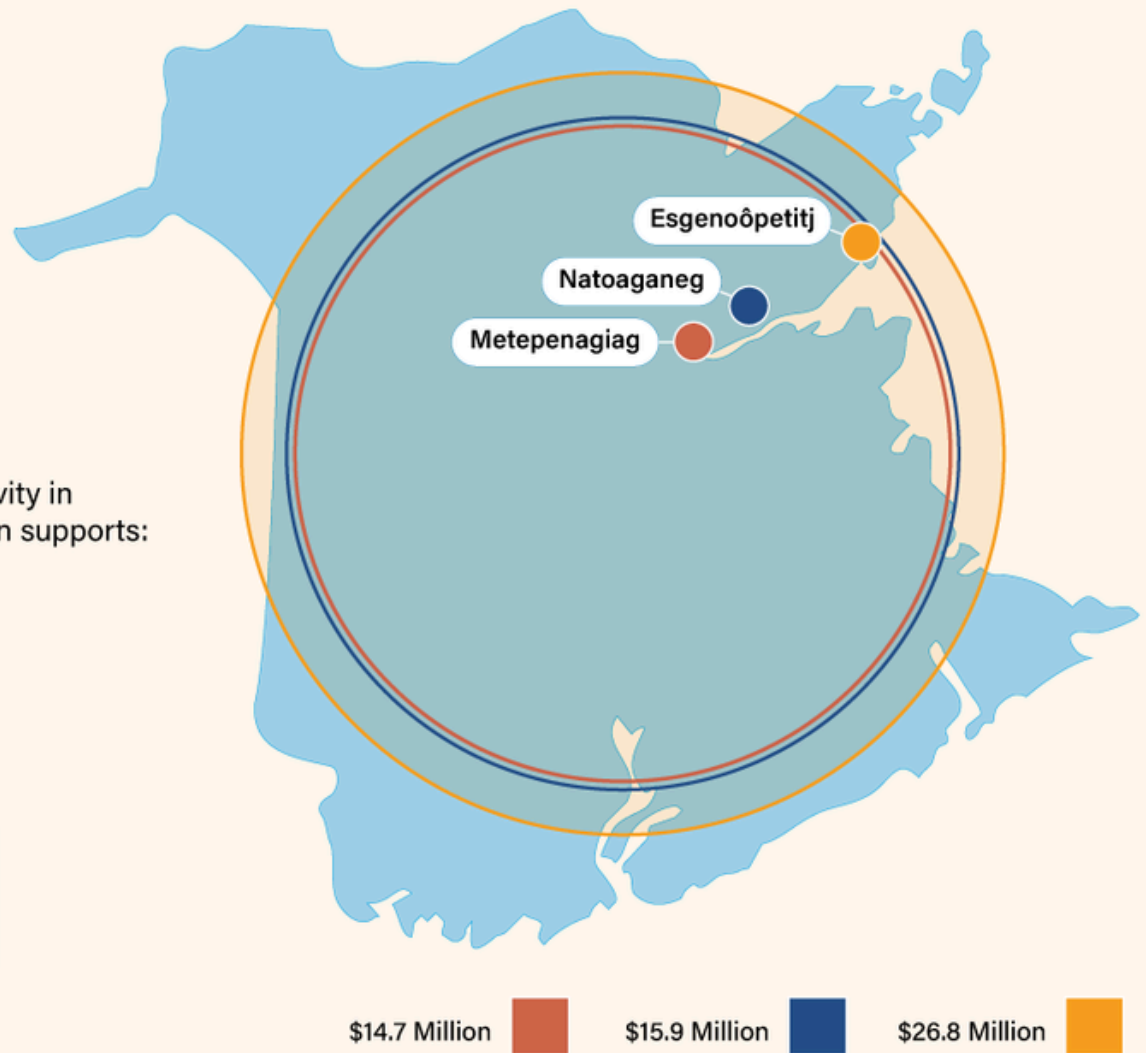
**552 Jobs**

**29.3M** Labour Income



**\$39M**

Into broader NB economy



Growing Greater Miramichi  
Croissance Grand Miramichi

\*Gross Domestic Productivity (gross value-add)  
Data taken from the Greater Miramichi Economic Leakage Study | April 30, 2024 © Deloitte LLP and affiliated entities.

### **3. A Business Environment Ready to Grow**

Greater Miramichi made significant strides in 2025 to cultivate a business climate where enterprises can start, expand, and thrive. We focused on reducing barriers, connecting businesses with resources, and actively promoting innovation in traditional and emerging sectors. The message to entrepreneurs and investors is clear: our region is open for business, and ready to grow.

#### **Empowering Entrepreneurs and Small Businesses**

Small and medium-sized enterprises remain the backbone of the Greater Miramichi economy. In 2025, we strengthened the business environment by improving access to information, increasing visibility, and streamlining processes.

A cornerstone initiative was the launch of the Grow Here Business Resource Hub, a comprehensive PDF guide and online resource centre designed to support entrepreneurs at every stage, from start-up to expansion. The Hub consolidates funding programs, permitting guidance, commercial space information, and advisory resources in both English and French. It supports business owners potential business owners to help make their path to growth clearer.

Complementing this effort, we completed the Greater Miramichi Regional Business Directory, now featuring more than 1,030+ businesses across sectors. The interactive platform improves local procurement, enhances investor visibility, and allows businesses to post job opportunities or discreetly signal openness to investment or succession discussions. Instructional videos were developed to help businesses claim and optimize their listings, ensuring the directory becomes an active economic tool, not just a listing.

Sector engagement remained a priority. In partnership with the Department of Agriculture, we hosted two Agricultural Summits in Alnwick and Napan, engaging over 50 producers and agri-food businesses. Discussions focused on succession planning, farm viability, labour challenges, and opportunities such as agri-tourism and value-added production. A public report summarizes insights and informs future action.

## **Key 2025 Outcomes, Business Environment**

- **Business Resource Hub & Directory Launched:** The Grow Here portal went live and the regional directory expanded to 1,030+ listings, strengthening digital presence and investment readiness.
- **Permitting Efficiency Improved:** Average commercial building permit approval times decreased by 20% compared to 2022 through process modernization and online permitting.
- **Development Activity Increased:** Total permits issued rose by 7% region-wide, with growth in multi-unit residential and commercial construction, signalling renewed investor confidence.
- **Construction Value Rising:** Total projected construction value for 2025 is approximately \$35 million region-wide, up from \$32.2 million in 2022.

## **4. A Place Where People Belong**

Economic growth isn't just about numbers, it's about quality of life and community. Greater Miramichi is committed to being a region where people feel they belong, where they can see themselves building a future, and where no one is left invisible or isolated. In 2025, alongside our growth initiatives, we put significant effort into fostering inclusion, pride of place, and social infrastructure that knits our communities together.

### **Welcoming Communities and Belonging**

In 2025, we placed intentional focus on welcoming and retention. Attracting new residents is only the first step; long-term regional growth depends on whether individuals and families build meaningful connections once they arrive.

The Annual Healthcare Homecoming event, launched in 2024, evolved into the Healthcare Homecoming & Heroes Celebration, strengthening its role as both a recognition initiative and a community-building platform. While healthcare remains a key focus, the broader objective extends across sectors: to create structured opportunities for newcomers, employers, and long-time residents to connect.

These gatherings are designed with purpose. They foster relationship-building, informal networking, and a sense of belonging. New recruits meet community champions. Families connect with other families. Professionals see that their skills and service are recognized and valued.

Retention is relational. Each connection formed increases the likelihood that individuals choose to stay, invest, and grow here. By strengthening belonging, we strengthen population stability, and that stability underpins every other economic development objective.

In 2026, this focus on integration and community connection will continue as a core component of our population growth strategy.

## **5. Making the Invisible Visible**

One of the recurring themes of 2025 was shining light on the previously unseen, whether that's data, stories, or voices, to inform decisions and inspire action. By "making the invisible visible," Greater Miramichi is ensuring that evidence and storytelling drive our growth, and that we measure what matters.

### **Data-Driven Decisions and Transparency**

We have recognized that credible data, clearly presented, drives action. In 2025, we operationalized the Greater Miramichi Economic Dashboard, a public-facing platform that consolidates key regional indicators including population growth, labour force participation, housing trends, sector performance, and business counts. Powered by LocalIntel, the dashboard provides interactive, filterable insights by community and industry, making complex data accessible and actionable.

The dashboard has quickly become a central reference point for decision-makers. It enables leaders to ground conversations in evidence rather than assumption. For example, showcasing our 82.7% prime-age labour force participation rate reframes the narrative from labour shortage to labour alignment, positioning the region as workforce-ready for investment. Equally important, the visibility of housing and demographic trends strengthens the case for development and infrastructure expansion.

Transparency also means acknowledging constraints. Data allows us to move beyond anecdote and identify where pressure points exist, whether in childcare capacity, housing availability, or service gaps that may influence workforce participation. When an issue becomes visible, it becomes actionable.

The dashboard ensures that Greater Miramichi's story is not based on perception, but on measurable reality. It equips partners, investors, and community leaders with shared facts, and shared direction.

### **Storytelling and Promotion**

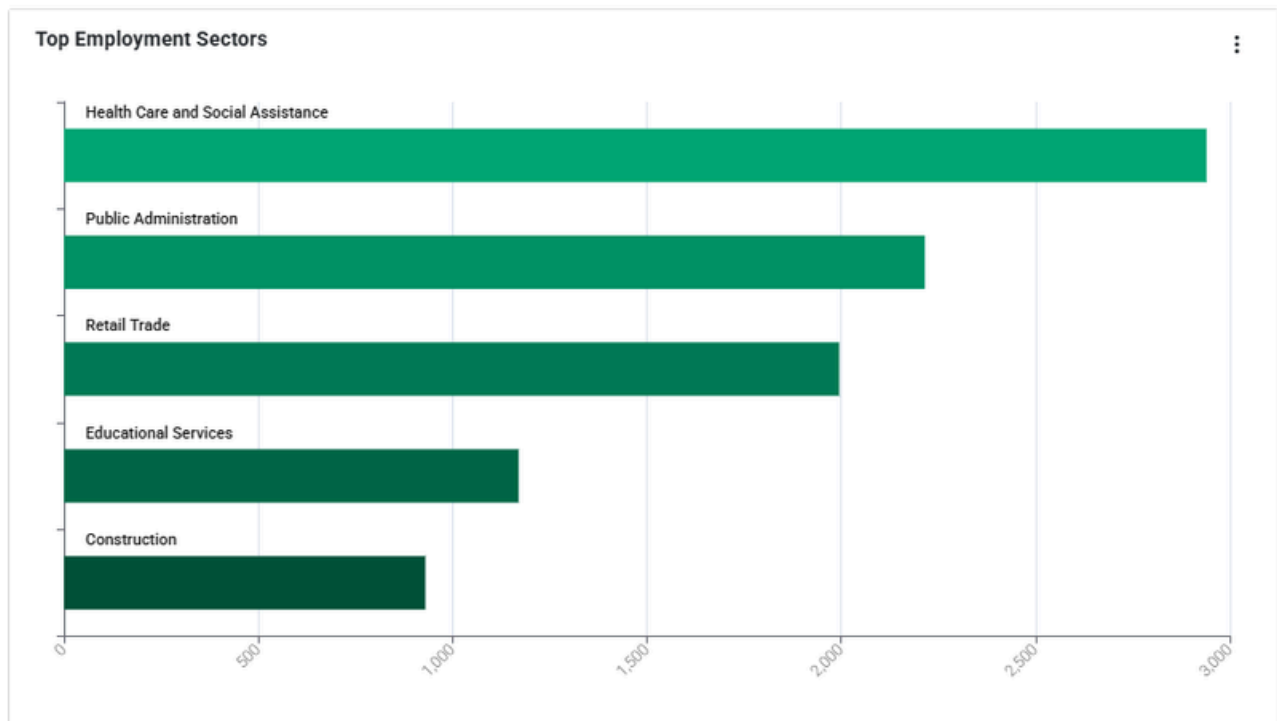
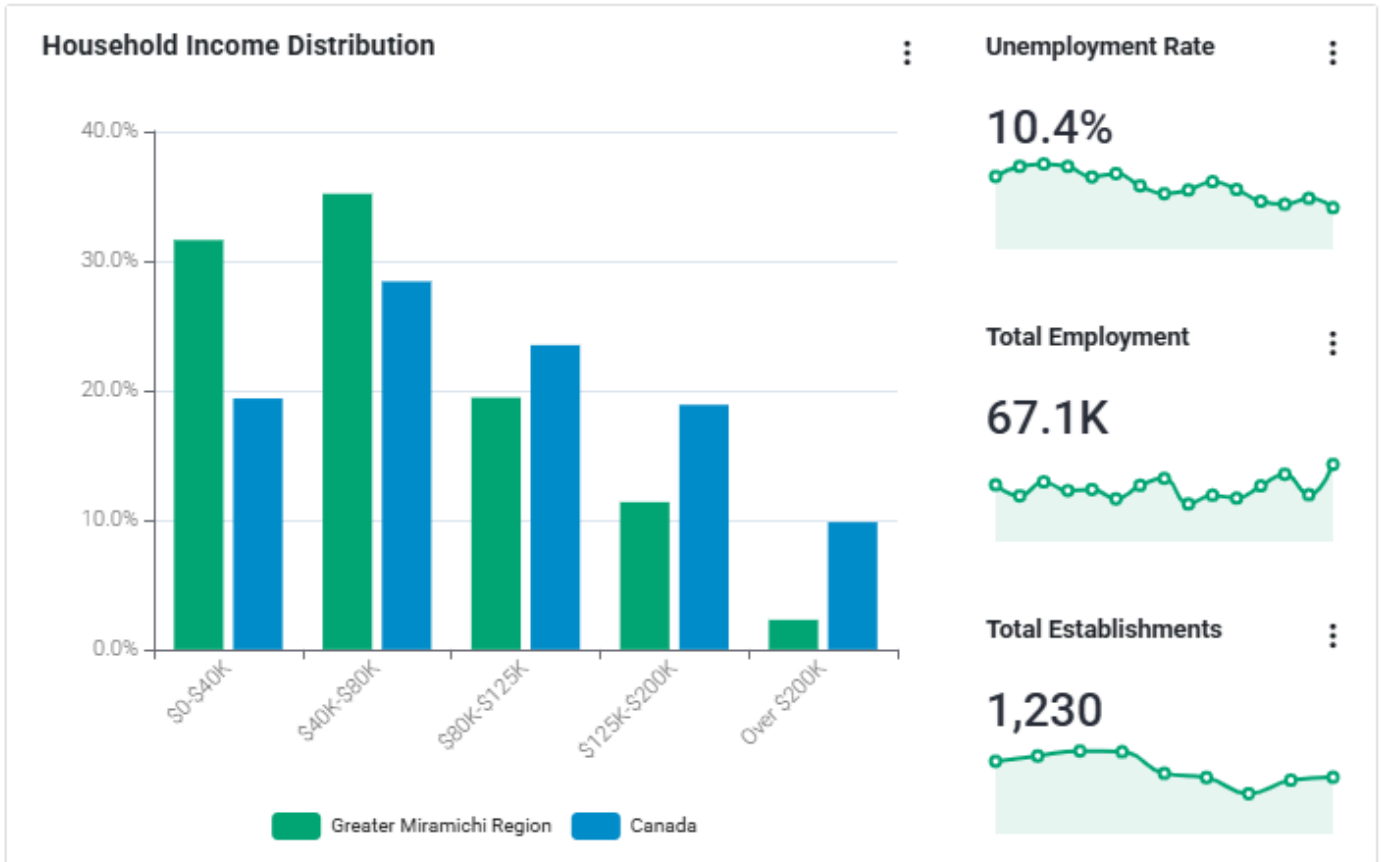
In 2025, storytelling became a deliberate economic development tool. We recognized that Greater Miramichi's narrative needed to be amplified beyond the region, and shaped intentionally. Data demonstrates progress, but stories build perception, pride, and investment confidence.

We strengthened our communications approach through coordinated media outreach, thought leadership, digital campaigns, and participation in provincial and national forums. At the City Age Rural Revival conference, Greater Miramichi was positioned as a model for community-based workforce solutions. Our participation highlighted practical approaches to youth retention, labour force alignment, and regional collaboration, reinforcing that rural regions can lead innovation, not follow it.

Locally, we elevated the stories behind the statistics. Through our “Local Successes” series, we profiled entrepreneurs, newcomers, and young leaders shaping the region’s future. These features, shared through our website, became some of our most engaged content, demonstrating strong appetite for positive, forward-looking narratives. By showcasing real journeys, we reinforce the message that opportunity exists here.

We also advanced immersive storytelling through the Anekdotē platform, preparing to launch location-based audio stories that connect residents and visitors to the region’s history and identity. By linking place, memory, and transformation, this initiative strengthens cultural pride while enhancing tourism and placemaking efforts.

Storytelling is not an add-on to development , it is infrastructure. It shapes how investors perceive us, how residents feel about staying, and how newcomers decide to come. In 2025, Greater Miramichi moved from being quietly capable to confidently visible. Our goal is simple: ensure every community, every success, and every opportunity is seen, heard, and understood locally and beyond.





# EcoDiversification



Over the past year, EcoDiversión has continued to strengthen its role as a leader in environmental stewardship across the Greater Miramichi Region. I am proud to highlight the progress we have made in 2025, driven by teamwork, community partnerships, and a growing commitment among residents to reduce waste and protect our environment.

This year, we welcomed our new EcoDiversión Coordinator, whose enthusiasm and dedication have brought fresh momentum to our programs. His work in schools and throughout our communities has made a significant impact by educating residents on waste reduction, proper waste disposal, and the value of everyday sustainable practices. Through his outreach efforts, we have engaged more households than ever before and strengthened long-term habits that support a cleaner and more sustainable region.

Composting was a major area of focus in 2025. We delivered hands-on workshops, supported residents through the purchase and setup of their composting units, and provided ongoing guidance to ensure successful results.

Our Household Hazardous Waste (HHW) program continues to be a tremendous success. Community participation remains strong, reflecting the value residents place on safe and responsible disposal. We remain committed to ensuring HHW services are accessible, well-coordinated, and effective.

This year also saw the completion of two important projects funded through Environmental Trust Fund (ETF) grants: expanded HHW collections and our Waste Reduction Awareness Campaign. Both initiatives have strengthened regional environmental knowledge, improved diversion rates, and enhanced our ability to deliver meaningful and measurable results for the Greater Miramichi Region.

As we look ahead, EcoDiversión remains focused on collaboration, education, and innovation.

Together, we are building a cleaner, greener, and more sustainable future for our communities.

*Melanie Rousselle*

Director of EcoDiversión | Directrice d'EcoDiversión



## Overview

EcoDiversio 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.

## Waste Collection

As of January 2025, tipping fees at the Red Pine Waste Management Facility (Chaleur Regional Service Commission) remained at \$96.00 per metric tonne (MT) for regular waste and \$45.50 per MT for construction and demolition (C&D) waste. Tables 1 and 2 below provide a detailed breakdown of the 2025 tipping fees for regular waste and C&D waste.

**Table 1:** Regular Waste Cost Breakdown

Regular Waste (Residential & ICI Sector)	Cost Breakdown per MT
Red Pine Sanitary Landfill – Tip Fee	\$72.00
Greater Miramichi Service Commission Surcharge	\$24.00
Total Tip Fee	\$96.00

**Table 2:** Construction & Demolition Cost Breakdown

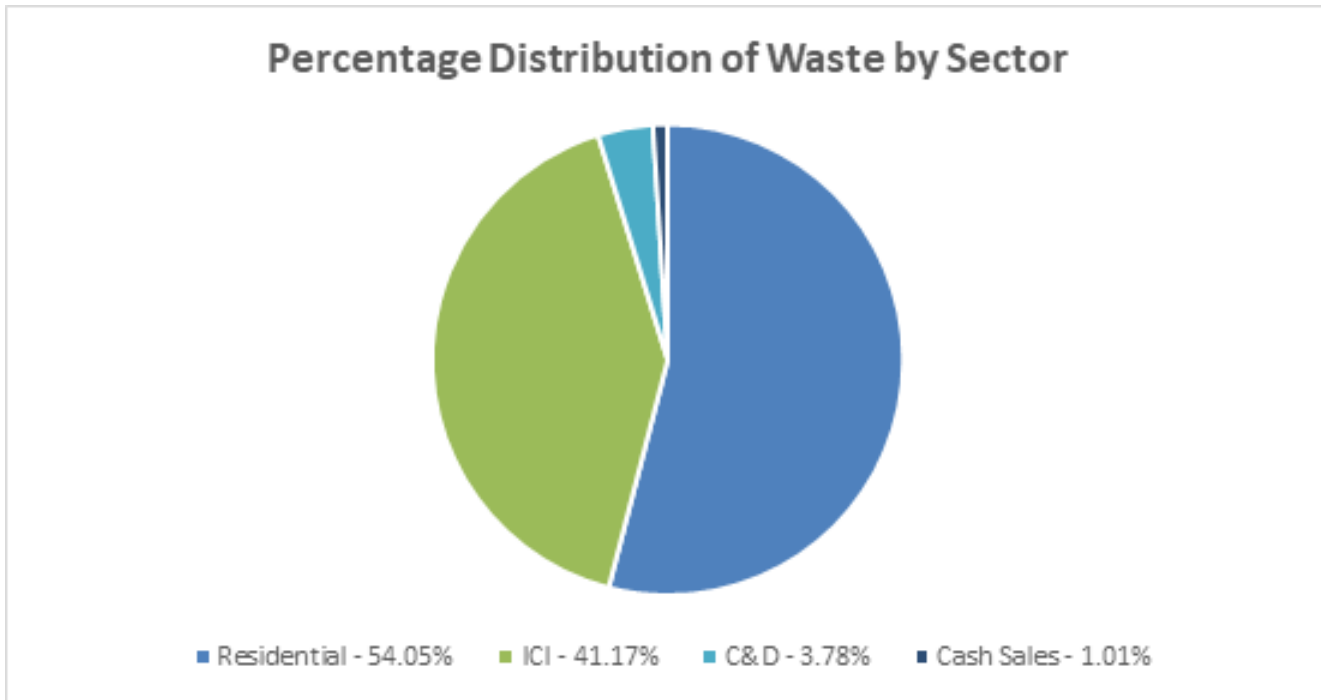
C&D Waste	Cost Breakdown per MT
Red Pine Sanitary Landfill – Tip Fee	\$40.00
Greater Miramichi Service Commission Surcharge	\$5.50
<i>Total Tip Fee</i>	\$45.50



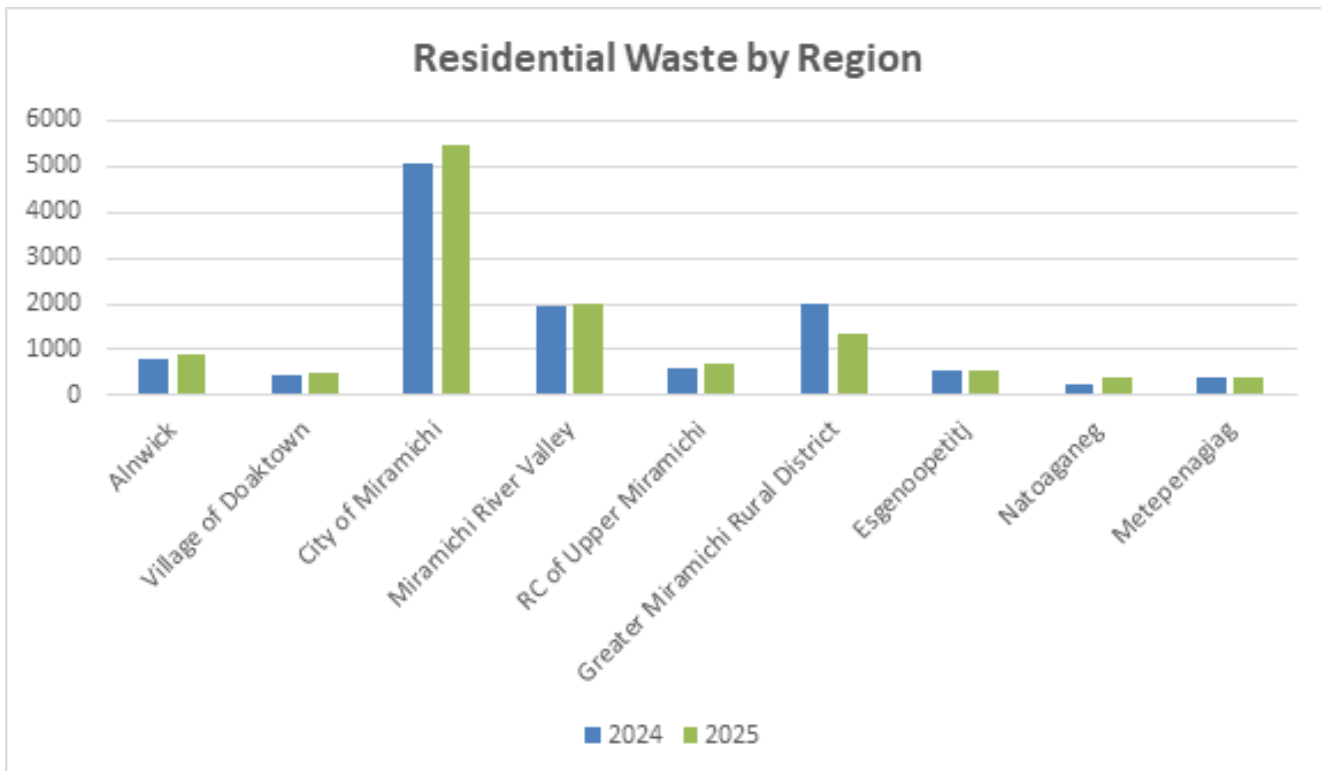
## Waste Tonnage Summary

In 2025, the Greater Miramichi Region generated a total of 22,256.55 MT of waste that was direct hauled to the Red Pine Waste Management Facility in Allardville, NB.

**Figure 1** represents an increase of 732.88 MT compared to 2024.



**Figure 2** outlines the total waste collected by Municipalities, Greater Miramichi Rural Districts, and First Nations. Refer to “Appendix X – EcoDiversification Tables” to view additional data associated with the following graph.



## **Environmental Trust Fund Projects (ETF)**

### **Greater Miramichi Waste Reduction Campaign**

EcoDiversions's Waste Reduction Campaign aimed to increase awareness of local recycling and waste reduction opportunities while encouraging residents to adopt more sustainable daily habits.

To support this initiative, the EcoDiversions Digest was created to educate residents on the following five key topics:

- Waste's Final Stop - Information about waste processing and what happens to waste after it's collected.
- Reduce, Reuse, Recycle Organics - Tips and benefits of reducing organic waste.
- Safe Solutions for Hazardous Waste - Guidance on identifying hazardous waste, proper storage, and methods for reducing hazardous materials.
- Power to Recycle - The importance of recycling household batteries and how to safely store them before recycling.
- Circular Materials - Information about newly accepted materials at redemption centers through Circular Materials.

To expand the reach of the campaign, EcoDiversions partnered with Attention Media to create pre-podcast educational content tailored to local audiences. The project also included the development of bilingual digital assets, such as short videos that reinforce the information featured in the EcoDiversions Digest. These videos are now shared on YouTube, social media, and used during presentations in schools and community groups.

Local radio was also utilized to deliver ongoing reminders and motivational messages, encouraging residents to take simple actions to reduce their waste.

The communications tools and digital assets produced through the Greater Miramichi Waste Reduction Campaign will continue to support EcoDiversions's outreach and education efforts for years to come.

Find one of our videos [here](#).

## Household Hazardous Waste Collections (HHW)

Over the course of the year, EcoDiversión regularly hosts two (2) Hazardous Waste Collection events in the City of Miramichi (one event in the Spring and one event in the Fall) and one fall collection in the Village of Doaktown. With the aid of the Environmental Trust Fund, two additional collections were hosted in Lagacéville (1928 Route 450) and Sunny Corner (32 Northwest Road) on September 13th, 2025.

During the five events, approximately 1,000 vehicles were served at the hazardous waste events. Most of the hazardous waste collected was paint, batteries, fluorescent tubes/bulbs, gas, oil, and pesticides. Electronic waste (E-Waste) such as televisions, computers, printers, etc. were recycled. A total of 8.29 MT was recycled in 2025.

Each vehicle received a reusable bag that contained pamphlets of the Extended Producer Responsibility (EPR) programs under Recycle NB, such as NB Tire Stewardship, Circular Materials, Electronic Products Recycling Association, Product Care, and Atlantic Used Oil Management Association, along with the local depot locations to alleviate the amount of used oil, waste paint and E-waste collected. In addition, used oil & glycol containers are segregated and later collected by RPM to be recycled.

As part of the ETF funding received, educational videos are being created to extend the messaging from the 2024 Hazardous Waste Newsletter. Several videos will be finalized in early 2026 that will provide information to residents on what is considered hazardous waste, safely storing hazardous waste, properly packing for transporting the materials to collection sites, what to expect when arriving at the drop-offsite, and how to reduce hazardous waste.

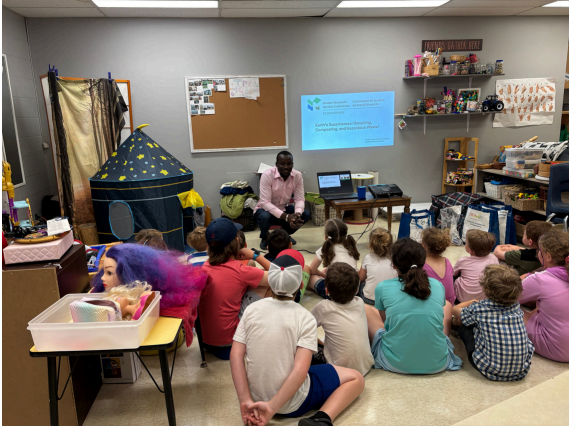


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## Educational Campaigns

In 2025, the EcoDiversions achieved significant outreach success, delivering a total of 47 educational presentations focused on reducing organic waste through composting and promoting the safe management of household hazardous waste. Through these initiatives, the program engaged 908 participants across the region, strengthening community awareness and supporting the Commission's broader waste education objective.



## Composting Workshops

As part of its mission to reduce the amount of organic waste sent to the Red Pine landfill in Allardville, the EcoDiversion service organized several composting workshops in local communities and community gardens.

In addition to these workshops, we provided presentations on recycling, composting, and the management of hazardous waste in schools, daycares, and summer camps. The objective of these various workshops and presentations was to inform and encourage participants to reduce their organic waste through composting in its different forms: compost bin, using a Green Cone digester, and vermicomposting.

To encourage participants to practice composting, prize draws were held after each workshop, giving attendees the chance to win free composting units.

In total, seven composting units were awarded to participants: three composters in Miramichi, two Green Cone digesters in Alnwick, one Green Cone digester in the Rural Community of Upper Miramichi, and one Green Cone digester in Miramichi River Valley.

To ensure effective follow-up on composting activities after the June workshops, we implemented a structured support program. This initiative enabled us to provide personalized assistance to participants while also conducting a survey to track the use of the composting units sold in 2025. Two surveys were carried out, both of which reported a highly satisfactory rate of use.

Date	Location	Participants
Jun 3, 2025	City of Miramichi	35
Jun 4, 2025	Rural Community of Upper	7
Jun 5, 2025	Miramichi River Valley	3
Jun 10, 2025	Alnwick	9
Jul 11, 2025	Big Ferry Community Garden	9
Jul 22, 2025	Ellis Park Community Garden	6
Aug 6, 2025	Miramichi River Valley	10
Aug 22, 2025	River Trail Orchard & Farm	17
Oct 3, 2025	Metepenagiag Heritage Park	27

With the same goal of reducing organic waste in the Greater Miramichi region, we also held three composting workshops in collaboration with the Rotary Clubs of Miramichi and Chatham, as well as with leaders from Esgenoopetitj.

Organization	Number of presentations	Participants
Rotary Club of Miramichi	1	8
Rotary Club of Chatham	1	18
Esgenoopetitj	1	4

### School & Community Workshops

During the Reduce, Reuse & Recycle presentations, children learn how waste is managed, what happens to recyclable materials, tips for reducing waste, what qualifies as hazardous waste, and how to recycle properly. They also participate in hands-on activities where they sort different types of waste. EcoDiversión also offered composters to schools that requested a composting workshop.

Schools & Preschools	Number of Presentations	Participants
Tabusintac School	3	100
Carrefour Beausoleil	3	22
King Street Elementary School	3	87
Newcastle Library	3	4
Just Kids Preschool	3	21
Max Aitken Academy	3	99
Esgenoopetitj School	3	40
École René Chouinard	3	68
Doaktown Elementary	3	74
Karlie's Preschool	3	6
NBCC Daycare Miramichi	3	17

Summer Camps	Number of Presentations	Participants
Camp Sheldrake	3	103
PALS Summer Camp	1	25
Autism R Miramichi Camp	1	6



# Discover Miramichi (RDMO)



In 2025, Discover Miramichi focused on strengthening tourism promotion while continuing the transition to a fully established Regional Destination Marketing Organization (RDMO). The year was defined by foundational work, strategic planning, and continued collaboration with partners across the region to support sustainable tourism growth.

A key priority throughout the year was establishing Discover Miramichi as an independent organization operating at arm's length from the Greater Miramichi Service Commission (GMSC). Important governance, operational, and administrative structures were put in place to support long-term stability and effective delivery of the tourism mandate. The RDMO held its first three Board meetings and secured its seventh and final Board member. Financial and administrative systems were strengthened, including opening a dedicated bank account, contracting bookkeeping services, and implementing payroll in the fall. In October, the RDMO marked its one-year anniversary.

Strategic planning was a major focus in 2025. Discover Miramichi began development of a four-year Strategic Plan to guide tourism growth, marketing priorities, partnerships, and regional development. A Marketing Strategy Request for Proposals was issued, and Peach Marketing was awarded the contract. Discovery and research work began, laying the groundwork for early implementation and positioning the organization to deliver measurable results in the years ahead.

Operational capacity continued to build throughout the year. The Tourism Promotions Manager position was posted, generating strong interest with 62 applications received and interviews scheduled in May. Additional operational work included budget development, administrative coordination, and early planning for a 2026 agency retainer. Discover Miramichi also worked with Tourism, Heritage and Culture, Working NB, NBCC, and a grant writer to explore funding and practicum opportunities.

Tourism marketing and promotion remained a core area of activity. Seasonal website updates were completed, and the 2025 Regional Visitor Guide and Map were finalized and distributed, with final approval provided by the RDMO. Planning for the 2026 Visitor Guide began, including early discussions on improvements. A Co-Investment Campaign launched on May 5 across Facebook, Instagram, and Google Search, targeting outdoor-oriented families in Ontario and Quebec. All campaign tactics exceeded benchmarks, demonstrating strong reach and engagement.

Content creation and media exposure played an important role in promoting the Miramichi Region. Summer and fall production shoots were completed with Camp Bay Media, capturing content across more than 15 locations. Bell TV production with Hemmings House resulted in four to five episodes filmed in the region, highlighting outdoor recreation and cultural experiences. The Miramichi Region was also featured in a six-page Outdoor Canada Magazine article focused on Emily Rodger's Build Your Own Canoe experience. Snowmobiler TV aired an episode filmed in the region following a four-day winter shoot.

Discover Miramichi continued to explore innovative marketing tools in 2025. Two virtual reality headsets were purchased, and seven virtual reality videos showcasing the region were produced and uploaded. This content was featured at the Oasis Imaginature Event in Montreal and presented to GMSC staff and Board members. Preliminary planning began for future virtual reality footage and French voiceovers in collaboration with Winged Whale.

Industry engagement and travel trade activity remained strong. Discover Miramichi attended the City Nations Place Conference with Greater Grand Miramichi and hosted 20 tour operators in the region following the Atlantic Canada Showcase in Saint John. The organization participated in the Tourism Industry Association of NB (TIANB) Summit and Gala hosted in the City of Miramichi and began planning for a UK Travel Media Familiarization Tour scheduled for July 2025. Attendance at the Oasis Imaginature Event provided valuable insight into the Montreal market, where visitors demonstrated strong interest in New Brunswick travel and asked detailed questions about what makes the Miramichi Region unique.

Collaboration continued across multiple files in 2025. Discover Miramichi worked with GMSC and We6 to support the tourism perspective of Rural Plans, collaborated with Community Development Coordinator on the first draft of the AgriCommunity Map, and contributed to regional strategic priority discussions. Ongoing relationship-building included engagement with municipalities, operators, neighbouring regions, provincial and federal partners, and industry organizations.

Overall, 2025 was a year of steady progress and important groundwork for Discover Miramichi. With governance structures in place, strategic planning underway, and strong partnerships across the region, the organization is well positioned to advance tourism promotion and support the continued growth of the Miramichi Region's tourism economy.

### **Looking Ahead to 2026**

Looking ahead to 2026, Discover Miramichi will focus on moving from foundational work to implementation. Priorities will include advancing the four-year Strategic Plan, strengthening organizational capacity, and continuing to build effective partnerships across the region and beyond. Marketing efforts will be refined to support measurable growth, expand reach in priority markets, and highlight the unique experiences of the Miramichi Region. As the organization continues to mature as an independent RDMO, Discover Miramichi is well positioned to deliver consistent, coordinated tourism promotion that supports economic development and long-term sustainability.

