



# ANNUAL REPORT 2024 - 2025

DÉFENSEUR  ADVOCATE

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## Land Acknowledgement

The mandate of the Office of the New Brunswick Advocate extends throughout the province of New Brunswick. We respectfully acknowledge that New Brunswick is situated on the unceded and unsurrendered territories of the Wolastoqey, Mi'gmaw, and Peskotomuhkati peoples.

We seek to repair and rebuild meaningful relationships with Indigenous peoples and honour these lands, which hold the hopes of future generations.



# TABLE OF CONTENTS

<b>MESSAGE FROM THE ADVOCATE</b>	1
<b>ABOUT OUR OFFICE</b>	3
<b>ADVOCACY AT SCALE</b>	5
<b>KEY TRENDS 2024-2025</b>	8
<b>CHILDREN &amp; YOUTH</b>	11
At a glance	12
Key issues	13
Public reports	16
Education & outreach	18
<b>VULNERABLE &amp; OLDER ADULTS</b>	19
At a glance	20
Key issues	21
Public reports	24
Education & outreach	25
<b>RECOMMENDATION MONITORING &amp; PUBLIC REPORTING</b>	26
<b>RIGHT THING, RIGHT NOW</b>	29
<b>THE CENTRE FOR BEST PRACTICES</b>	32
About the Centre	33
Events & publications	34
Child-friendly communities	35
<b>STRENGTHENING OPERATIONAL CAPACITY &amp; ACCESS</b>	36
Meeting the growing demand	37
Improving access through clear communications	38
<b>LOOKING AHEAD</b>	39
<b>FINANCIAL STATEMENT</b>	41



MESSAGE FROM  
**THE ADVOCATE**



During the 2024–2025 reporting period, the Office of the New Brunswick Advocate provided individual advocacy support in more than 1,260 cases, a 12% increase from the previous year. Each file represents a child, a family, or an adult who sought help because a public system did not respond in a way that was timely, coordinated, or clear.

Much of the advocacy work this year involved complex situations spanning multiple departments and service systems. Education-related advocacy continued to account for the largest share of child and youth cases, particularly where children with disabilities faced incomplete supports, partial school days, or exclusion from learning. We also saw growing pressure in long-term care, health, housing, and social development systems affecting older adults and vulnerable adults, often at critical transition points.

This year also marked an important expansion of the Office’s mandate to include vulnerable adults aged 19–64 living with a disability. Our first systemic report focused on this population highlighted a concern that extends across many areas of our work: decisions affecting vulnerable people must be grounded in evidence, accompanied by appropriate safeguards, and integrated within coherent systems of care.

Alongside individual advocacy, the Office continued its systemic work to address root causes of recurring harm. In 2024–2025, the Office issued 33 public recommendations to government and other authorities, supported by systemic reviews, legal guidance, and public reporting. While the Advocate does not have the authority to compel implementation, transparency, and recommendation monitoring remain essential tools to support accountability and inform public decision-making.

The findings in this annual report reinforce a standard the Office has described as Right Thing, Right Now. Harm is often caused not by the absence of policy but by delay, fragmentation, and unclear responsibility. Children do not age at the speed of bureaucracy. Vulnerable adults cannot wait for systems to align. When harm is foreseeable and preventable, timely and coordinated action is the right response.

I want to thank the individuals and families who trusted our Office during difficult moments, as well as the staff whose professionalism and persistence continue to make a meaningful difference across New Brunswick.



A handwritten signature in blue ink that reads "Kelly A. Lamrock".

**Kelly A. Lamrock, K.C.**  
New Brunswick Advocate





# ABOUT **OUR OFFICE**



# ABOUT OUR OFFICE

The Office of the New Brunswick Advocate is dedicated to protecting and promoting the rights and interests of children, youth, vulnerable adults, and older adults.

Led by the Advocate, the Office brings together expertise in individual advocacy, legal affairs, systemic investigations, education and public outreach, research, and policy recommendations. This multidisciplinary structure enables the Office to respond to individual advocacy needs while advancing systemic change.

The Office's work is organized around three core functions:

- > **Individual Case Advocacy:** Providing direct advocacy and support to individuals to ensure their rights and needs are recognized and addressed.
- > **Systemic Reports and Reviews:** Conducting research, investigations, and public reporting to identify systemic issues and make recommendations to improve laws, policies, and services.
- > **Public Engagement and Education:** Engaging with communities, service providers, and government to promote awareness of rights and best practices.

The Office operates independently of all departments of the Government of New Brunswick under the authority of the Child, Youth, and Senior Advocate Act.

Under the Act, the Advocate is mandated to:

- Protect rights and interests
- Ensure voices are heard where they might not otherwise be heard
- Ensure access to approved services and appropriate attention to complaints
- Provide information and advice to government and communities on the availability, effectiveness, responsiveness, and relevance of services
- Advocate for rights and interests in general

The Advocate's jurisdiction includes services provided by provincial government departments, as well as commissions, boards, agencies, and other bodies created by legislation or responsible to the province.

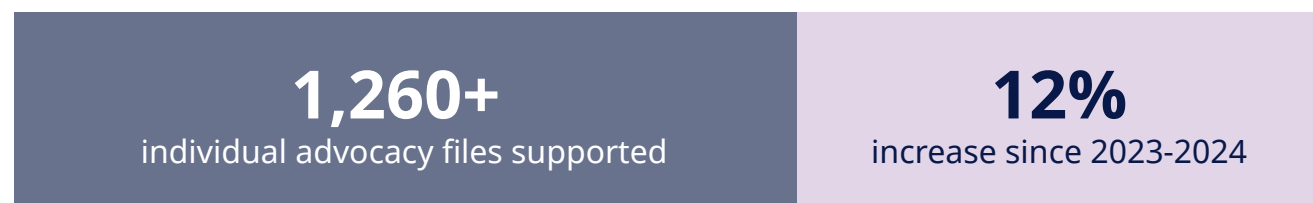


# ADVOCACY **AT SCALE**



# ADVOCACY AT SCALE

Over the 2024–2025 reporting period, the Office of the New Brunswick Advocate provided individual advocacy support in more than 1,260 files involving children, youth, vulnerable adults, and older adults across the province, a 12% increase from the previous year. As a legislative office with a broad and diverse mandate, the Office prioritizes strong and accountable operating structures to ensure advocacy support is available when individuals and families need it most.



Recent investments in staffing strengthened the Office’s ability to respond to advocacy demand, stabilize core operations, and deliver timely, effective support. These enhancements improved capacity across individual case advocacy while supporting the Office’s independence and ability to work across departments and systems.

## Who We Supported

**886** Children & Youth

**338** Older Adults

**59** Vulnerable Adults

Child and youth advocacy continued to represent the largest share of the Office’s work.

Approximately **10% of child and youth files involved Indigenous children**, reflecting the ongoing need for culturally informed and trauma-responsive advocacy. Requests involving youth in care accounted for just over 8% of child and youth cases.

# ADVOCACY AT SCALE

## Beyond the Numbers

While advocacy volumes remain high, the intensity of the work has also increased. Many files required sustained engagement over extended periods and involved multiple service systems. Families and individuals often contacted the Office as a last resort, after exhausting other options or when they no longer knew where to turn.

*“The Advocate’s Office was our last stop.  
We didn’t know what to do next for our son.”*  
— Family member

Education-related advocacy remained a dominant driver of demand, particularly where children with disabilities experienced inadequate supports, partial school days, or incomplete learning plans. Advocacy for vulnerable adults and older adults similarly involved complex and high-risk situations requiring sustained coordination. In addition, **38% of child and youth advocacy cases involved repeat clients**, highlighting ongoing system gaps and unresolved issues.

The scale and intensity of this work underscore the importance of a statutory advocacy office with the capacity, authority, and independence to respond across systems and protect rights when timely intervention matters most.



# KEY TRENDS 2024 - 2025

# KEY TRENDS

## 2024 - 2025

Across the 2024–2025 reporting period, the Office of the New Brunswick Advocate observed a consistent and concerning pattern: public systems are under sustained pressure, and delays, fragmentation, and unclear accountability are increasingly shifting the burden of navigating services onto individuals and families.

Education, health, housing, social services, justice, and long-term care systems are frequently experienced as disconnected rather than coordinated. When responsibilities are unclear or decisions are deferred, individuals and families are left managing gaps between systems, often while experiencing crisis.

These challenges exist within a broader demographic and social context that compounds risk. New Brunswick has one of the oldest populations in Canada, with approximately 23% of residents aged 65 and over. At the same time, nearly 22% of children live in poverty, and more than one-third of residents aged 15 and over live with a disability. These factors place sustained pressure on public systems and increase the likelihood that gaps in service design and coordination will result in harm.

### New Brunswick Context

**23%**  
of residents are 65+

**22%**  
of children live in poverty

**1 in 3**  
residents 15+ live with a disability

### Delays Escalate Harm

Many advocacy files involved delays in accessing services that escalated into crisis. **Issues that could have been addressed earlier became more complex when timely decisions were not made by authorities or when systems failed to work together.** In response, the Office’s advocacy frequently focused on clarifying responsibilities, addressing jurisdictional gaps, and securing coordinated responses across multiple authorities.

# KEY TRENDS 2024 - 2025

## Complexity Is the Norm

System failures rarely occur in isolation. Most advocacy files involved intersecting needs related to mental health, disability, education, housing, justice, and long-term care. These cases highlighted persistent structural gaps in information-sharing, coordination, and accountability that extend beyond individual circumstances.

## Who Is Most Affected

The effects of system strain are not experienced equally. Certain populations are disproportionately affected, including:

- **Children with disabilities**, who face a heightened risk of exclusion from education and inadequate supports
- **Older adults and adults with disabilities**, particularly those with limited capacity or social supports
- **Indigenous children and families**, who continue to experience systemic inequities
- **Women and gender-diverse caregivers**, who disproportionately shoulder unpaid caregiving responsibilities
- **Low-income and rural residents**, who have fewer alternatives when public services are delayed or unavailable
- **Newcomer individuals and families**, attempting to navigate confusing systems in an unfamiliar culture and language

By identifying these trends through individual advocacy and systemic analysis, the Office contributes to a clearer understanding of where public systems are falling short and where coordinated, accountable action is needed to prevent harm.



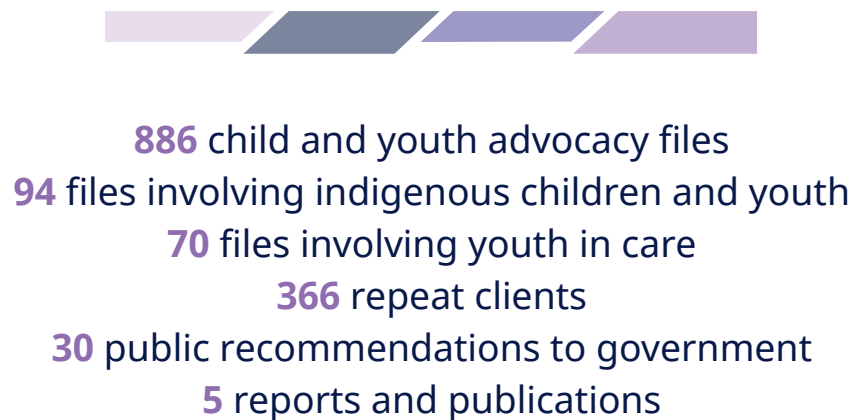


# CHILDREN & **YOUTH**



# CHILDREN & YOUTH AT A GLANCE

Child and youth advocacy continues to represent the largest volume of work undertaken by the Office. Files are increasingly complex and often involve multiple authorities and agencies, returning clients, intersecting needs, and sustained advocacy over extended periods.



Advocacy requests involving children and youth most frequently related to education, child welfare, health, and justice systems. Many cases involved more than one department and reflected broader systemic pressures rather than isolated service failures.

# CHILDREN & YOUTH KEY ISSUES

1

## Education & Social Development

A significant portion of child and youth advocacy involved the Department of Education and Early Childhood Development (**313 cases**) and the Department of Social Development (**347 cases**), often simultaneously.

Common concerns included:

- Failure to accommodate students with disabilities, including learning plan implementation, Educational Assistant support, accessibility, and transportation barriers
- Partial school days, informal exclusion, suspensions, and children with disabilities being sent home or denied attendance
- Use of isolation or seclusion practices and other restrictive responses
- School placement issues, including bullying, staff complaints, transfers, and alternative site placements
- Prolonged delays and waitlists for psycho-educational assessments and child and youth services
- Child protection concerns, including investigations, care planning, access and visitation, kinship care, and transitions out of care
- Placement and housing instability, including group home moves, transitional services for youth leaving custody, and housing insecurity
- Access to mental health and disability-related supports, including Family Supports for Children with Disabilities and Youth Engagement Services

Education-related advocacy remains a dominant driver of demand, particularly where children with disabilities are not receiving the supports required to participate fully and safely in school. These cases frequently required advocacy across education, social development, and health systems, highlighting gaps in coordination and accountability.

# CHILDREN & YOUTH KEY ISSUES

## Justice & Public Safety

2

Advocacy involving the Department of Justice and Public Safety (**53 cases**) included:

- Conditions for youth in secure custody
- Access to mental health and social supports while in care
- Navigation of youth justice processes and court proceedings
- Ensuring timely transitional services and plans

These cases often intersected with education, health, and child welfare concerns, increasing complexity and the need for coordinated advocacy.

*\*One of our Individual Case Specialists visits the detention and secure custody facility (Miramichi Youth Campus) monthly to visit with youth.*

3

## Health

Advocacy related to the Department of Health (**53 cases**) included:

- Access to mental health and crisis care
- Safety of healthcare facilities and emergency room treatment
- Navigation of child and youth health services and records

Delays in accessing appropriate health supports often escalated risk and complexity before advocacy intervention occurred.

# CHILDREN & YOUTH KEY ISSUES

## Other Departments & Organizations

4

Nearly **100** individual advocacy cases involved different departments, organizations, and concerns including:

- General inquiries requiring navigation assistance and clarification of government services
- Child and Family Services
- Post-Secondary Education, Training and Labour, including access to programs and supports
- Sports and recreation, where access, eligibility, or program decisions were in question

While diverse in nature, many of these cases required advocacy to help individuals and families navigate complex systems, clarify rights and responsibilities, and resolve issues that could not be addressed through standard channels.



# CHILDREN & YOUTH PUBLIC REPORTS



## **A Policy of Giving Up**

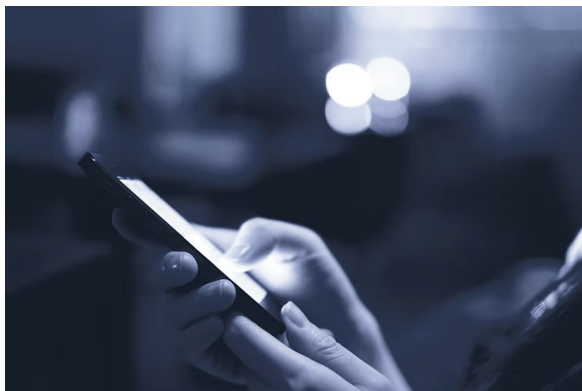
*May 2024*

A report examining how New Brunswick schools illegally stopped educating hundreds of children, particularly children with disabilities, and identifying the need for stronger protections and accountability.

## **Legal Guidance Memorandum: Inclusive Education**

*May 2024*

A legal analysis clarifying the rights of students with disabilities and the obligations of the education system under existing law.



## **Legislative Briefing Note: Cell Phone Restrictions in Schools**

*June 2024*

The Department of Education and Early Childhood Development has provided schools with greater direction on cell phone use. This Legislative Briefing Note provides Members of the Legislative Assembly with background on the policy considerations.

# CHILDREN & YOUTH PUBLIC REPORTS



## **No Child Left Behind Recommendation Monitoring Report**

*November 2024*

A review of government progress on recommendations related to Indigenous youth mental health and suicide prevention, finding limited progress and a lack of accountability.

## **Isolated: How School Seclusion Rooms Became Accepted Practice Outside The Law**

*November 2024*

An examination of the use of seclusion rooms in schools, identifying serious concerns regarding legality, oversight, and disproportionate impacts on students with disabilities.



# CHILDREN & YOUTH EDUCATION & OUTREACH

The Office expanded education and outreach efforts to support families, service providers, and communities, including:

- **Provincial webinars on partial school days** designed for parents and primary caregivers, delivered in both English and French, with approximately 250 participants
- **National Child Day** celebrations held at St. John the Baptist King Edward community school in Saint John, in partnership with the Business Community Anti-Poverty Initiative (BCAPI) highlighting the important role that non-profits play in the community
- **Keynote presentations** and participation in provincial, national, and international forums including a keynote address from the Advocate at the Against the Current event: Working Upstream to Address Youth Homelessness

These efforts supported awareness of children's rights, promoted best practices, and informed future systemic advocacy.





# VULNERABLE & **OLDER ADULTS**



# VULNERABLE & OLDER ADULTS AT A GLANCE

Advocacy involving vulnerable adults and older adults represents a high-complexity and high-risk area of the Office’s work. These files often involve individuals with limited capacity, reduced social supports, and heavy reliance on government-funded services, requiring sustained and intensive advocacy.

During the reporting period, the Office also expanded its resources to address its mandate for vulnerable adults aged 19–64 living with a disability, significantly broadening the scope and complexity of advocacy work.



- 338** older adult advocacy files
- 59** vulnerable adult advocacy files
- 3** public recommendations to government
- 1** systemic report and publication



Advocacy for these populations frequently involves long-term care, home care, hospital discharges, housing stability, and access to health and social supports, often across multiple systems and over extended periods.

# VULNERABLE & OLDER ADULTS

## KEY ISSUES

Advocacy requests involving vulnerable adults and older adults most frequently related to social services, health, housing, adult protection, and long-term care systems. Many cases involved overlapping jurisdiction, delayed decision-making, and a lack of clear accountability, particularly where individuals were transitioning between care settings.

Trends emerging from individual advocacy revealed recurring systemic issues, including fragmentation between health, social services, and housing systems; inconsistent oversight and accountability in long-term care and residential services; and risks created when individuals were routed to services without appropriate regulation or integration.

**In several cases, governance and decision-making processes prioritized *speed or expediency* over *safeguards* for vulnerable individuals.**

These cases often required advocacy not only on behalf of individuals, but also in support of family members and caregivers navigating complex systems under significant stress.

Taken together, these patterns reinforced the need for system-level scrutiny and accountability, particularly where vulnerable adults and older adults are affected by decisions made outside traditional health and social service frameworks.



# VULNERABLE & OLDER ADULTS

## KEY ISSUES

1

### Social Development & Long-Term Care

There were over **200** individual advocacy case files related to the Department of Social Development, particularly in relation to long-term care and residential services.

Common concerns included:

- Access to long-term care placement and assessments
- Quality of care in residential settings
- Evictions, transfers, and placement decisions
- Communication with care facilities and social workers
- Access to home care and community supports
- Issues with Adult Protection Services and safety concerns

Many of these cases involved individuals with limited capacity or no immediate family support, increasing the risk of harm when systems failed to respond promptly or transparently.

Health

2

A total of **54** individual advocacy case files involved the Department of Health, and common concerns included:

- Hospital discharge planning and premature or unsafe discharges
- Access to appropriate health and mental health services
- Continuity of care following hospitalization
- Navigation of health records and decision-making authority

Delays or gaps in coordination between hospitals, long-term care, and community services frequently resulted in individuals being left without appropriate supports at critical transition points.

# VULNERABLE & OLDER ADULTS

## KEY ISSUES

### 3

#### Housing & Other Organizations

The remaining individual advocacy case files (**110+**) involved different departments, organizations, and concerns including:

- NB Housing, including evictions, unit conditions, and access to repair or maintenance programs
- Financial and legal matters involving banks, insurance providers, and private companies
- Issues related to power of attorney, allegations of financial abuse, and scams

These cases often intersected with health, disability, and income insecurity, compounding vulnerability and increasing the need for coordinated advocacy.



# VULNERABLE & OLDER ADULTS PUBLIC REPORTS



**Express Lane: How A Faith-Based Addictions Program Jumped the Queue During a Shortage of Services**  
*November 2024*

**This report marked the Office’s first systemic publication focused specifically on vulnerable adults, following the expansion of the Office’s mandate.**

The review examined a government funding decision that directed public funds to a faith-based addictions program outside normal departmental processes. The Office found that the decision was approved through an expedited and politicized process, without the level of due diligence, oversight, or integration with the province’s broader addictions strategy that would normally apply. The Advocate called for stronger oversight, clearer accountability, and an evidence-based, coordinated approach to addictions services funding.

## **Ongoing Systemic Work**

While the Office did not release additional systemic review publications specific to older adults during this reporting period, several **in-depth investigations and reviews** are ongoing. Much of the Office’s systemic work in areas such as long-term care, hospital discharge practices, adult protection, and service coordination spans multiple years.

These investigations are informed by patterns emerging from individual advocacy and reflect the complexity and seriousness of issues affecting older adults across the province.

# VULNERABLE & OLDER ADULTS EDUCATION & OUTREACH

The Office engaged in education and outreach activities related to vulnerable adults and older adults, including:

- **Interprovincial collaboration** with seniors' advocates from Newfoundland and Labrador and British Columbia
- **Keynote presentations** on advocacy priorities and long-term care issues
- **Public information sessions** on long-term care and residents' rights

These activities supported knowledge-sharing and best practices, and also informed the Office's ongoing systemic work.





# RECOMMENDATION MONITORING & PUBLIC REPORTING

# RECOMMENDATION MONITORING & PUBLIC REPORTING

Building on trends identified through individual advocacy, the Office undertakes systemic reviews where evidence points to recurring harm. While individual advocacy addresses immediate concerns and protects rights in specific circumstances, systemic advocacy focuses on the root causes that generate repeated complaints and ongoing harm.

**When recurring issues suggest broader failures in policy, practice, or service design, the Office may initiate a Systemic Review**

Trends emerging from individual advocacy files are closely monitored across all areas of the Office's mandate. When recurring issues suggest broader failures in policy, practice, or service design, the Office may initiate a Systemic Review.

The goal of a Systemic Review is to make recommendations aimed at broad, lasting change. These reviews examine whether laws, policies, practices, and decision-making frameworks are operating as intended and whether they adequately protect the rights and interests of the populations the Office serves.

**Systemic Reviews may result in recommendations to a range of authorities, including:**

- Provincial government departments
- Regional health authorities
- District education councils
- Long-term care facilities

Reviews are grounded in evidence drawn from individual case investigations, file trends, and, where appropriate, legal and policy analysis.

# RECOMMENDATION MONITORING & PUBLIC REPORTING

Recommendations issued by the Advocate are developed based on findings from individual case investigations and Systemic Reviews. These recommendations aim to address recurring complaints about service delivery, improve policy and service design, and promote the rights and interests of children, youth, vulnerable adults, and older adults.

To support accountability and transparency, the Office monitors how authorities respond to systemic recommendations. This process tracks whether recommendations are accepted or rejected, assesses the extent to which accepted recommendations are implemented, and evaluates whether alternative actions adequately address the underlying issue.

Progress is assessed using a consistent framework that distinguishes between:

- Full implementation
- Significant progress
- Partial progress
- No action

Systemic advocacy plays a critical role in reducing future harm and demand on government systems. By identifying and addressing root causes, this work helps prevent the same issues from recurring across hundreds of individual cases. While the Advocate does not have the authority to compel implementation, public reporting, recommendation monitoring, and transparency remain essential tools for influencing change and ensuring accountability.

During the 2024–2025 reporting period, the Office issued **33 public recommendations** to government and other authorities.

Some systemic reviews initiated during this period will **span multiple years** and will be reported publicly once findings are complete.



RIGHT THING  
**RIGHT NOW**



# RIGHT THING RIGHT NOW

**Right Thing, Right Now** was launched in response to a consistent finding across the Office's individual advocacy and systemic work: harm is often caused not by a lack of policy intent, but by delay, fragmentation, and the absence of timely decision-making. Children do not age at the speed of bureaucracy. Vulnerable adults cannot wait for systems to align.

## A New Standard for Governance

Right Thing, Right Now is not a standalone initiative. It is a standard for governance, grounded in evidence from advocacy files, systemic reviews, and public reporting. The standard calls for decisions that are:

- 1 **Timely**, recognizing that delay can itself cause harm
- 2 **Coordinated**, particularly where multiple systems are involved
- 3 **Evidence-informed**, including lived experience from individual advocacy
- 4 **Focused on outcomes**, not process alone

This reflects the Office's position that systems must deliver services when they are needed, not after harm has escalated.

# RIGHT THING RIGHT NOW

## From Findings to Action

The **How It All Broke** report highlighted how governance failures, siloed decision-making, unclear accountability, and slow response, undermine service delivery. Right Thing, Right Now builds on those findings by setting clear expectations for action.

Following the report's release, the Office convened consultations in Saint John and Moncton, bringing together nonprofit organizations, service providers, and policy leaders. These discussions focused on:

- Improving coordination between government and the nonprofit sector
- Strengthening accountability while avoiding unnecessary bureaucracy
- Identifying services that could be delivered more effectively through community organizations
- Ensuring sustainability beyond short-term funding or pilot projects

## Why This Matters

When systems fail to act early, harm compounds for individuals, families, and public services alike. Delays increase pressure on emergency rooms, courts, long-term care, and frontline services, while eroding public trust.

Right Thing, Right Now reinforces a simple principle:

**When harm is foreseeable and preventable, timely and coordinated action is the right response.**



# THE CENTRE FOR **BEST PRACTICES**



# ABOUT THE CENTRE

**The Centre for Best Practices** was established in 2024 as a key resource within the Office of the New Brunswick Advocate, strengthening New Brunswick’s advocacy framework. The Centre works alongside the Advocate to address systemic issues before they reach crisis points, supporting children and youth, older adults, and vulnerable adults across the province. The Centre’s flagship approach, the **Three Challenges Initiative**, was created in response to the 2023 State of the Child Report. Each challenge follows a structured three-year cycle designed to drive meaningful change and maintain a sustained focus on outcomes.

## **The Three Challenges Initiative (2024-2026)**

**Youth Mental Health:** Examines barriers to timely mental health support for young people and identifies evidence-informed approaches that prioritize early intervention, coordination, and continuity of care.

**Early Literacy:** Focuses on strengthening early identification and sustained support for children who struggle with foundational literacy skills, recognizing early literacy as a key determinant of long-term outcomes.

**Civics Education:** Explores how civic learning and engagement can be strengthened to support youth participation, representation, and trust in democratic processes.



# EVENTS & PUBLICATIONS



**From Couch to Crisis: A Challenge Paper on Youth Mental Health in New Brunswick**  
*November 2024*

This challenge paper examined the growing youth mental health crisis in New Brunswick, including rising rates of anxiety, depression, and emergency room visits, and highlighted the absence of clear pathways to early mental health support.

**Related event - Youth Mental Health Forum:** The forum brought together youth, service providers, community organizations, and policy leaders to discuss upstream solutions.

**What Does It Cost When a Child Cannot Read? A Challenge Paper on Early Years Literacy in New Brunswick**  
*February 2025*



This challenge paper examined the significant human, social, and economic consequences of declining early literacy rates in New Brunswick, emphasizing early identification, sustained focus, and community engagement.

**Related event - Early Literacy Forum:** The forum focused on best practices, system accountability, and community-based solutions.

# CHILD-FRIENDLY COMMUNITIES

## Initiatives:

Through the Centre for Best Practices, the Office acts as a convenor and central hub for the Child-Friendly Communities initiative, supporting a network of committed communities and providing tools, resources, and best practices that municipalities across New Brunswick can use to take meaningful child-focused action.

**Child-Friendly Communities** prioritize children's rights, voices, and well-being in local decision-making, and require collaboration between municipalities, families, schools, service providers, and young people. The initiative is organized around five pillars:

- Democratic Participation
- Transportation
- Recreational and Cultural Activities
- Safety and Well-Being
- Equality and Inclusion





STRENGTHENING  
OPERATIONAL  
**CAPACITY &  
ACCESS**

# MEETING THE **GROWING DEMAND**

The Office of the New Brunswick Advocate continued to strengthen its operational capacity during the 2024–2025 reporting period to meet growing advocacy demand, support an expanded mandate, and improve access for the individuals and communities it serves.

At the core of the Office’s work is individual case advocacy. During the reporting period, a team of **12 Individual Case Specialists** provided direct advocacy support to children, youth, vulnerable adults, and older adults across the province. These specialists work closely with individuals, families, service providers, and government departments to ensure rights are recognized, decisions are fair, and services are delivered appropriately.

Recognizing the need for **culturally informed** and **trauma-responsive advocacy**, the Office also hired an Individual Case Specialist dedicated to working with Indigenous populations. This role strengthens the Office’s ability to respond to advocacy requests involving Indigenous communities and supports more culturally grounded engagement across systems.



# IMPROVING ACCESS THROUGH **CLEAR COMMUNICATION**

As part of strengthening access, the Office undertook a significant reorganization of its public-facing presence during the reporting period.

As part of this renewal, the Office transitioned from two separate websites and logos to a single, **unified website and digital presence**. The new website, which was launched in January 2025, improves accessibility, navigation, and clarity of information, and includes a dedicated child-friendly page designed to help young people better understand their rights and the role of the Advocate.

These changes are not about branding but about ensuring that individuals who need advocacy can find the Office, understand its role, and seek help without unnecessary barriers.

## **Website traffic from January 2025 to March 2025**



This pattern reflects repeat visits and active navigation, suggesting users were seeking specific information or support rather than viewing a single page.



# LOOKING **AHEAD**





Advocacy demand continues to grow in both **volume and complexity**, reflecting sustained pressure across education, health, social services, housing, justice, and care systems. Children, vulnerable adults, and older adults are increasingly affected by delayed decisions, fragmented responsibilities, and gaps in accountability.

In the year ahead, the Office of the New Brunswick Advocate will focus its efforts where need is most acute: **frontline individual advocacy**. High-risk and high-complexity cases, particularly those involving multiple systems or individuals with limited capacity or supports, will remain a priority.

Patterns emerging from individual advocacy will continue to inform systemic oversight. Ongoing reviews and the monitoring of government responses to recommendations remain central to the Office's role in supporting transparency and accountability.

The **Right Thing, Right Now** standard will guide how the Office frames advocacy and engagement, reinforcing the expectation that when harm is foreseeable and preventable, decisions must be timely, coordinated, and outcome-focused.

Through the **Centre for Best Practices**, the Office will support evidence-informed dialogue and collaboration to strengthen systems before failure escalates into a crisis.

As the Office looks ahead, its focus remains clear: **protecting rights in the moment while pressing for public systems that respond earlier, more fairly, and more effectively.**




# FINANCIAL **STATEMENT**

# FINANCIAL STATEMENT

Description	Total Budget	Actual	Variance
Compensation and Benefits	\$1,995,493.60	\$1,900,845.20	\$94,648.40
Other Services	\$165,056.40	\$238,114.76	(\$73,058.36)
Materials and Supplies	\$7,450.00	\$16,256.32	(\$8,806.32)
Property and Equipment	\$19,000.00	\$31,540.44	(\$12,540.44)
<b>Total</b>	<b>\$2,187,000.00</b>	<b>\$2,186,756.72</b>	<b>\$243.28</b>





**Rights are only meaningful when they are respected in practice. This Office will continue to speak out, ask hard questions, and push for action where it is overdue.**