



NASHWAAK
RURAL COMMUNITY

STRATEGIC PLAN



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PREPARED FOR: NRC Council

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Message from the Nashwaak Council

Welcome to the inaugural edition of the Nashwaak Rural Community's Strategic Plan. As a newly formed community since January 1, 2023, we are excited to embark on a journey of growth, development, and community-building.

Our strategic plan reflects the collective vision, aspirations, and priorities of our residents, businesses, and stakeholders. It is a roadmap that will guide our efforts over the coming years, steering us towards a future that is prosperous, resilient, and united.

Pillar 1: General Government Services Under this pillar, we are committed to establishing a strong foundation of governance and administration. Our goals encompass the creation of vital by-laws, negotiation of essential contracts, enhancement of our fire department, development of a comprehensive rural plan, and the implementation of robust human resources policies. These efforts ensure that our community operates efficiently, ethically, and inclusively.

Pillar 2: Public Safety The safety and well-being of our residents are paramount. We are dedicated to building a secure environment through the creation of an Emergency Management Organization (EMO) Plan, fostering a strong partnership with the RCMP, and investing in crucial firefighting assets. By pursuing these goals, we aim to provide peace of mind and protection to our community members.

Pillar 3: Infrastructure Developing and maintaining the physical framework of our community is crucial for progress. Our infrastructure goals encompass upgrading the Stanley Wastewater System, enhancing roads and streets, providing improved access to water bodies through a boat launch, constructing key connecting roads, renovating our community office, and optimizing the use of existing assets. Through these initiatives, we are paving the way for efficient transportation, sustainable development, and enhanced services.

Pillar 4: Recreation We recognize the importance of a vibrant recreational life that fosters well-being and community cohesion. Our commitment to expanding ATV trails, organizing Nashwaak Days, developing recreational trails, and creating a long-term plan for recreation facilities aims to promote active lifestyles, cultural appreciation, and social interaction among our residents.

As we embark on this journey, we extend our gratitude to all who have contributed to the creation of this strategic plan. Your insights, dedication, and passion are the driving force behind our shared vision. Together, we will shape the Nashwaak Rural Community into a place where everyone thrives, and where our pillars of General Government Services, Public Safety, Infrastructure, and Recreation stand strong, supporting the foundation of our collective success.

Thank you for being a part of this exciting new chapter in our community's story.

Sincerely,

The Nashwaak Council



Plan Overview

A municipal strategic plan is a comprehensive document that outlines the long-term goals, priorities, and actions of a local government. It serves as a roadmap for guiding decision-making processes and resource allocation within a municipality. The benefits of having a municipal strategic plan are numerous and can positively impact various aspects of governance, development, and community well-being. Here is an overview of some key benefits:

1. **Clear Vision and Direction:** A strategic plan provides a clear vision of the future and establishes a direction for the municipality. It outlines the desired outcomes and helps set priorities for the community's growth and development. This clarity enables local government officials to make informed decisions that align with the long-term goals of the municipality.
2. **Improved Resource Allocation:** A strategic plan helps prioritize the allocation of resources, including financial, human, and infrastructure assets. It ensures that resources are directed towards projects and initiatives that align with the strategic objectives of the municipality, leading to more efficient and effective use of available resources.
3. **Enhanced Collaboration and Engagement:** The strategic planning process involves engaging various stakeholders, such as residents, businesses, community organizations, and government departments. This inclusive approach fosters collaboration, dialogue, and partnerships, leading to better-informed decisions and a stronger sense of community ownership.
4. **Goal-Oriented Decision Making:** With a strategic plan in place, decision-making processes become more goal-oriented. Elected officials and administrators can evaluate options and initiatives based on their alignment with the strategic objectives outlined in the plan. This helps avoid ad hoc decision-making and ensures that choices are made in the best interest of the long-term vision for the municipality.
5. **Effective Service Delivery:** A strategic plan identifies the key services and programs that are essential for the well-being and development of the community. It enables local governments to assess service gaps, identify areas of improvement, and prioritize service delivery based on community needs. This leads to more efficient and effective delivery of public services.
6. **Increased Accountability and Transparency:** A strategic plan serves as a public document that communicates the municipality's goals and priorities to the community. This transparency fosters accountability as residents can track the

progress of initiatives outlined in the plan. Additionally, the strategic plan provides a framework for evaluating and reporting on the municipality's performance, ensuring transparency in governance.

7. **Long-Term Sustainability:** By outlining a long-term vision and action plan, a strategic plan helps promote sustainable development. It considers environmental, social, and economic factors to guide decisions that will have a lasting positive impact on the municipality and its residents. This includes initiatives such as environmental conservation, economic diversification, and social equity.

In summary, a municipal strategic plan provides numerous benefits by setting a clear direction, guiding resource allocation, fostering collaboration, promoting goal-oriented decision making, improving service delivery, increasing accountability and transparency, and promoting long-term sustainability. It serves as a valuable tool for local governments to navigate challenges, seize opportunities, and create a prosperous and inclusive future for their communities.

About the Municipality

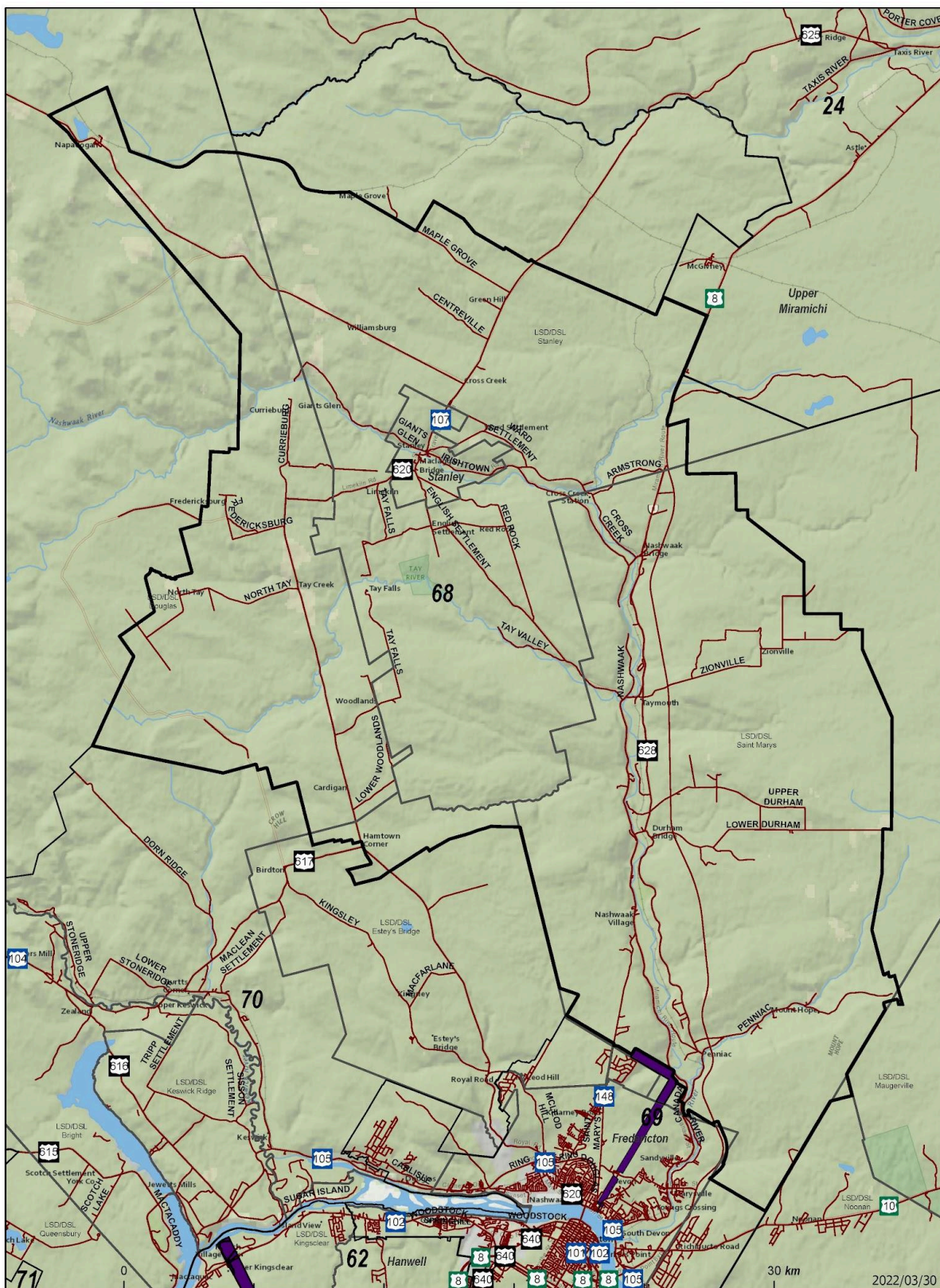
Overview

Nashwaak was incorporated as a Rural Community in New Brunswick, Canada on January 1, 2023 following the provincially-led municipal reform process.

The Nashwaak includes the former Village of Stanley, and portions of the former LSDs of Stanley, Douglas, Estey's Bridge, Durham-Taymouth and St. Mary's.

In 2023 the Nashwaak Rural Community's elected Council consists of:

Mayor David Sweeney
Ward 1 Councillor Heather Holt-Logan
Ward 2 Councillor Victoria Green
Ward 3 Councillor Doug Koch
Ward 4 Councillor Amy Floyd
Ward 5 Council Jeff Foster
Ward 6 Councillor Mike Mulherin
Ward 7 Councillor Andrew Ferris





Core Mission

Our mission is to develop, deliver and maintain local services that support a cohesive Nashwaak Rural Community while advocating for our citizens at the provincial and federal levels.

Vision Statement

Our vision is to create a proud, fiscally sound, multi-generational community that preserves the natural environment and rural way of life.

Overall Goals and Objectives

The main goals and objectives of the municipality are categorized into six major pillars of service:

Pillar #1: General Government Services

Each of these goals contributes to the overall governance and administration of the municipality. They provide a framework for establishing rules, regulations, policies and procedures that ensure the efficient delivery of services, promote community well-being, and enable the municipality to effectively respond to the needs of its residents.

Goals:

- a) **Creation of By-laws:** This goal aims to establish and implement a comprehensive set of by-laws that govern various aspects of the Nashwaak Rural Community. By-laws are local regulations that address matters such as zoning, land use, building codes, noise control, animal control, and other aspects relevant to maintaining order and quality of life within the community. The creation of these by-laws ensures that there is a clear framework for residents, businesses, and organizations to operate within, promoting fairness, safety, and consistency.

By-law name	Anticipated Completion Date	Actual Completion Date
CAO By-law	December 31, 2023	August 2024
Fire Dept. By-law	December 31, 2023	February 2024
Garbage By-law	January 31, 2024	July 2024
Dangerous & Unsightly Premises By-law	December 31, 2023	February 2024

- b) **Negotiation of Garbage and Recycling Contracts:** This goal focuses on securing contracts with waste management and recycling service providers to ensure efficient and effective waste disposal and recycling services for the Nashwaak Rural Community. The negotiations aim to obtain favorable terms and cost-effective solutions that prioritize environmental sustainability, waste reduction, and proper disposal methods. By ensuring reliable and environmentally friendly waste management practices, the community can maintain a clean and healthy environment for its residents.

Anticipated Completion Date: January 31, 2024

- c) Creation of the Nashwaak Fire Department: This goal involves establishing one dedicated fire department within the Nashwaak Rural Community by encouraging cooperation between the two existing departments in Stanley and Durham Bridge. The creation of this department aims to enhance fire safety and emergency response capabilities to protect the community and its residents. The Nashwaak Fire Department will be responsible for fire prevention, firefighting, rescue operations, and providing emergency medical services.

Anticipated Completion Date: January 1, 2024

- d) Creation of a Rural Plan: This goal entails developing a comprehensive rural plan that outlines the vision, goals, and strategies for the sustainable development of the Nashwaak Rural Community. The rural plan takes into consideration factors such as land use, infrastructure, economic development, environmental preservation, and community engagement. It provides a roadmap for guiding future growth, addressing challenges, and capitalizing on opportunities to enhance the overall well-being and quality of life for residents.

Anticipated Completion Date: January 1, 2027

- e) Developing Human Resources Policies: This goal focuses on establishing clear and effective human resources policies and procedures for the Nashwaak Rural Community. These policies cover areas such as recruitment, employee training and development, performance evaluation, compensation, benefits, and employee relations. By developing robust human resources policies, the community can attract and retain talented individuals, foster a positive work environment, and ensure fair and equitable treatment of its employees. This goal aims to create a skilled and motivated workforce that can effectively serve the needs of the community.

Anticipated Completion Date: ~~December 31, 2023~~ ongoing

Pillar #2: Public Safety

The goals within the "Public Safety" pillar of the Strategic Plan reflect the municipality's commitment to safeguarding the well-being and security of its residents. By developing an EMO Plan, engaging with the RCMP, and investing in fire trucks, the Nashwaak Rural Community demonstrates its proactive approach to emergency preparedness, law enforcement, and emergency response. These initiatives contribute to creating a resilient and safe community, where residents can feel protected and confident in the face of potential risks and emergencies.

Goals:

- a) Creation of an Emergency Management Organization (EMO) Plan: This goal involves developing a comprehensive Emergency Management Organization (EMO) Plan for the Nashwaak Rural Community. Led and administered by the EMO Coordinator, the EMO Plan outlines strategies and procedures for responding to various emergencies and disasters, including natural disasters, public health crises, and other emergencies that may impact the community. The plan establishes roles, responsibilities, and coordination mechanisms among various stakeholders, such as emergency services, local government, community organizations, and residents. The creation of an EMO Plan ensures preparedness, effective response, and recovery in times of crisis, safeguarding the safety and well-being of the community. The EMO Coordinator will be supported by the EMO Committee.

Anticipated completion date: December 31, 2024

- b) Engagement with RCMP: This goal focuses on establishing a strong partnership and collaboration with the Royal Canadian Mounted Police (RCMP) to enhance public safety within the Nashwaak Rural Community. The engagement with the RCMP involves regular communication, sharing of information, and coordination of efforts to address law enforcement, crime prevention, and community policing. By working closely with the RCMP, the municipality can effectively respond to safety concerns, promote crime reduction strategies, and foster a safe and secure environment for residents.
- c) Purchase of Capital Assets: This goal entails acquiring two fire trucks as capital assets for the Nashwaak Rural Community. Fire trucks are essential equipment for firefighting and emergency response services. By purchasing these assets, the municipality aims to enhance the capacity and capabilities of the Nashwaak Fire Department in responding to fire incidents, rescue operations, and other emergencies. The acquisition of modern and well-maintained fire trucks ensures that the community has reliable firefighting equipment, reducing response times and enhancing overall public safety.

Truck #1: 2024 Chev 2500 for Stanley Station purchased December 2023
Truck #2: Pumper for Nashwaak Valley Station anticipated delivery date is July 2025

Pillar #3: Infrastructure

The goals within the "Infrastructure" pillar of the Strategic Plan highlight the municipality's commitment to improving and developing essential infrastructure to support the community's growth and well-being. These initiatives aim to enhance wastewater management, road networks, recreational amenities, office spaces, and utilize existing assets for the community's benefit. By investing in infrastructure, the Nashwaak Rural Community seeks to provide efficient services, improve connectivity, and create a conducive environment for residents and businesses to thrive.

Goals:

- a) Stanley Wastewater System (improve or replace): This goal focuses on enhancing or replacing the existing wastewater system in Stanley. The aim is to improve the efficiency, capacity, and functionality of the system to meet the growing needs of the community. This could involve upgrades to the collection and treatment systems, expansion of the sewer network, and the implementation of modern technologies and processes to ensure effective wastewater management, environmental protection, and public health.

Site work & preparation: 2024

~~— Desludging, recirculation: 2025~~

RFP for all options: May 2025

- b) Roads & Streets in Stanley: This goal centers around improving the road infrastructure in Stanley. These roads and streets are the only ones owned by the municipality. This goal entails assessing, repairing, upgrading, and maintaining the roads and streets to ensure safe and reliable transportation for residents, businesses, and visitors. The focus is on addressing issues such as potholes, pavement deterioration, and inadequate signage to enhance road safety, accessibility, and overall connectivity within the community.

Giants Glen Rd. resurfacing: 2024

Main St. resurfacing: 2024

Centennial St. reconstruction: 2026

- c) ~~Boat Launch:~~ This goal involves establishing a new boat launch or improving an existing one within the Nashwaak Rural Community. A boat launch provides a designated area for residents and visitors to easily and safely launch and retrieve boats, canoes, and other watercraft. By developing a boat launch, the

municipality aims to promote recreational activities, tourism, and access to the Nashwaak River, thereby enhancing the overall recreational and leisure opportunities for the community.

~~Anticipated completion date: 2026~~

- d) ~~Road to Connect the Dunbar with Royal Road~~: This goal focuses on constructing a road to connect the Dunbar with the Royal Road. The road aims to improve accessibility, connectivity, and transportation options for residents in these areas. It provides a direct route, potentially reducing travel times, and improving connectivity between communities.

Not anticipated to be completed during this Council term

- e) Community Office Renovations: This goal entails renovating the community office for the Nashwaak Rural Community. The objective is to enhance the functionality, accessibility, and aesthetics of the office space, creating a welcoming environment for residents and employees. The renovations may include improvements to the Council chambers, layout modifications, accessibility upgrades, and the incorporation of technology to facilitate efficient service delivery and community engagement.

Anticipated completion date: July 2024

- f) Acquisition of the DTI Depots: This goal involves acquiring the Stanley and Taymouth Depots of the Department of Transportation and Infrastructure (DTI) within the Nashwaak Rural Community. This acquisition aims to repurpose or utilize the depots to benefit the community's infrastructure needs. The depots could be used for storage, maintenance facilities, or other purposes that align with the municipality's infrastructure goals and requirements.

Anticipated acquisition date: 2027

Pillar #4: Recreation

Goals:

a) **Expansion of ATV Trails and Access:** This goal focuses on expanding the network of ATV trails and improving access for ATV enthusiasts within the Nashwaak. It involves identifying suitable routes, collaborating with landowners, and securing necessary permits and agreements to extend the trail system. The expansion of ATV trails aims to promote outdoor recreation, attract visitors, and enhance the overall recreational opportunities for residents, while ensuring responsible and sustainable use of natural areas.

Trail through Stanley Park to bypass Centennial St: 2025/26

b) **Nashwaak Days:** This goal entails organizing and hosting the annual Nashwaak Days event, which celebrates the community's culture, heritage, and recreational activities. Nashwaak Days typically involves a range of festivities, including live performances, sports competitions, family-friendly activities, and local vendors. The event aims to foster community spirit, provide opportunities for social engagement, and showcase the unique characteristics and offerings of the Nashwaak Rural Community.

c) **Recreational Trails:** This goal involves developing and maintaining a diverse network of recreational trails within the Nashwaak Rural Community. These trails may cater to various activities such as hiking, biking, nature walks, and cross-country skiing. The focus is on creating well-marked and accessible trails that traverse scenic landscapes, natural areas, and cultural landmarks. The development of recreational trails encourages physical activity, outdoor exploration, and appreciation of the community's natural beauty.

Removal of Sands' Brook Walking Trail Bridge: June 2024 (completed)

d) **Long-term Plan for Recreation Facilities:** This goal entails developing a comprehensive long-term plan for recreation facilities within the Nashwaak Rural Community. The plan aims to assess the existing facilities, identify gaps and opportunities, and outline strategies for the future development, enhancement, and management of recreation infrastructure. This may include facilities such as sports fields, playgrounds, community centers, swimming pools, and other amenities that promote active living, social interaction, and community engagement. The long-term plan ensures a strategic and sustainable approach to meeting the recreation needs and aspirations of the community over an extended period.

Pillar #5: Community Development

Goals:

a) Communication:

Effective communication is at the heart of community growth. Our goal is to establish clear and transparent channels of communication between the Nashwaak Rural Community and its residents. We will utilize various platforms, such as newsletters, social media, community meetings, and a user-friendly website, to disseminate information, share updates, and encourage active engagement. Through improved communication, we aim to foster a strong sense of belonging, understanding, and unity among all community members.

b) Beautification:

Enhancing the visual appeal of our community is essential to creating a welcoming and vibrant environment. Our goal is to embark on beautification projects that include landscaping, and the maintenance of green spaces. We also aim to address unsightly and dangerous properties by enacting an appropriate by-law. By investing in the aesthetic qualities of our community, we aspire to create a sense of pride among residents and visitors, and to offer spaces that promote relaxation, social interaction, and a stronger connection to our surroundings.

c) Housing:

Access to quality housing is fundamental to the well-being of our community members. Our housing goal focuses on promoting affordable and diverse housing options for all residents. We will work to foster partnerships with housing organizations, explore zoning and development incentives, and advocate for policies that support affordable housing initiatives. By addressing housing needs, we aim to ensure that our community remains inclusive, diverse, and accessible to individuals and families from all walks of life.

d) Indigenous Collaboration:

Recognizing and respecting the Indigenous heritage of our region is integral to our community's development. Our goal is to establish meaningful collaborations and partnerships with Indigenous communities, ensuring that their perspectives, traditions, and aspirations are woven into our community fabric. Through cultural exchanges, educational initiatives, and joint projects, we aim to celebrate Indigenous contributions and create a community that is enriched by the diversity of its people.

Pillar #6: Advocacy

Goals:

a) Accountability for Capital Region Service Commission Mandated Services:

Our advocacy efforts are dedicated to ensuring transparent and effective accountability for the mandated services provided by the Capital Region Service Commission. We will actively engage with the Commission, advocating for efficient service delivery, responsible resource allocation, and a strong partnership that prioritizes the needs and interests of the Nashwaak Rural Community. By advocating for clear accountability mechanisms, we aim to ensure that the services provided meet the highest standards and contribute to the well-being of our residents.

b) Roads and Bridges:

Advocating for safe and well-maintained roads and bridges is integral to our community's connectivity and mobility. We will work tirelessly to engage with relevant authorities and advocate for funding, infrastructure improvements, and timely maintenance. By raising our voice on road safety, transportation efficiency, and accessibility, we aim to ensure that our residents can travel securely and conveniently, fostering both economic growth and community well-being.

c) Healthcare:

Our advocacy extends to ensuring access to quality healthcare services for our community members. We will collaborate with healthcare providers and governmental bodies to advocate for improved healthcare facilities, services, and resources. By highlighting the unique needs of our community, we aim to secure equitable and efficient healthcare solutions that prioritize the health and wellness of our residents.

d) Sisson Mine (added May 2025)

The Nashwaak Rural Community recognizes the significance of the proposed Sisson Mine project and the broad range of perspectives within the community. While remaining neutral at this time, Council is committed to advocating for transparent communication, ongoing community engagement, and access to accurate, up-to-date information. Council will monitor developments closely and ensure that the interests and concerns of residents are heard and represented in any discussions with government and project stakeholders.