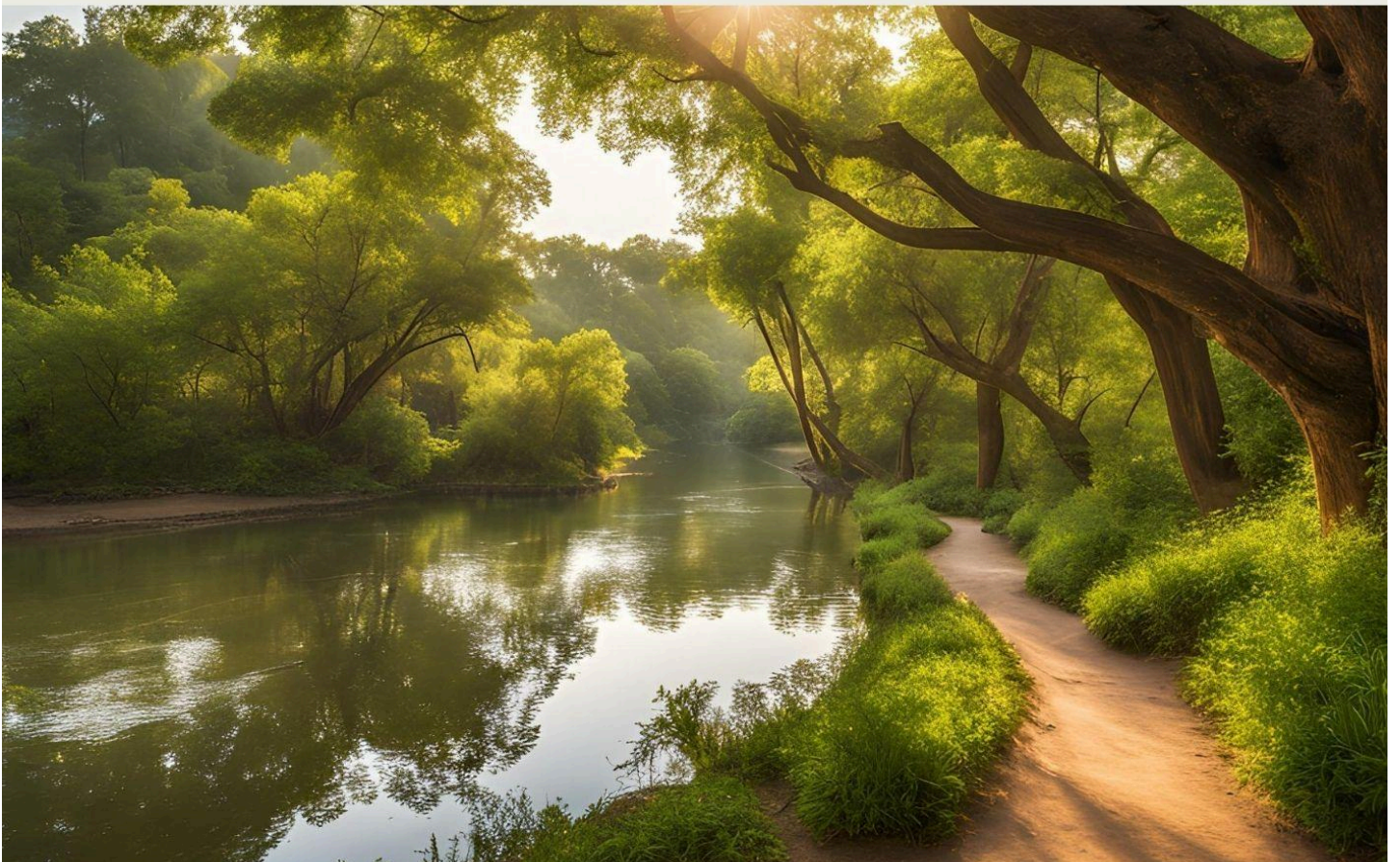




NASHWAAK

Annual Report

2023



www.nashwaak.ca

Nashwaak Rural Community

Annual Report

For the Year Ending December 31, 2023

Message from the Mayor

On behalf of Council, I am pleased to present the 2023 Annual Report for the Nashwaak Rural Community. This past year marked a significant milestone in our history, as it was our very first year operating as a newly formed local government under the Local Governance Reform.

As a brand-new Council, we embraced the challenge of building a foundation for our community. With only one member bringing prior municipal experience to the table, 2023 was a year of learning and growth for all of us. We've spent the year familiarizing ourselves with the responsibilities of our roles, understanding the legislative framework that guides local governance, and navigating the many processes that keep a municipality running effectively.

From learning how to create by-laws, to developing our first budgets, to engaging with residents and understanding local priorities, every step we've taken this year has laid the groundwork for the future. It has not been without its challenges, but we are proud of the progress we've made and the commitment we've shown to serving the people of this community.

As we reflect on this first year, I want to acknowledge the dedication of my fellow Councillors, the support of our staff, and the patience and participation of our residents. Together, we are building something new—something that reflects the unique identity, values, and aspirations of the Nashwaak Rural Community.

We look forward to continuing this work in 2024 and beyond.

Sincerely,

David Sweeney

Mayor, Nashwaak Rural Community

Message from the Chief Administrative Officer

It is my pleasure to contribute to the first Annual Report of the Nashwaak Rural Community. As our inaugural year under the new governance model, 2023 was one of transition, adaptation, and foundational work.

From an administrative standpoint, this year has been focused on building capacity to serve the needs of our growing community. One of the most significant steps forward was the hiring of a full-time Public Works employee—an important investment that enhances our ability to maintain local infrastructure and respond to resident concerns more efficiently. This new role represents our commitment to service delivery and long-term planning.

At the same time, we've taken important steps to ensure financial accountability. Our team worked diligently to develop our first budgets, establish internal processes, and meet provincial reporting requirements. These efforts support the responsible use of public funds and the transparent management of municipal resources.

With a small but dedicated team, many administrative responsibilities expanded this year. Existing staff have taken on broader duties, showing remarkable flexibility and professionalism. I want to express my appreciation for their continued commitment during what has often been a demanding and fast-paced year.

Finally, I would like to acknowledge the collaborative spirit of our Council. With many members serving in elected office for the first time, it has been rewarding to work together in defining our roles and responsibilities and building mutual understanding. The willingness of Council to learn and engage in constructive dialogue has been essential to our shared progress.

As we move into the years ahead, the work of 2023 will serve as the foundation for a strong and responsive local government. I look forward to continuing this journey with our staff, Council, and community.

Sincerely,

Bethany Ryan

*Chief Administrative Officer
Nashwaak Rural Community*

Governance Overview

Council Members (2023)

- Mayor: David Sweeney
- Councillors:
 - Ward 1: Heather Holt-Logan (Deputy Mayor)
 - Ward 2: Victoria Green
 - Ward 3: Doug Koch
 - Ward 4: Amy Floyd
 - Ward 5: Jeff Foster
 - Ward 6: Mike Mulherin
 - Ward 7: Andrew Ferris

Council Meetings

- Total number of Council meetings held: 14
 - Notable bylaws or policies adopted
 - Recreation Funding Policy
 - Signing Authority Policy
 - Community engagement initiatives
 - NRC Recreation Needs Survey
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Administration & Municipal Services

Staff Structure and Key Responsibilities

In 2023, the Nashwaak Rural Community established a foundational administrative structure to support its operations under the new municipal framework. Led by the Chief Administrative Officer (CAO), the administrative team is responsible for implementing Council's direction, delivering municipal services, and ensuring legal and financial compliance.

Chief Administrative Officer (CAO)

The CAO is the senior administrative official and is responsible for overseeing all municipal operations, managing staff, supporting strategic planning, and ensuring effective implementation of Council decisions. As the link between Council and staff,

the CAO provides guidance on policy, legislation, human resources, and economic development. The CAO also fulfills duties of the Treasurer and Clerk on a backup basis as required.

Clerk

The Clerk plays a critical role in legislative administration, supporting Council through meeting preparation, agenda publication, and minute-taking. The Clerk ensures the accuracy and safekeeping of official municipal records and manages access to information under the Right to Information and Protection of Privacy Act. The Clerk also oversees communications, supports human resources administration, and coordinates by-law development and council orientation.

Treasurer

The Treasurer is responsible for the financial leadership of the municipality, including budgeting, forecasting, financial reporting, and fiscal policy development. The Treasurer ensures compliance with provincial financial regulations, manages payroll, oversees grant funding, and coordinates external audits. The role also involves capital planning, asset management, and long-term financial sustainability.

Administrative Assistant

The Administrative Assistant provides daily operational support to the CAO and management team, delivering front-line customer service, coordinating communications, processing payments, and maintaining records. This position also assists with the implementation of records management systems across departments.

2023 Highlights

- A full-time Public Works position was added in 2023 to support infrastructure and maintenance needs across the community.
- Existing administrative staff took on expanded roles to meet the demands of establishing a new municipality.
- The team demonstrated strong collaboration and adaptability in supporting the first full year of Council operations, including the development of policies, budgets, and administrative procedures.

Together, the administrative team has laid the groundwork for accountable, transparent, and effective governance, and remains committed to serving the residents of the Nashwaak with professionalism and integrity.

Public Works

The Public Works department plays a vital role in maintaining the core infrastructure that supports daily life in the Nashwaak Rural Community. In 2023, efforts focused on assessing existing infrastructure, identifying service gaps, and establishing foundational practices for long-term asset management.

At present, the only municipally owned transportation and utility assets are located in the former Village of Stanley. This area includes a network of local streets, stormwater systems, and a wastewater lagoon, along with recreational amenities such as a community park and walking trails. These assets require ongoing maintenance, seasonal preparation, and strategic investment to ensure their functionality and safety.

To support this work, a full-time Public Works employee was hired in 2023—an important milestone in strengthening the municipality's capacity to manage its infrastructure directly. This role is responsible for day-to-day maintenance activities such as street sweeping, snow clearing coordination, sewer infrastructure monitoring, and upkeep of municipal grounds and recreational facilities.

Key priorities for the department in 2023 included:

- Developing an understanding of existing infrastructure conditions
- Coordinating routine and seasonal maintenance of roads and public spaces
- Monitoring the condition and operation of the wastewater lagoon
- Supporting planning for capital upgrades and asset renewal

Looking ahead, the Public Works department will be central to the development of an asset management strategy and long-term infrastructure planning to meet the needs of residents and support growth across the community.

Protective Services

The Nashwaak Rural Community is committed to ensuring the safety and well-being of its residents through dedicated fire protection, policing services, and emergency management planning.

Fire Services

Fire protection in our community is provided by two municipal fire departments:

- **Stanley Fire Department**
- **Nashwaak Valley Fire Department**

Both departments are staffed by seasoned, well-trained, and highly committed volunteer firefighters. These teams work around the clock—often behind the scenes—to respond to emergencies, provide public education, and support community events. Their professionalism and dedication are vital to the protection of life, property, and the environment throughout the community.

In 2023, both fire departments continued to demonstrate their strength through ongoing training, equipment maintenance, and participation in mutual aid arrangements. Their efforts not only provide front-line response, but also promote community resilience and preparedness.

Policing

Policing services are provided by the **Royal Canadian Mounted Police (RCMP)** through a provincial policing agreement. The RCMP is responsible for maintaining public order, enforcing laws, conducting investigations, and responding to emergencies throughout the Nashwaak Rural Community.

Emergency Management

In 2023, the municipality appointed an **Emergency Measures Organization (EMO) Coordinator** to lead our local emergency preparedness and response. This role is responsible for coordinating emergency plans, conducting risk assessments, and ensuring that the municipality is prepared to respond effectively in the event of a natural disaster or other significant emergency.

Together, our fire departments, policing partners, and emergency management officials form a strong protective services team—ready to respond, protect, and support our community whenever the need arises.

Community Services

In 2023, the Nashwaak Rural Community made significant strides in building a foundation for accessible, inclusive, and responsive community services. With a strong focus on recreation, partnerships, and support for local organizations, the municipality worked to enhance quality of life across all areas.

Recreation Planning and Engagement

The NRC Recreation Committee launched its first **Recreation Needs Survey** in 2023 to gather input directly from residents. With **102 responses**, the survey provided valuable insights into community interests, priorities, and gaps in local recreation services. The committee is using this feedback to help guide its long-term planning and to shape a recreation strategy that reflects the needs and aspirations of all residents.

School Partnerships

The municipality continued to foster strong partnerships with the Anglophone West School District, supporting the use of Stanley Consolidated School and Nashwaak Valley School for community recreation programming. These school facilities play an important role in delivering year-round activities, and the Nashwaak Rural Community looks forward to expanding on these partnerships in the years to come.

Recreation Services Agreement

Residents in the former St. Mary's Local Service District continued to benefit from a Recreation Services Agreement with the City of Fredericton, which allows them to access Fredericton's recreation programs at a reduced rate. This agreement ensures broader access to facilities and services not yet available within our own boundaries.

Support for Local Organizations

The 2023 operating budget provided direct operational support to several key community facilities and service organizations, including:

- Local community centres
- Upper Nashwaak Arena
- Stanley Community Library
- Just Friends Food Bank & Community Resource Centre
- Upper Nashwaak Agricultural Society

These partnerships strengthen the social fabric of our community by supporting services that promote wellness, education, food security, and community gathering.

As we look ahead, the Nashwaak Rural Community remains committed to strengthening community services and developing new opportunities for engagement and participation across all age groups.

Strategic Priorities & Projects

Council continues to use its **Strategic Plan** as a guiding document for decision-making and long-term planning. The plan outlines key priorities and areas of focus for the Nashwaak Rural Community and is reviewed and updated on a regular basis to ensure it remains relevant and responsive to the needs of residents.

Residents are encouraged to view the full Strategic Plan, which is available on our website at: www.nashwaak.ca

Financial Summary 2023

Revenues

Source	Amount
Property Taxes	\$1,587,265
Grants	\$27,170
Other Revenue	\$480,878

Expenses

Department/Service	Amount
Administration	\$414,351
Public Works/Transportation	\$699,703
Protective Services	\$398,906
Recreation	\$187,948
Public Health/Fiscal	\$328,722

Net Position

- Surplus: \$65,683
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Public Access to the Report

This report is available for public review:

- At the Nashwaak Rural Community Office during regular business hours
 - On our website: www.nashwaak.ca
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Looking Ahead: Priorities for 2024

As the Nashwaak Rural Community builds on the foundational work of its first year, 2024 will focus on strengthening governance, expanding service capacity, and planning for long-term growth. Key priorities identified for the coming year include:

- **Development of By-laws** to establish a strong municipal governance framework that reflects the needs and values of the community.
- **Investment in Fire Services**, including the planned purchase of trucks and equipment to support the ongoing readiness and safety of our two municipal fire departments.
- **Renovations to the Community Office** to create a more functional and welcoming space for Council meetings, staff collaboration, and public engagement.
- **Comprehensive Survey of Municipal Streets** to assess current conditions, prioritize maintenance needs, and support future infrastructure planning.
- **Review of Wastewater Infrastructure in Stanley**, including evaluation of the lagoon and exploration of upgrade or replacement options to ensure environmental compliance and operational efficiency.
- **Development of a Recreation Plan** for the entire municipality, building on the feedback from the 2023 Recreation Needs Survey to deliver accessible and inclusive programming across all wards.

These initiatives reflect Council's commitment to responsible planning, community engagement, and continuous improvement as we move into our second year of operation.

*Prepared by the Chief Administrative Officer
Nashwaak Rural Community*