



Nackawic-Millville
RURAL COMMUNITY

STRATEGIC PLAN 2025-2030

Accessibility and Inclusion Statement

The Rural Community of Nackawic-Millville is committed to ensuring that people of all ages and abilities enjoy the same opportunities as they live, work, visit, and engage with our community. Nackawic-Millville is guided by the principles of dignity, independence, integration, and equal opportunity, and supports the full inclusion of persons as set out in the Canadian Charter of Rights and Freedoms and the New Brunswick Human Rights Act. This document is available in an alternative format, upon request.

Land acknowledgment

We respectfully acknowledge that the Rural Community of Nackawic-Millville is located on the Wolastoqiyik territory and is the traditional territory of the Wolastoqiyik peoples.

Nackawic-Millville respectfully acknowledges that the Wolastoqiyik are the collective stewards and caretakers of these lands and waters in perpetuity, and that they continue to maintain this responsibility to ensure their health and integrity for generations to come.

Special thanks

Thank you to Nackawic-Millville employees, partners, and community members who participated in focus groups and completed our survey to assist in informing the development of Nackawic-Millville's strategic plan. Thank you also to Resonance who supported us in the creation of this plan.

We would like to acknowledge the passion and dedication of Michael Arbuckle, the first Councillor of the Dumfries Ward in this new community (January 2023 - October 2023). Michael was an instrumental participant in the transition committee through municipal reform and had a great interest in seeing our larger community grow and prosper and was a great supporter of creating this plan. He is greatly missed.



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Message from the Mayor and Council

Dear Residents,

On behalf of the Nackawic-Millville Rural Community Council, I am proud to introduce our community's new Strategic Plan—a roadmap for the future that builds on our strengths, embraces new opportunities, and sets a clear path for sustainable growth. This plan reflects our commitment to making Nackawic-Millville a preferred destination for families seeking a fulfilling rural lifestyle—where nature, recreation, and community come together.

Our community has always been defined by its strong connection to nature, vibrant recreation opportunities, and proximity to larger centers, offering a balanced pace of life that so many value. With this plan, we are taking deliberate steps to attract new families, strengthen our economy, and enhance the quality of life for all residents.

Our Strategic Focus Areas

This plan is built on four key pillars that will guide our efforts over the next five years:

1. Population Growth and Economic Development

To promote a prosperous future, we must grow our population and strengthen our economy. Our plan prioritizes attracting families, supporting local businesses, and encouraging sustainable development. We will promote Nackawic-Millville as a place where people can "Live Close to Nature, Stay Connected to Opportunity," making it an ideal home for those looking for more balance and connection to nature.

2. Community Enrichment

A great community is more than just a place to live—it's a place to belong. We will invest in parks, recreation, cultural initiatives, and events that bring people together and celebrate what makes Nackawic-Millville unique. Whether through new activities, festivals, or enhanced public spaces, our goal is to create a "Small-Town Charm, Big Possibilities" atmosphere that fosters engagement and pride.

3. Efficient Delivery of Community Services

Providing reliable, high-quality municipal services is essential to supporting our growing community. This plan focuses on ensuring that core services—such as infrastructure, waste management, and emergency response—are delivered effectively and efficiently. We are committed to continuous improvement, leveraging innovation, and working collaboratively to ensure every tax dollar is spent wisely.

4. Sustainable Governance

As we grow, we must remain financially and environmentally sustainable. This means responsible budgeting, forward-thinking policies, and engaging residents in decision-making. Our council is dedicated to transparent governance that reflects the values of our community and ensures a bright, stable future for generations to come.

Moving Forward Together

This Strategic Plan is more than a vision—it's a commitment to action. It sets the direction for the coming years and provides a framework for decisions that will shape our community's future. But success doesn't happen in isolation—it happens when we work together.

We invite all residents to be part of this journey. Whether through community engagement sessions, local initiatives, or simply sharing your ideas, your voice matters. Together, we will make Nackawic-Millville a place where families can thrive and enjoy a life that moves at the right pace.

Thank you for your support and shared commitment to our community's success. We look forward to building this future together.

Sincerely,

Tim Fox

Mayor, Nackawic-Millville

About Nackawic-Millville

A Unique Community at the Heart of New Brunswick

Nackawic, named after the Maliseet word meaning “straight” or “not in the direction it seems to be,” sits at a striking bend where the Saint John River flows southeast toward Fredericton. This picturesque community serves as a central hub for approximately 8,000 people in the surrounding parishes and communities.

Perfectly positioned between Fredericton (30 minutes east) and Woodstock (25 minutes west), Nackawic-Millville offers the best of both worlds—proximity to urban amenities with the tranquility of country living.

A Community Shaped by Innovation and Industry

Nackawic-Millville’s evolution has been defined by two major developments:

- The Mactaquac Dam (1966): Constructed to generate hydroelectric power, this dam transformed the region, flooding the Saint John River Valley and leading to Nackawic’s development as a resettlement community.
- The Nackawic Pulp Mill (1970): Chosen as New Brunswick’s first model industrial community, Nackawic became a cornerstone of the province’s forestry sector, shaping its economy and identity.

A Diverse and Welcoming Community

With a population of approximately 4,400 residents, Nackawic-Millville is a predominantly English-speaking community (80%), with a bilingual and multicultural presence (20%). Many residents trace their heritage to British, Scottish, Irish, French, and German roots.

Looking to the Future

As Nackawic-Millville continues to grow, it remains committed to preserving its rich history while embracing new opportunities. With stunning natural surroundings, economic potential, and a balanced pace of life, this community is the perfect place to live, work, and thrive.

Governance Structure and Services

The Rural Community of Nackawic-Millville is governed by a Mayor, Deputy Mayor, and six Councillors. The Councillors are elected to represent each of Nackawic-Millville's six wards: Nackawic, Millville, Dumfries, Southampton, Temperance Vale, and Queensbury.

Municipal employees are responsible for the daily operation of Nackawic-Millville and deliver services in support of the direction given by Council. The administration of Nackawic-Millville is led by the Chief Administrative Officer (CAO) and consists of the following services:

- Administrative Services
- Emergency Measures
- Fire Department
- Municipal Planning and Building Inspection
- Public Works
- Recreation
- Wellness



Back, L to R: Councillor Errol Graham, Councillor Jeff Clark,
Councillor Katie Nozzolillo, Deputy Mayor Greg MacFarlane,
Councillor Colin Trail.
Front, L to R: Councillor Mike Arbuckle, Mayor Tim Fox,
Councillor Robert Simpson.



Councillor Steve Meldrum

Strategic Planning Process for Nackawic-Millville

The strategic planning process for Nackawic-Millville was a collaborative and community-driven effort designed to set a clear vision for the community's future. The process incorporated input from residents, local leaders, businesses, and community employees to ensure the plan reflects Nackawic-Millville's values, priorities, and aspirations.

1. Community Engagement & Input

To build a plan that truly represents the needs and goals of Nackawic-Millville, a variety of engagement methods were used:

- **Resident Survey:** A community-wide survey was conducted to gather insights on residents' priorities, concerns, and vision for the future. This provided valuable data on key areas such as quality of life, economic development, and municipal services.
- **CAO, Mayor & Council Strategy Sessions:** Elected officials and the CAO participated in facilitated sessions to discuss long-term priorities, challenges, and opportunities for the municipality. These discussions helped shape the mission, vision, and strategic focus areas.
- **Focus Group with Community Members & Business Leaders:** Local residents, entrepreneurs, and business stakeholders were invited to share perspectives on economic growth, community needs, and potential development opportunities.

2. Developing the Strategic Framework

Using the feedback gathered from the community and leadership, the strategic planning team developed a framework that includes:

- **Mission Statement:** A clear statement defining the purpose of Nackawic-Millville and its commitment to residents.
- **Vision Statement:** A forward-looking declaration of what the community aspires to become.
- **Core Values:** Five foundational principles that guide decision-making and community development.
- **Strategic Priorities & Initiatives:** Key focus areas and action steps to support population growth, economic development, community enrichment, efficient services, and sustainable governance.
- **SMART Goals:** Each initiative was developed with Specific, Measurable, Achievable, Relevant, and Time-bound objectives to ensure accountability and progress tracking.

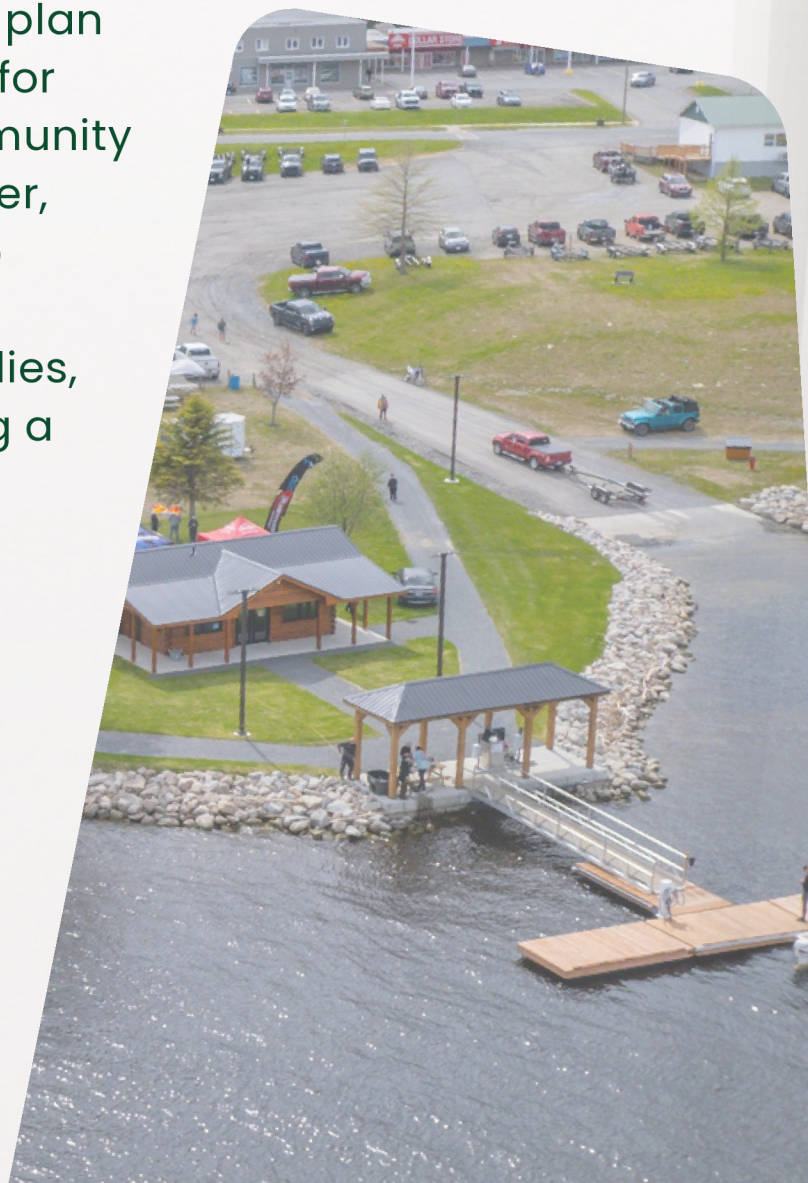
3. Finalizing & Implementing the Plan

Once the strategic framework was established, the plan underwent:

- Review & Refinement: Input from council, staff, and key stakeholders was incorporated to ensure clarity and feasibility.
- Approval & Adoption: The final strategic plan was presented to the council for formal adoption, ensuring alignment with the municipality's long-term vision.
- Implementation & Monitoring: A timeline and performance measures will be established to track progress, with periodic updates to ensure accountability and adaptability.

Moving Forward

This resident-driven strategic plan provides a strong foundation for sustainable growth and community well-being. By working together, Nackawic-Millville is poised to achieve its vision of being a preferred destination for families, businesses, and those seeking a balanced pace of life.



Mission & Vision

Mission

Nackawic-Millville is a welcoming rural community where nature, recreation, and connection thrive. We embrace a balanced pace of life, offering families the space to grow, explore, and enjoy the benefits of small-town living with easy access to larger centers. Through sustainable growth and a strong sense of community, we create a vibrant and fulfilling place to call home.

Vision

Nackawic-Millville will be a preferred destination for those seeking a fulfilling rural lifestyle – where nature, recreation, and community come together. We envision a thriving, connected, and family-friendly community that offers the perfect balance between small-town tranquility and access to urban opportunities, making it an ideal place to live, work, and grow.

Core Values



Sustainability

Ensuring long-term environmental, economic, and community well-being.



Connection

Strengthening relationships between residents, nature, and neighboring communities.



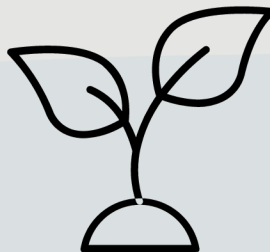
Engagement

Fostering an active, inclusive, and vibrant community spirit.



Balance

Emphasizing a fulfilling lifestyle that blends opportunity with a relaxed pace.



Growth

Encouraging population growth and economic development.

Strategic Plan Overview

Identified Priorities



**Population
Growth and
Economic
Development**

**Community
Enrichment**

**Sustainable
Governance**

**Efficient
Delivery of
Municipal
Services**

Pillar #1: Population Growth and Economic Development

Sustained population growth and economic development are essential to ensuring a thriving, resilient rural community. A balanced approach to both will enhance job opportunities, increase local revenue, and improve overall quality of life while preserving the character and sustainability of our community.

SMART Goal: Expand the population by 5% over the next five years by expanding housing initiatives, attracting new businesses, and supporting workforce development initiatives.

Initiatives

1. Attract and Retain Residents
2. Support Business Growth and Diversification
3. Strengthen Workforce Development
4. Invest in Sustainable Infrastructure
5. Enhance Community Engagement and Marketing

Expected Outcomes

- A 5% increase in population within five years.
- Sustainable housing growth that aligns with job creation.
- A more diverse and resilient local economy.
- Improved infrastructure and public services to support future expansion.

Pillar #1: Population Growth and Economic Development

Key Strategies

1. Attract and Retain Residents

- Promote the community's quality of life, affordable housing, and employment opportunities.
- Invest in infrastructure, including the new subdivision, to support new residents.
- Amendment of the rural plan to encourage secondary suites and accessory dwelling units on residential lots.
- Amendment of zoning bylaws to encourage missing middle housing and make available municipally owned lands for housing.
- Enhance local schools, healthcare, and amenities to encourage long-term settlement.

2. Support Business Growth and Diversification

- Provide guidance and support for small businesses, startups, and industries that align with local workforce capabilities.
- Expand industrial park capacity.
- Foster partnerships with economic development agencies.
- Develop business-friendly policies to encourage new opportunities.

3. Strengthen Workforce Development

- Partner with educational institutions to align workforce skills with employer needs.
- Encourage youth retention through career pathways, internships, and local job opportunities.

4. Invest in Sustainable Infrastructure

- Ensure that utilities, roads, and public services can support both population and business growth.
- Promote smart growth strategies to balance development with environmental conservation.
- Improve housing availability by working with developers.
- Implementation of online electronic permitting and other efficiencies to streamline the building permit process.

5. Enhance Community Engagement and Marketing

- Launch targeted marketing campaigns to attract workers, entrepreneurs, and families.
- Organize community engagement initiatives to integrate new residents and support local businesses.
- Showcase success stories and economic opportunities to enhance the community's appeal.

Pillar #2: Community Enrichment

A vibrant community is built on strong social connections, cultural pride, and accessible recreational and educational opportunities. Community enrichment initiatives not only improve the quality of life for residents but also enhance local identity, foster engagement, and create a welcoming environment for new residents. This pillar focuses on expanding cultural, recreational, and civic programming that strengthens community bonds and improves overall resident satisfaction.

SMART Goal: Increase community participation in local enrichment programs by 15% within the next five years.
(Measured through annual community surveys, attendance records at events, and participation metrics in local programs.)

Initiatives

1. Expand Cultural and Recreational Programming
2. Enhance Access to Educational and Training Opportunities
3. Promote Civic Engagement and Volunteerism
4. Leverage Technology and Communication
5. Secure Sustainable Funding and Partnerships

Expected Outcomes

- A measurable 15% increase in participation in community events and enrichment programs over the next five years.
- Strengthened social cohesion and a heightened sense of local identity among residents.
- Enhanced economic benefits through increased local spending, tourism, and volunteer-led projects.
- Improved resident satisfaction and community well-being as reflected in annual surveys.

Pillar #2: Community Enrichment

Key Strategies

1. **Expand Cultural and Recreational Programming**

- Develop a diverse calendar of community events that includes festivals, arts and crafts fairs, outdoor activities, and cultural celebrations.
- Support local arts initiatives, including public art projects, performances, and exhibits that highlight the community's heritage and talent.

2. **Enhance Access to Educational and Training Opportunities**

- Partner with local schools, community colleges, and nonprofits to offer workshops, lectures, and skill-building sessions.
- Create community spaces (such as libraries or community centers) that host educational programs and provide resources for lifelong learning.

3. **Promote Civic Engagement and Volunteerism**

- Launch initiatives that encourage residents to volunteer in local projects and participate in civic decision-making.
- Establish advisory councils or community committees that provide residents with a voice in planning and executing enrichment programs.

4. **Leverage Technology and Communication**

- Utilize social media, community apps, and local media channels to promote events and share success stories.
- Develop a centralized online platform where residents can learn about upcoming programs, register for events, and provide feedback.

5. **Secure Sustainable Funding and Partnerships**

- Pursue grants, sponsorships, and public-private partnerships to finance community enrichment projects.
- Engage local businesses in supporting cultural and recreational initiatives through sponsorships and in-kind contributions.

Pillar #3: Efficient Delivery of Community Services

Efficient delivery of community services is essential for ensuring that residents receive timely, high-quality, and cost-effective support across all municipal functions. By optimizing processes, leveraging technology, and focusing on continuous improvement, the community can enhance service responsiveness, reduce operational costs, and build trust among its residents.

SMART Goal: Improve the efficiency of community service delivery by 20% within the next five years.

(Measured through reduced service response times, increased resident satisfaction scores, and streamlined operational processes.)

Initiatives

1. Leverage Technology & Data Analytics
2. Streamline Processes and Improve Operational Efficiency
3. Enhance Workforce Training and Development of Employees
4. Foster Community Engagement and Feedback
5. Strengthen Interdepartmental Collaboration

Expected Outcomes

- A 20% improvement in the efficiency of community service delivery within five years.
- Reduced response times for service requests, leading to increased resident satisfaction.
- Lower operational costs and more effective use of public funds.
- A resilient, adaptable, and citizen-centered approach to municipal service delivery.

Pillar #3: Efficient Delivery of Community Services

Key Strategies

1. Leverage Technology & Data Analytics

- Implement a centralized digital platform for tracking service requests, progress, and outcomes.
- Use data analytics to identify bottlenecks, forecast needs, and optimize resource allocation.
- Integrate mobile applications and online portals to make services more accessible.

2. Streamline Processes and Improve Operational Efficiency

- Conduct process audits to identify inefficiencies and redundancies in service delivery.
- Develop standardized operating procedures and best practices across departments.
- Embrace automation where possible to reduce manual tasks and errors.

3. Enhance Workforce Training and Development of Employees

- Offer regular training programs focused on efficiency, customer service, and the latest technological tools.
- Develop cross-departmental teams to encourage knowledge sharing and collaboration.
- Establish performance metrics and provide feedback to support continuous improvement.

4. Foster Community Engagement and Feedback

- Create feedback channels such as surveys, town hall meetings, and online forums to gather resident input.
- Use feedback to inform service improvements and adjust strategies in real time.
- Ensure transparency in reporting performance metrics and progress toward the SMART goal.

5. Strengthen Interdepartmental Collaboration

- Promote integrated service delivery through shared goals and joint initiatives.
- Establish interdepartmental task forces to address common challenges and coordinate improvements.
- Develop partnerships with external organizations to leverage additional expertise and resources.

Pillar #4: Sustainable Governance

For Nackawic-Millville, sustainable governance is the foundation of long-term community resilience. It involves establishing transparent, accountable, and fiscally responsible systems that engage residents and ensure efficient decision-making. By strengthening governance practices, the community can better manage resources, respond to emerging challenges, and foster trust among stakeholders—all while aligning policy decisions with local needs and values.

SMART Goal: Improve overall sustainable governance performance by 15% within the next five years.

(Measured using a composite index that includes fiscal management, operational efficiency, and citizen satisfaction with transparency and participation.)

Initiatives

1. Enhance Fiscal Responsibility & Transparency
2. Increase Community Engagement & Participation
3. Build Capacity Through Training & Technology
4. Foster Intergovernmental Collaboration

Expected Outcomes

- A 15% improvement in sustainable governance performance as measured by key indicators in fiscal health, operational efficiency, and citizen satisfaction.
- Increased transparency and higher levels of public trust in municipal decision-making.
- More efficient allocation and use of community resources, leading to improved public service delivery.
- Enhanced capacity for Nackawic-Millville's leadership to adapt to future challenges and opportunities.

Pillar #4: Sustainable Governance

Key Strategies

1. Enhance Fiscal Responsibility & Transparency

- Implement robust financial planning and reporting practices to ensure budgets are balanced and funds are managed prudently.
- Publish regular performance reports and financial statements to keep residents informed about municipal operations.
- Develop long-term financial plans that align with strategic community goals.

2. Increase Community Engagement & Participation

- Establish regular town hall meetings, public forums, and online engagement platforms to solicit citizen input on key decisions.
- Form advisory committees representing diverse community groups to ensure broad-based perspectives in governance.
- Use surveys and feedback tools to gauge resident satisfaction and adjust strategies accordingly.

3. Build Capacity Through Training & Technology

- Provide ongoing professional development for municipal staff on best practices in governance, ethics, and fiscal management.
- Leverage data analytics and digital platforms to monitor performance metrics and streamline decision-making processes.
- Adopt modern technology solutions to enhance administrative efficiency and service delivery.

4. Foster Intergovernmental Collaboration

- Partner with neighboring municipalities and provincial agencies to share best practices, resources, and innovative governance solutions.
- Engage in regional networks that support collaborative problem-solving and joint initiatives.
- Explore opportunities for shared services that enhance efficiency and reduce operational costs.