



Town of Hartland

2023 STRATEGIC PLAN

SEPTEMBER 11, 2022

Contents

Overview.....	2
2023 Strategic Planning Process.....	2
Past Plans.....	2
Fiscal Constraints.....	3
Recent Budget Priorities.....	4
2023 Budget: Discretionary vs Non-Discretionary.....	5
2024 Budget Drivers.....	6
Work Plans.....	7
Economic Development & Tourism Work Plans.....	7
Infrastructure Work Plans.....	7
Human Resources Work Plans.....	8
Municipal Reform Work Plans.....	9
Finance Work Plans.....	9
Protective Services Work Plans.....	9
Budgets, Deadlines, and Assignments of Work Plans.....	10
Review Process for Work Plans.....	11
Appendix 1: Strategic Planning Session Attendees.....	12
Appendix 2: SWOT Lists (Unranked).....	13
Appendix 3: SWOT Lists (Ranked).....	15
Appendix 4: SWOT and Strategic Category Grid.....	17
Appendix 5: Current Projects in 5-Year Plan.....	18
Appendix 6: Hartland Debt Profile (Debentures).....	19



Overview

After the post-amalgamation seating of the new council on January 1st and before the Municipal Plan process starts this fall, Hartland administration and Council agreed to complete a strategic planning process. The goal of the process would be to establish a set of priorities and plans for the town to execute in upcoming years that could be reflected in operational and capital budgets. This document provides a summary of the matters discussed and the agreements reached in the town's strategic planning process.

2023 Strategic Planning Process

Hartland's strategic planning process was led by facilitator Ken Harding, the former CAO of Woodstock, a former instructor of municipal government for Dalhousie University, and a past facilitator of strategic planning exercises for municipalities across Atlantic Canada.

For Hartland, Ken hosted a series of four workshops over a three-week period in May and June. The first session took place on Tuesday, May 30, the second on Thursday, June 1, the third on Tuesday, June 6, and the fourth on Thursday, June 15.

Participants at the four workshops included members of Hartland Council, members of the town staff, and other representatives from the community from both the private and public sectors. For a complete list of attendees, see Appendix 1.

The first session started with a SWOT (strengths, weaknesses, opportunities, threats) analysis. In the course of openly discussing issues and concerns for the town, participants offered items that fit under each of the four areas, which were used to build four lists. For a raw, unranked list of these items, see Appendix 2.

In session 2, each participant was asked to rank the three most important items under each list. This led to a shortened list of items for further classification. For a list of these ranked items, see Appendix 3.

Next, top ranked items (that received three or more votes) were grouped together under six strategic areas: economic development & tourism, infrastructure, human resources, municipal reform, finance, and protective services. This grouping exercise resulted in the grid that appears in Appendix 4.

In sessions 3 and 4, referencing items in the SWOT grid, work plans were developed for specific items. These specific items are the projects and initiatives that the town can represent in future long-term plans, including 5-year capital plans (that access gas tax funds) and the municipal plan (that will be developed later this year in collaboration with Dillon Consulting). These plans are listed and described below.

Past Plans

Before the strategic planning sessions in 2023, the town had not developed a long-term Strategic Plan in the past decade, except for the basic 5-year capital plans that the town prepared to apply for and receive Gas Tax funds from the federal government for the periods from 2014 to 2018 and 2018 to 2023. Those five-year plans were limited in scope to listing and describing the specific projects to receive funds from the federal Gas Tax program (as administered by the province). They did not address broader matters such as staffing or long-term infrastructure development (gas tax funds cannot be spent to purchase vehicles or machines). To view a list of projects in the current 5-year plan, see Appendix 5.

In 2019 and 2020, under a provincially funded program, Dillon Consulting developed an asset database for Hartland that took the form of a Microsoft Excel workbook. The database provided a detailed list of major assets owned by the town, including streets, sidewalks, curbs, water system elements, sewer system elements, buildings, vehicles, and machines. It also contained details about the assets (such as the length of streets and the make and model of vehicle or heavy machine and estimated the



useful life of each asset along with replacement costs. The database has not been maintained or updated since Dillon concluded its work in 2020.

Fiscal Constraints

All strategic plans are constrained by fiscal reality. Coming into 2023, Hartland's fiscal reality was not unlike a family that lives paycheck-to-paycheck. Savings were near zero, unbudgeted expenses were resulting in more debt and borrowing, and there wasn't enough money in the budget or the bank to repair, let alone replace, old buildings, vehicles, machines, or equipment.

- In recent years, Hartland has incurred large annual operating deficits in its General Fund. In its 2022 budget, Hartland carried a deficit of \$122,431 (or nearly 7% of the general budget). In its 2023 budget, Hartland carried a deficit of \$91,317.
- Hartland has low capital reserves. Heading into 2023, Hartland's had less than \$100,000 in its general and utility reserves (combined). Most other municipalities of a comparable size maintain hundreds of thousands of dollars or more in reserves to cover future investments in infrastructure, vehicles, and machines. Because Hartland lacks reserves, new major capital expenditures must be funded through new borrowing (debentures).
- Relative to many other municipalities of a comparable size and tax base, Hartland has above average long-term debt (from past borrowing or debentures). At present, Hartland is carrying about \$1.2M in long-term debt and pays \$138,000 each year to service that debt from its general operating budget. After the complex is constructed, Hartland will add two new debentures (of \$841k and \$971k) that will increase long-term debt to \$2.6M, at which point Hartland will pay \$240,000 per year to service its debt, which will represent about 6% of Hartland's general operating budget. This means that Hartland will need to exercise caution and restraint before deciding to further increase its long-term debt. For more details about Hartland's debentures, see Appendix 6.
- Hartland has old public works vehicles, machines, and equipment that regularly require expensive repairs and maintenance. In many cases, in the next 5 to 10 years, these assets will require replacement or be taken out of service. The Hartland Fire Department also has a need to upgrade and replace its vehicles, machines, and equipment. To replace the most critical public works and fire department assets, Hartland will need to spend up to \$3M over the next decade.
- Hartland pays excessive costs for policing services (\$971,000 in 2023 or 27% of the general budget) and waste collection services (\$403,000 in 2023). Moreover, Hartland has little to no control over these costs, which equated to 38% of Hartland's general operating budget this year. Both services are provided by external, third-party service providers that do not enable Hartland to negotiate the cost. In 2023, Hartland saw a 9% increase for waste collection services and an 11% increase for policing services.
- Hartland fares very poorly when it comes to equalization and core funding from the province. In 2023, while Woodstock received more than \$1.3M, Hartland received less than \$115,000. So, though Woodstock is only three times larger than Hartland in terms of population, Woodstock receives eleven times more from the province for equalization and core funding. In 2022, Hartland received only \$30,000 while the village of Minto received \$1.1M. Unfortunately, it is unlikely that the province's formula will change in the near term, or that Hartland alone can influence the low level of funding it receives through these programs.

Recent Budget Priorities

A key reference point for the sessions was comparing the budget priorities of Hartland to similar and nearby municipalities in New Brunswick. The chart below shows the percentage of the general operating budget that these municipalities allocated to standard budget categories such as recreation and general administration from 2020 to 2023. Note that these figures are taken from GNB's Department of Local Government.)

MUNICIPALITY	PERIOD	GEN GOV	POLICE	FIRE	TRANSPORT	WASTE	ECON DEV	REC & CULT	FISCAL	OTHER
Hartland	2023	14.6%	27.3%	8.0%	10.9%	11.3%	7.1%	10.6%	9.7%	0.5%
Carleton North	2023	13.6%	20.9%	11.7%	12.4%	9.8%	10.9%	16.5%	3.9%	0.4%
Nackawic-Millville	2023	14.9%	13.8%	18.1%	16.4%	9.5%	4.4%	18.5%	3.0%	1.4%
Hartland	2020-2022	16.4%	12.2%	14.8%	16.3%	4.8%	4.4%	17.4%	6.6%	7.1%
Chipman	2020-2022	24.9%	8.7%	10.4%	21.7%	6.4%	1.7%	16.0%	5.5%	4.6%
Hillsborough	2020-2022	16.4%	12.1%	7.6%	32.8%	5.0%	4.7%	15.9%	3.6%	2.1%
Nackawic	2020-2022	14.8%	9.1%	11.0%	21.8%	5.8%	5.1%	22.2%	5.3%	5.0%
Minto	2020-2022	15.9%	9.4%	6.2%	27.7%	7.2%	2.8%	9.6%	4.0%	17.2%
Perth-Andover	2020-2022	14.5%	14.3%	9.2%	13.0%	4.2%	4.7%	26.4%	0.0%	13.6%
Richibucto	2020-2022	18.5%	11.0%	4.2%	12.1%	3.8%	10.4%	30.3%	7.1%	2.5%
St. George	2020-2022	14.4%	18.3%	10.0%	23.2%	5.1%	2.7%	4.5%	7.9%	13.9%
Florenceville-Bristol	2020-2022	16.7%	14.1%	5.0%	17.5%	4.0%	14.5%	24.1%	0.1%	4.2%
Woodstock	2020-2022	8.1%	24.5%	6.9%	15.3%	3.7%	4.2%	25.1%	5.9%	6.4%

* Figures for 2020 to 2022 represent the average allocation over that 3-year period.



2023 Budget: Discretionary vs Non-Discretionary

The chart below shows Hartland's 2023 budget by major category and by discretionary and non-discretionary spending. The key point is that despite having a \$3.56M annual general budget in 2023, Hartland controlled less than 46% of its general budget, with most non-discretionary spending going to external service providers, including the RCMP (policing), JS Bellis (waste collection and disposal), and the Western Valley Regional Service Commission (planning, inspections, other).

Department	Discretionary		Non-Discretionary		Total	
	\$	%	\$	%	\$	%
Admin	\$225,400	6.3%	\$121,377	3.4%	\$346,777	9.7%
Finance	\$147,230	4.1%	\$291,092	8.2%	\$438,322	12.3%
Police			\$970,697	27.3%	\$970,697	27.3%
Solid Waste			\$403,137	11.3%	\$403,137	11.3%
RSC			\$140,969	4.0%	\$140,969	4.0%
Works	\$386,643	10.9%			\$386,643	10.9%
Recreation	\$346,168	9.7%			\$346,168	9.7%
Fire	\$288,621	8.1%			\$288,621	8.1%
Community	\$151,953	4.3%			\$151,953	4.3%
Council	\$72,580	2.0%			\$72,580	2.0%
Other Protective	\$15,800	0.4%			\$15,800	0.4%
Grand Total	\$1,634,395	45.9%	\$1,927,272	54.1%	\$3,561,667	100%



2024 Budget Drivers

Looking to 2024, the town projects that new expenditures will outpace new revenues by as much as \$180,000 if the town does not implement a tax increase. The largest contributor to these changes will be the new community complex, which will involve new borrowing (debentures), more staffing, and marginally higher operating costs. The graphic below lists and quantifies these revenue and expense drivers, which will have a significant impact on Hartland's ability to maintain a balanced budget.

REVENUE CHANGES

Recreation Revenue Increase	\$25,000
Net Property Tax Increase	\$80,000
Town Hall Rent	-\$9,000

EXPENDITURE CHANGES

CCCC Debentures	-\$101,000
Complex - Incremental Expenditures	-\$50,000
Complex Facilities Manager (Half-Year)	-\$47,500
Senior Works (Half Year)	-\$40,000
Incremental Insurance (CCCC)	-\$10,000
Development Grants	-\$40,000
Accounting/Auditing	\$7,500
Tourism/Tourist Bureau	\$5,500

NET CHANGE BEFORE TAX INCREASE **-\$179,500**

2024 TAX INCREASE (7.5 cent) \$195,000

NET CHANGE AFTER TAX INCREASE \$15,500



Work Plans

As noted earlier, the end goal of the sessions was to identify and agree on a set of specific work plans for prioritization and execution. This section lists and describes those individual work plans by category.

Economic Development & Tourism Work Plans

ID	TITLE	NEXT STEPS
A.01	Waterfront, Park, and Greenspace Development	<p>Develop plan to develop waterfront area (boat dock, commercial ventures, etc.).</p> <p>Seek funding and other support from agencies such as ACOA.</p> <p>Involve key stakeholders & supporters from private and non-profit sector.</p> <p>Seek partner to operate seasonal ventures (canoe/bike rentals, crafts, etc.).</p> <p>Develop plan for Main Street Park (working name).</p> <p>Assess potential of 110-acre Becaguimec property to become a park (municipal or provincial) in collaboration with ACOA.</p> <p>Develop plan to beautify and green up Hartland, with focus on its core.</p> <p>Establish a “green” plan (in collaboration with local orgs such as the KANC).</p>
A.02	Branding & Signage	<p>Post amalgamation, develop new branding for Hartland.</p> <p>Refresh logos and signage across municipality and in official collateral.</p> <p>Improve signage for bridge (to optimize traffic flow, indicate single lane, etc.)</p>
A.03	NB Power Partnership	<p>Engage NB Power to review existing lease and potential changes to it.</p> <p>Determine if town could acquire heritage properties (library, tourist bureau, etc.).</p> <p>Determine if town can do more to manage waterfront properties.</p>
A.04	Incentive Policy	<p>Establish policy for new businesses.</p> <p>Establish policy for new residential housing developers.</p> <p>Establish policy for new home construction.</p>
A.05	Industrial Park Expansion	<p>Form committee to look at options to expand (or further support) existing industrial park.</p> <p>Review zoning in current industrial park</p>

Infrastructure Work Plans

ID	TITLE	NEXT STEPS
B.01	Municipal Land Inventory	Develop an inventory of land owned by the town.

ID	TITLE	NEXT STEPS
		Identify options to develop or sell town properties.
B.02	Asset Management Plan	<p>Develop list of assets with replacement times (useful life)</p> <p>Prioritize replacement based on service requirements.</p> <p>Assess lease vs buy options.</p> <p>Assess contract/outsource options for services (e.g., snow clearing)</p>
B.03	Town Hall Plan	<p>Develop plan to repair and maintain Town Hall.</p> <p>Identify repair needs (roof, flooring, windows, etc.).</p> <p>Evaluate future uses (space for police, daycare, third party rentals, etc.).</p> <p>Determine capacity for offices (for current/future employees).</p> <p>Consider relocation (e.g., Library, Courtyard) or new building.</p>
B.04	Dangerous & Unsightly Premises	<p>Define ways to enforce dangerous and unsightly premises by-laws, with focus on key properties with restoration potential.</p> <p>Establish budget to reacquire valuable properties.</p>

Human Resources Work Plans

ID	TITLE	NEXT STEPS
C.01	Org Chart Update	<p>Further defines roles & responsibilities across organization.</p> <p>Evaluate opportunities for part-time and seasonal staff.</p> <p>Evaluate opportunities to bring in high school students on special programs.</p>
C.02	Facilities and Operations Manager	Add Facilities and Operations Manager as required by agreement, to address new complex and provide support for planning and procurement.
C.03	Communications & Grant Specialist	Add resource to support communications, grant solicitation and management.
C.04	Public Works Critical Skill Review	<p>Determine essential skills and knowledge for Public Works (e.g., water operator).</p> <p>Determine skill and certification gaps and lack of back-ups.</p>
C.05	Complex Staff	<p>Determine staff required to support new complex (services, hours of operation)</p> <p>Identify opportunities to contract out and outsource</p>



Municipal Reform Work Plans

ID	TITLE	NEXT STEPS
D.01	WVRSC Engagement	Engage WVRSC to understand how to promote Hartland's interests.
D.02	Sharing Arrangements	Engage neighboring municipalities to understand opportunities to share resources, investments, etc.
D.03	Provincial Engagement	Engage and lobby province to improve treatment under Core Funding and Equalization program and DTI priorities (designated highways).
D.04	Association Activity	Assign Staff and Council to participate actively in key municipal associations such as AMANB, UMNb, etc.
D.05	Tax Policy	Determine long-term tax policy to help determine how taxes will be adjusted in former LSDs, factoring in the complex agreement.

Finance Work Plans

ID	TITLE	NEXT STEPS
E.01	Operating Budget Process	Establish formal process to define annual operating budgets.
E.02	Capital Budget Process	Establish formal process to define annual capital budgets.
E.03	Grant Solicitation	Identify strong opportunities to secure grants for greatest needs (infrastructure, waterfront, parks, tourism, etc.)

Protective Services Work Plans

ID	TITLE	NEXT STEPS
F.01	Police Model Review	Investigate and pursue options to improve policing services, including setting up a local/regional service
F.02	Fire Department Plan	Develop Fire Department plan to understand how to continue to provide excellent service, maintain equipment, recruit members, etc.



Budgets, Deadlines, and Assignments of Work Plans

The table below provides preliminary budgets, deadlines, and assignments for each Work Plan. These budgets, deadlines, and assignments need to be reviewed regularly by Council and adjusted accordingly.

ID	TITLE	BUDGET	STARTS	ENDS	PRIME
A.01	Waterfront, Park, and Greenspace Development	\$150,000	2023	2026	GDC
A.02	Branding & Signage	\$50,000	2024	2025	GDC
A.03	NB Power Partnership	\$0	2023	2025	GDC
A.04	Incentive Policy	\$0	2023	2023	COUNCIL
A.05	Industrial Park Expansion	\$0	2024	2026	GDC
B.01	Municipal Land Inventory	\$5000	2024	2024	CAO
B.02	Asset Management Plan	\$5000	2024	2024	IFC
B.03	Town Hall Plan	\$50,000	2023	2025	IFC
B.04	Dangerous & Unsightly Premises	\$50,000	2023	2025	GDC
C.01	Organization Chart Update	\$0	2023	2024	CAO
C.02	Facilities and Operations Manager	\$0	2023	2023	CAO
C.03	Communications & Grant Specialist	\$0	2023	2023	CAO
C.04	Public Works Critical Skill Review	\$0	2023	2023	CAO
C.05	Complex Staff	\$0	2023	2024	CAO
D.01	WVRSC Engagement	\$5000	2023	2025	CAO
D.02	Sharing Arrangements	\$10,000	2024	2025	COUNCIL
D.03	Provincial Engagement	\$5000	2024	2025	COUNCIL
D.04	Association Activity	\$10,000	2024	2026	CAO
D.05	Tax Policy	\$0	2023	2024	COUNCIL
E.01	Operating Budget Process	\$0	2023	2024	IFC
E.02	Capital Budget Process	\$0	2023	2024	IFC



ID	TITLE	BUDGET	STARTS	ENDS	PRIME
E.03	Grant Solicitation	\$0	2023	2024	CAO
F.01	Police Model Review	\$50,000	2023	2026	PSC
F.02	Fire Department Plan	\$0	2024	2025	PSC

Where: GDC = Growth & Development Committee, IFC = Infrastructure & Finance Committee, RCC = Recreation & Culture Committee, PSC = Protective Services Committee, CAO

Review Process for Work Plans

Each quarter, in a special meeting, Council will review progress against the work plans and decide if any require adjustments.



Appendix 1: Strategic Planning Session Attendees

Session	Attendees
1	<p>Council: Mayor Demerchant, Deputy Mayor Stewart Fairgrieve, Councilor Lee Patterson, Councillor Mike Walton, Councilor Wayne Britton, Councilor Sam Walton, Councilor Jason Smith,</p> <p>Staff: CAO Rob Webber, Treasurer Tina Pelkey, Public Works Manager Jed Giberson, Administrative Manager Tracey Clowater, Recreation Coordinator Dana Stokoe.</p> <p>Community Representatives: Caleb Cook, Kathy Sherwood-Orser, Stephanie Foster</p>
2	<p>Council: Mayor Demerchant, Deputy Mayor Stewart Fairgrieve, Councilor Lee Patterson, Councillor Mike Walton, Councilor Wayne Britton, Councilor Sam Walton, Councilor Jason Smith,</p> <p>Staff: CAO Rob Webber, Treasurer Tina Pelkey, Public Works Manager Jed Giberson, Administrative Manager Tracey Clowater, Recreation Coordinator Dana Stokoe.</p> <p>Community Representatives: Caleb Cook, Kathy Sherwood-Orser, Craig Young, Stephanie Foster, Richard Orser, Trina Orser</p>
3	<p>Council: Mayor Demerchant, Deputy Mayor Stewart Fairgrieve, Councilor Lee Patterson, Councillor Mike Walton, Councilor Wayne Britton, Councilor Sam Walton, Councilor Jason Smith,</p> <p>Staff: CAO Rob Webber, Treasurer Tina Pelkey, Public Works Manager Jed Giberson, Administrative Manager Tracey Clowater.</p> <p>Community Representatives: Caleb Cook, Stephanie Foster</p>
4	<p>Council: Mayor Demerchant, Deputy Mayor Stewart Fairgrieve, Councilor Lee Patterson, Councillor Mike Walton, Councilor Wayne Britton, Councilor Sam Walton, Councilor Jason Smith,</p> <p>Staff: CAO Rob Webber, Treasurer Tina Pelkey, Public Works Manager Jed Giberson, Administrative Manager Tracey Clowater.</p> <p>Community Representatives: Caleb Cook, Stephanie Foster</p>

Appendix 2: SWOT Lists (Unranked)

SWOT	ITEMS
Strengths	<p>Covered Bridge</p> <p>Tourism</p> <p>Commercial/Industrial Base, Transportation Hub, Business Expansion, Regional Economy, Regional Facilities</p> <p>Land Development</p> <p>Modern School & Hospital, Library, Medical Centers, Municipal Infrastructure, Fire Department, Complex, Golf Course, Recreation Facilities</p> <p>River, Green Spaces, Becaguimec Trail/Park, Trails (for walking, bikes, ATVs, snowmobiles), ecological diversity</p> <p>Volunteer Base, Community Spirit, History/Heritage, Ministerial Associations</p>
Weaknesses	<p>Lack of Capital Funds/Reserves</p> <p>Aging Infrastructure</p> <p>Small/Aging Population, Labor Force shortage</p> <p>Low Municipal Staffing Levels</p> <p>Condition of Town Hall</p> <p>Lack of Ownership of Waterfront Property</p> <p>Youth Employment</p> <p>Public Policing/Safety</p> <p>Undeveloped Land under Private/Public Ownership, FLIP Program</p> <p>Poor, inadequate municipal communications capability, town branding</p> <p>Lack of accommodations, shopping, restaurants, entertainment, amenities</p> <p>Lack of room for growth in Industrial Park</p> <p>Loss of residents to other communities</p> <p>Lack of public transportation</p> <p>Expensive and low-quality Internet Services</p> <p>Lack of housing across spectrum (affordable, high-end, seniors, etc.), derelict properties (unsightly)</p> <p>No local presence of provincial or federal agencies</p> <p>Lack of second tourist attraction (to Covered Bridge)</p>
Opportunities	<p>New Community Complex</p> <p>Tourism, waterfront, dock</p> <p>Municipal Reform, Outreach to newly amalgamated areas within Hartland</p> <p>Population Growth, Diversity, First Generation Canadians, Multi-Culturalism</p>



SWOT	ITEMS
	<p>Foreign Exchange Students</p> <p>Infrastructure Expansion</p> <p>Becaguimec Trail, New Parks and Greenspaces, Trail System</p> <p>Somerville Parking Lot</p> <p>New Housing</p> <p>Regional Collaboration & Facilities (in former LSDs)</p> <p>More shopping, restaurants, amenities</p> <p>Covered Bridge</p>
Threats	<p>Lack of Policing & Public Safety</p> <p>Flooding and Global Warming</p> <p>Lack of effective municipal communication</p> <p>Regional Competition</p> <p>Economic Turbulence, Recession</p> <p>Lack of Core Funding & Equalization from GNB</p> <p>Aging Infrastructure, Assets</p> <p>Failure to staff and fully exploit new complex, other infrastructure, and assets.</p> <p>Loss of major employers</p> <p>Lack of short-term and long-term planning</p>



Appendix 3: SWOT Lists (Ranked)

Note that in the tables below, unranked items were combined that were similar to one another (that overlapped).

STRENGTHS	
ITEM	VOTES
Tourism	8
Land for Development (Residential, Commercial)	7
Industrial/Commercial Base	6
Volunteer Base / Community Spirit	4
Full Range of Infrastructure (rec, fire, water/sewer)	4
Trails & Parks (Becaguimec, etc.)	3
Recreation Facilities	3
Community School and Hospital	1
Location (river, US border, Carleton County)	1
Fire Department	1
Ecological Diversity	1

WEAKNESSES	
ITEM	VOTES
Aging Infrastructure & Assets	8
Lack of Accommodations, Amenities, Entertainment	6
Lack of Capital Funds & Reserves	5
Lack of Housing (Affordable, Single Family)	5
Staff Level & Training	5
Lack of Ownership of Waterfront Properties	4
Poor Policing & Public Safety	4
Small & Aging Population	2
Lack of Communication	2
Lack of Room for Growth in Industrial Park	1
Derelict Buildings	1



OPPORTUNITIES	
ITEM	VOTES
Housing Development	9
Tourism & Waterfront Development	8
Infrastructure Expansion/Extension	8
Population Growth & Diversity	8
Community Complex (new)	4
Covered Bridge	3
Outreach to Amalgamated Areas	2
Becaguimec Trail / Park Development	1
Regional Collaboration & Facilities	1
Green Space Development (and Somerville Parking Lot)	1

THREATS	
ITEM	VOTES
Lack of Policing and Public Safety	9
Lack of Municipal Staff / Resources	8
Failure to Optimize/Utilize Resources (Complex)	7
Aging Infrastructure/Equipment	6
Public Communications	3
High External Costs, Low External Funding	3
Lack of Long-Term Planning, Mission, Vision	3
Loss/Downsizing of Major Employees	2

Appendix 4: SWOT and Strategic Category Grid

	Economic Development & Tourism	Infrastructure	Human Resources	Municipal Reform	Finance	Protective Services
S	Industrial/Commercial Base	Full Range of Infrastructure	Volunteers/Community Spirit	Land for Development (Housing)	Industrial/Commercial Base	Fire Department
	Land for Development (Housing)	Trails & Parks (Becaguimec)	Fire Department	Tourism	Rec Facilities (Complex)	
	Tourism	Rec Facilities (Complex)			Tourism	
	Location	Community School & Hospital			Fire Department	
W	Lack of Accomodations/Amenities	Aging Infrastructure/Assets	Communication	Lack of Capital Funds/Reserves	Lack of Capital Reserves	Policing / Public Safety
	Lack of Housing	Old Works Vehicles/Machines	Staffing Level & Training	Small & Aging Population	Lack of Housing	
	Lack of Waterfront Ownership	Derelict Buildings (Old School)				
	Lack of Room in Industrial Park					
O	Housing Development	Complex	Pop Growth & Diversity	Outreach Amalgamated Areas	Regional Collab & Facilities	Reg Collab & Facilities
	Tourism & Waterfront Dev	Covered Bridge		Regional Collab & Facilities		
	Infrastructure Expand/Extend	Becaguimec Trail/Park				
	Greenspace Development	Green Space (Somerville Lot)				
T	Loss of Major Employers	Aging Infrastructure/Equip	Lack of Staff/Resources	Lack of Planning	High Policing, Low Equaliz	Policing
			Failure to Utilize (Complex)	Public Communication	Aging Infrastructure/Equip	



Appendix 5: Current Projects in 5-Year Plan

PROJECT	DESCRIPTION	BUDGET
Street Paving & Resurfacing	In 2023, the town will pave part of MacLean Avenue and all of Southampton.	\$120,000
Public Park & Greenspace Development	This involves creating new public greenspaces as well as refurbishing and enhancing current greenspaces. A major part of this will be building a new park on Main Street that will include a gazebo as well as seating, gardens, and a boat dock for access to the Saint John River. This will also include various upgrades to parks and greenspaces, including the community garden, Becaguimec Park, and Charles Allen Park.	\$95,000
Library Repairs	Make important repairs and enhancements to Dr. Walter Chestnut Library to ensure that it remains a functional and sound physical structure. The library building is a historic building on Main Street that is widely used by people of all ages for education and culture.	\$18,514
Lagoon Dredging	As part of the lagoon dredging project that began in 2022, the sediment that was removed will be processed. In 2023, the Town allocated funds but does not expect to spend them until 2024 or later.	\$40,000
Downtown Revitalization	The Town plans to replace and repair curbs and sidewalks in downtown Hartland. The town may also refurbish, replace, repair, and upgrade damaged or dilapidated signage, lights, trees, shrubs, and other such things that contribute to downtown beautification.	50,000



Appendix 6: Hartland Debt Profile (Debentures)

DEBENTURE ID	FUND	VALUE	TERM	START	END
MFC BN15	General	\$175,000	10	2015	2025
MFC BP16	Utility	\$194,000	10	2016	2026
MFC BT14	General	\$289,000	10	2018	2028
MFC BW24	General	\$132,000	10	2019	2029
MFC BW25	Utility	\$74,000	10	2019	2029
MFC BZ16	General	\$360,000	10	2021	2031
BEFORE COMPLEX		\$1,224,000			
COMPLEX 1	General	\$997,000	20	2024	2044
COMPLEX 2	General	\$842,000	20	2024	2044
AFTER COMPLEX		\$3,063,000			

DEBENTURE ID	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
MFC BN15	\$20,169	\$19,599	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MFC BP16	\$21,767	\$22,237	\$22,649	\$0	\$0		\$0	\$0	\$0	\$0
MFC BT14	\$33,690	\$33,753	\$33,746	\$33,683	\$33,569	\$0	\$0	\$0	\$0	\$0
MFC BW24	\$14,907	\$14,634	\$15,348	\$15,033	\$14,704	\$15,368	\$0	\$0	\$0	\$0
MFC BW25	\$8,057	\$7,910	\$8,756	\$8,576	\$8,388	\$8,196	\$0	\$0	\$0	\$0
MFC BZ16	\$39,598	\$39,274	\$38,854	\$39,339	\$39,736	\$39,052	\$39,283	\$38,437	\$0	\$0
COMPLEX 1	\$55,000	\$54,175	\$53,362	\$52,562	\$51,774	\$50,997	\$50,232	\$49,478	\$48,736	\$48,005
COMPLEX 2	\$46,200	\$45,507	\$44,824	\$44,152	\$43,490	\$42,837	\$42,195	\$41,562	\$40,938	\$40,324
Total	\$239,387	\$237,088	\$217,539	\$193,344	\$191,660	\$156,450	\$131,709	\$129,477	\$89,675	\$88,330
Change (YoY)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change (Running)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
% of Total Budget	5.98%	5.93%	5.44%	4.83%	4.79%	3.91%	3.29%	3.24%	2.24%	2.21%