



Rural Community of Hanwell Five-Year Strategic Plan 2025-2029



Definitions & Abbreviations

Municipality: The Rural Community of Hanwell

Council: Mayor and Council of The Rural Community of Hanwell

CAO: Chief Administrative Officer of The Rural Community of Hanwell

RSC: Capital Region Service Commission

GEMTEC: GEMTEC Engineers and Scientists Inc.

Project/Plan: Five-Year Strategic Plan for The Rural Community of Hanwell

SWOT: Strengths, Weaknesses, Opportunities, and Threats

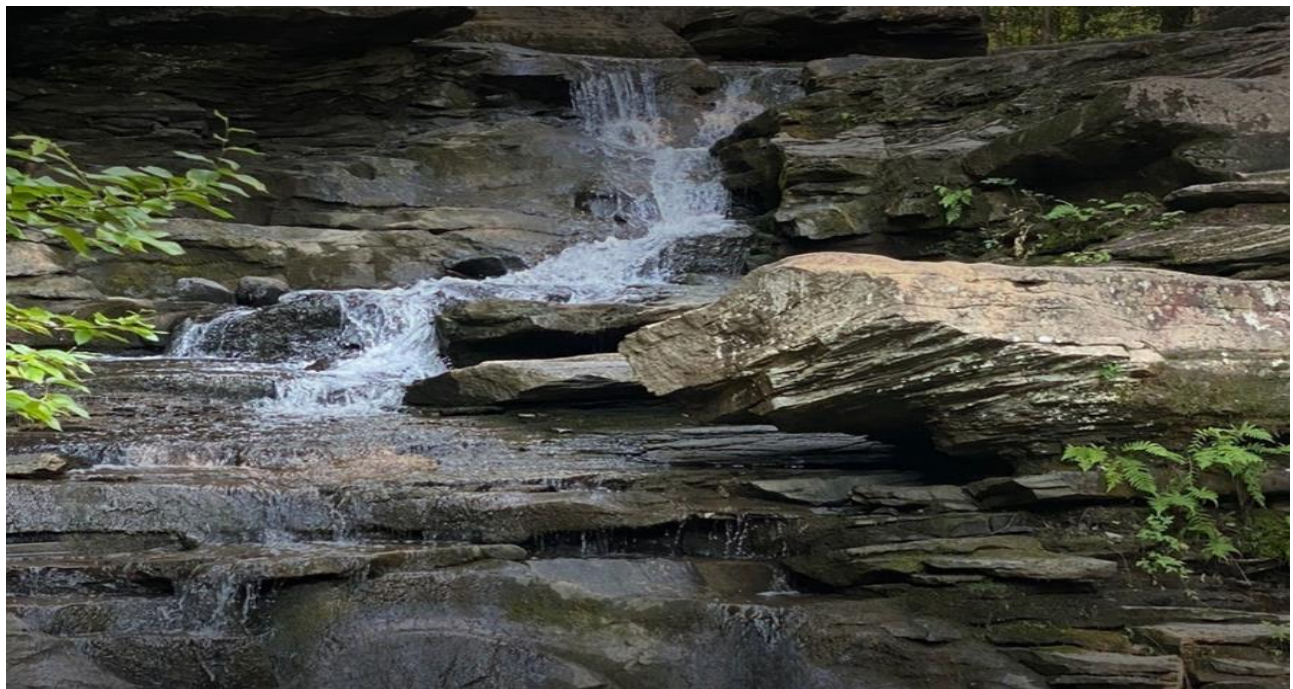


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Hanwell Park Academy

A Message from Mayor and Council

Dear Residents of Hanwell,

Mayor and Council members of the Rural Community of Hanwell are thrilled to announce a significant milestone in the continued progress and development of our beloved municipality. We are excited to present the community's new five-year strategic plan, crafted with a focus on growth and fiscal responsibility while delivering services efficiently and keeping taxes as low as possible. Our vision, for the Rural Community of Hanwell is based on what we heard from you, what we see today, and what we hope for tomorrow.



Hanwell Council 2024

Council Strategic Priorities, 2025-2029:

1. Growth and Development: the goal is to continue to grow the community while respecting its rural nature.
2. Recreation: the goal is to enrich and enhance the recreation activities the community currently offers.
3. Public Safety: the goal is to improve public safety in the community. *It is important to note that Policing Services are currently offered by the RCMP and the roads are currently owned by DTI, and hence the community is restricted to what it can implement on the road network.*
4. Transportation: the goal is to improve connectivity within the community and with the neighbouring communities.
5. Environmental Stewardship: the goal is to demonstrate environmental leadership and sustainability.
6. Boosting Sense of community: the goal is to foster a stronger sense of pride and belonging within the recently expanded community.

Together, let us embrace the opportunities that lie ahead, overcome the challenges that may arise, and continue to build a Hanwell that is vibrant, inclusive, and prosperous for all.

Warm regards,

Mayor and Council of the Rural Community of Hanwell

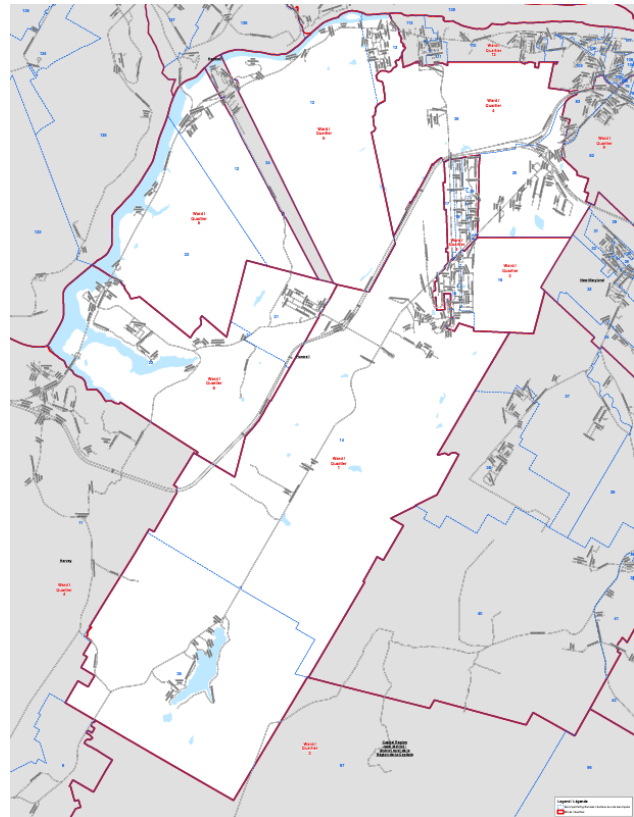
Introduction

In November 2021, the Provincial Government issued the White Paper for a Local Governance Reform (LGR), and, as a result, a portion of the Local Service District of Kingsclear, including Island View, joined the Rural Community of Hanwell.

The area of the Rural Community of Hanwell is approximately 248 square kilometres, and its population is approximately 7500 residents as per the 2021 census data. The municipal office is located at 5 Nature Park Dr, Hanwell.

The Municipality offers the following services:

1. Governance
2. Sports, recreation, and culture
3. Economic development (through Ignite)
4. Solid waste collection (contracted)
5. Planning and building permits (through the Capital Region Service Commission)
6. Bylaw enforcement (through the Capital Region Service Commission)
7. Fire fighting (volunteer-based fire department)
8. Policing (through a provincial contract with the RCMP)
9. Animal control (contracted)



Residents of the Rural Community of Hanwell enjoy a comfortable, affordable lifestyle in a clean, friendly environment close to nature. The municipality offers ample land for residential, commercial, and industrial development, as well as existing opportunities for trade-based businesses. Many homes in the area are situated on large lots surrounded by forests and nature, giving residents plenty of space and privacy.

Hanwell boasts rich natural assets, including the Saint John River (Wolastoq), along with numerous trails for outdoor activities and vast forests. These features present excellent opportunities for entrepreneurs to establish outdoor experience-based businesses, and makes Hanwell an ideal location for outdoor enthusiasts who enjoy hiking, biking, and wildlife watching.

Additionally, Hanwell is close to the larger, more expansive outdoor spaces of Mactaquac Provincial Park and Kings Landing Historical Settlement, both offering opportunities for camping, boating, hiking, and historical exploration. This makes Hanwell an appealing place for those who enjoy a rural lifestyle with easy access to rich natural surroundings.

Hanwell has a K-8 school (Hanwell Park Academy) which opened in 2022 and is part of the Anglophone West School District.

The community is also well-connected by road, with the Trans-Canada Highway (Route 2) providing easy access to Fredericton and other parts of New Brunswick. Despite its rural nature, the community is well-served by modern infrastructure, including internet and phone services, which makes it viable for remote workers or those who require connectivity.

The welcoming community has experienced steady tax base growth in recent years, driven by an influx of new residential developments as more people move to the area for its rural charm and proximity to Fredericton. Beyond housing, Hanwell's thriving industrial park attracts a diverse range of businesses, from manufacturing and distribution to heavy equipment dealers, engineering, and construction firms. The local government is focused on maintaining the area's natural beauty and rural character while also improving services and amenities for residents. The balance of growth and preservation is a key concern for its Council members, as they aim to enhance the quality of life without overdevelopment.

In 2024, the municipality's budgeted property tax revenue was \$3.67 million, with a tax base valued at approximately \$1.075 billion. Of this, 84% comes from residential properties and 16% from commercial and industrial properties. Hanwell offers five tax rates, ranging from 0.3808 to 0.5313, with an additional 0.4115 for a special provincial levy. Compared to other municipalities in the Capital Region, Hanwell's tax rate is below average.

The Municipality's location, services, infrastructure, natural assets, and quality of life give it a strategic advantage to continue this growth trajectory. Additionally, continual growth in the City of Fredericton and the surrounding areas brings a great opportunity for prosperity and more growth moving forward. With this growth, comes some challenges as it relates to municipal

planning, housing, new sports and recreational programs, and competing for economic development opportunities.

Mayor and Council of the Rural Community of Hanwell realize the importance of having a strategic plan for their expanded municipality to maintain the sense of strategic direction and to be pro-active in building a prosperous community. This Strategic Plan includes the Strategic Priorities of Council and it also provides the CAO with sufficient details to build operational action plans for the coming five years.



Methodology

The Municipality retained the services of GEMTEC to assist in conducting this Five-Year Strategic Plan. The Consulting Team completed the following steps in the process of developing this Strategic Plan:

- 1- Held an initial meeting with the Mayor and CAO, and discussed the importance of strategic planning, the objective of developing a strategic plan, and the role of Council in this process.
- 2- Facilitated a workshop with the Municipality's Council and CAO to identify and discuss the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of the recently formed municipality and to identify key areas of focus for Council over the next five years.
- 3- Facilitated two public engagement sessions, one on Monday, July 29th, at Hanwell Place (5 Nature Park Drive), and one on July 30th, at the Upper Kingsclear Community Centre (22 Mazerolle Settlement Road).
- 4- Prepared and conducted an online survey for public input to help Council establish its priorities.
- 5- Summarized the input received during the public engagement sessions and the online survey.
- 6- Collaborated with the CAO to identify the action items, leaders, timelines, and metrics required to execute on Council priorities.
- 7- Prepared a draft report of this Strategic Plan and presented the report to the CAO and Mayor for review and feedback.
- 8- Prepared and presented a final report considering the feedback received.



Photo from Public Engagement Session

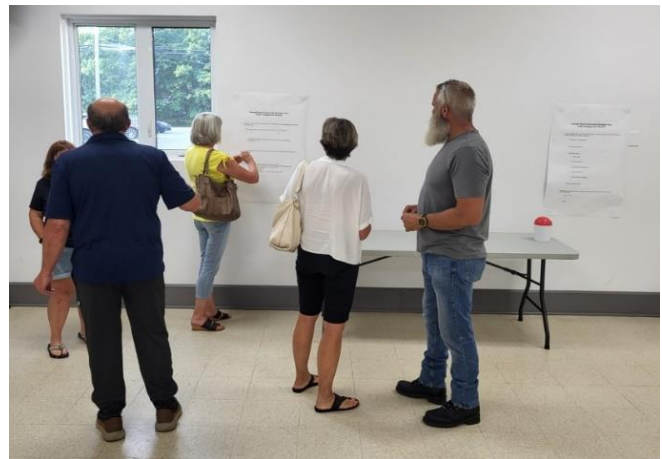


Photo from Public Engagement Session

Vision, Mission, & Core Values

Our Vision

“A vibrant rural community providing a voice for residents and businesses by listening, asking questions, being aware of needs, and responding with best practices.”

Our Mission

“Local people, making local decisions, on local issues.”

Our Core Values

- Rural Community Perspective
- Active, Healthy Living
- Responsible Growth
- Environmental Responsibility
- Fiscal Responsibility
- Family Friendliness
- Transparent Decision Making



Hanwell's Veteran Memorial



Bicycle Skills park

Strategic Priorities

The following outlines the Strategic Priorities for the Rural Community of Hanwell over the next five years, barring any urgent or unforeseen matters the municipality may need to address. Each Strategic Priority is linked to specific Actions, and Timelines, as detailed in the tables below.

1. Growth and Development: the goal is to continue to grow the community while respecting its rural nature.
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1 – Growth and Development

Action	Lead	Financial Considerations	Schedule
Improve the clarity in zoning bylaws with particular focus on allowable Industrial and Commercial zones.	Rural Plan Committee	NA	2025
Increase the residential tax base by identifying areas and services for various types of residential development.	Rural Plan Committee	NA	2025
Attract Strategic commercial services (for example – convenience, refueling, health, dental, etc.) in specific areas.	CAO- Potentially delegated to Development Officer	Funding will be required to build in-house capacity or for contracting out.	2025-2029
Encourage and support industrial development in specific, transportation-logical areas only such as the Mazerolle Settlement Rd intersection with the TC highway and the existing industrial area near the Hanwell Rd intersection with the TC highway.	CAO- Potentially delegated to Development Officer	Funding will be required to build in-house capacity or for contracting out and for land acquisition.	2027-2029
Encourage the development of additional housing options appropriate for seniors, starters, and lower-income families.	CAO- Potentially delegated to Development Officer	Funding will be required to build in-house capacity or for contracting out.	2025-2029
Attract and retain new residents to ensure population growth.	CAO- Potentially delegated to Development Officer and Ignite	Funding will be required to build in-house capacity or for contracting out.	2025-2029
Encourage the establishment of a local business association.	Committee of Council	Minimal funding required	2026-2027
Conduct a water availability study.	CAO	Funded via CCBF and other funding programs	Subject to funding

2 – Recreation

Action	Lead	Financial Considerations	Schedule
Develop a Recreation Master Plan.	Recreation Director	Funding required if outsourced	2025
Develop a Land Acquisition Plan.	CAO- Potentially delegated to Development Officer	Funding will be required	2025-2026
Establish specific financial reserves and set the stage for constructing new assets as required.	CAO/Treasurer	Funded through the municipality’s capital budget	2025
Short-list and complete feasibility analysis on potential new assets. For example, splash pad(s), pool(s), ice rink(s), trails, etc.	Recreation Director	Funding would be required for third party engagement on feasibility studies	2025-2027 subject to funding
Complete a study to explore trail connections within the community and with neighbouring communities with particular emphasis on an active transportation connection to the City of Fredericton.	Recreation Director	Funding would be required for third party engagement. There could be other funding programs to support this study through RDC or federal programs	2025-2026



A Section of Hanwell Walking Trail

3 – Public Safety

Action	Lead	Financial Considerations	Schedule
Implement Traffic calming measures within the community.	CAO	Funding would be required for the supply and installation of equipment.	2025-2028
Review options for front-line Policing Services.	Council	It is very likely additional funding will be required.	2026
Improve property appearance standards by improving by-law enforcement.	Clerk	NA- unless an increased level of service is necessary.	2025-2026

4 – Transportation

Action	Lead	Financial Considerations	Schedule
Explore options, based on a needs analysis, for affordable public transportation including a shared ride public service.	Clerk	Funding would be required for a third-party Transportation specialist.	2025-2026
Work with DTI on a plan to address congestion on Hanwell Rd.	Council	NA	2025-2028

5 – Environmental Stewardship

Action	Lead	Financial Considerations	Schedule
Develop a Climate Change Adaptation Plan.	Steering Committee (CAO + Council members+ Public members)	Funding is in place	2025

6 – Boosting Sense of Community

Action	Lead	Financial Considerations	Schedule
Develop and implement a Communications Strategy.	Committee of staff	NA	2025
Establish a volunteer base and encourage leadership of some select programs outside the existing corporate structure.	Committee of staff	NA	2025
Transition Hanwell Sports to be led by a volunteer structure and/or existing associations.	Recreation Director	No major funding is required	2025-2027

Key Performance Indicators

GEMTEC recommends that the Chief Administrative Officer (CAO) develop annual operational plans aligned with this Strategic Plan. The CAO should also provide regular updates throughout the year on the progress of these plans. Each operational plan should include measurable outcomes, known as Key Performance Indicators (KPIs), which will define the success of the plan. These KPIs can be tied to:

- 1- The completion of specific action items; and/or
- 2- The achievement of the desired objectives related to those action items.

For instance, if an action item involves collaborating with the Department of Transportation and Infrastructure (DTI) to create a plan for alleviating congestion on Hanwell Road, potential KPIs could include:

- 1- Completion of the congestion reduction plan for Hanwell Road by a specified deadline.
- 2- A measurable improvement in traffic flow, such as a reduction in peak-time congestion by a target percentage (e.g., a 50% decrease).

This approach ensures that progress is tracked through both task completion and the tangible outcomes of those tasks, allowing for clear evaluation of success.

Conclusion

Hanwell is a peaceful and growing rural community offering a balance between natural beauty and accessibility to urban conveniences. Its community spirit, outdoor recreational opportunities, and strong connection to nature make it a desirable place for families, retirees, and anyone looking to escape city life without being too far removed from essential services.

Establishing a Strategic Plan is an important step for any municipality and particularly for a one that recently almost doubled in size. It is also important that Council and staff develop a regular system of review to ensure the Strategic Plan is still relevant and that objectives are being met.

