



STILETTO



STRATEGIC PLAN

2025-30

Harvey Rural Community
November 2024

Where Every Story Belongs

EXECUTIVE SUMMARY

The Harvey Rural Community (HRC) Strategic Plan 2025-30 will serve as a comprehensive roadmap for the newly amalgamated municipality.

This plan is designed to capitalize on the opportunities presented by this expansion, uniting the strengths of rural living with the efficiency and modern governance required to foster a vibrant and sustainable future.

The plan is informed by an understanding of the local history, thoughtful secondary research, and multiple modes of community engagement. These inputs, along with four guiding principles lay the foundation on which

the strategic framework is built. The plan's guiding principles are:

- Collaboration
- Sustainability
- Accessibility
- Transparency

With these guiding principles front of mind, recommendations and tactics to fulfill them are organized under four strategic priorities:

1. Recreation and Wellness

2. A Welcoming and Supportive Community

3. Good Governance and Infrastructure Management

4. Economic Growth and Opportunity

This plan positions HRC to get the most out of the unique opportunity that amalgamation represents. The strategic framework provides HRC with guidance that will help to strengthen

amenities, services, and community cohesion; attract and retain businesses and residents; and ultimately build a resilient and thriving rural community.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	II
A NEW, UNITED COMMUNITY.....	4
A Plan for The Future	5
Methodology	5
OUR COMMUNITY.....	7
Vision	7
Mission	7
Values	7
BUILDING ON STRENGTHS	8
UNDERSTANDING THE COMMUNITY.....	9
Current Community Context.....	9
How HRC Supports the Community	11
STRATEGIC FRAMEWORK	15
What Is a Strategic Framework?.....	15
GUIDING PRINCIPLES	16
STRATEGIC PRIORITIES.....	17
Strategic Priority 1: Recreation and Wellness.....	18
Strategic Priority 2: A Welcoming and Supportive Community.....	24
Strategic Priority 3: Good Governance and Infrastructure Management.....	28
Strategic Priority 4: Economic Growth and Opportunity	33
MOVING TO IMPLEMENTATION.....	38
MEASURING SUCCESS	39
ENDNOTES	40



A NEW, UNITED COMMUNITY

Harvey Rural Community (HRC), a newly amalgamated municipality in New Brunswick, stands at the threshold of an exciting new chapter.

Following local governance reform in January 2023, HRC was developed through the amalgamation of the Village of Harvey and portions of four surrounding local service districts (LSDs) – the parishes of Manners Sutton, Dumfries, Prince William, and Kingsclear. The result is a more extensive and diverse community under one united governance structure. More than just a change in boundaries, this reform marks a significant opportunity for HRC to rebrand itself, refresh its identity, and redefine its place within the province as a premier destination for rural living.

HRC has united communities with a common commitment to rural values and has pooled resources to enhance the services provided to all residents. With this new governance model, HRC can deliver more efficient and effective services, ensuring that all residents—both long-time inhabitants and newcomers—benefit from improved infrastructure, recreational opportunities, and community programs. With a larger population base and increased capabilities, HRC is poised to strengthen its local economy, support small businesses, and enhance the quality of life for all who call this area home.

In a province where rural living is cherished, HRC is setting the standard for what it means to live and thrive in a rural setting.

By leveraging its new size and unity, the community is strengthening its services and building a strong, inclusive identity that invites others to experience the unparalleled quality of life it offers. As it redefines its position among New Brunswick's communities, HRC is committed to being the model for rural living, where natural beauty meets modern governance, and community spirit flourishes.

A PLAN FOR THE FUTURE

The 2025-30 Strategic Plan

The strategic plan outlined in this report provides a vision and direction for the future of HRC and the decisions that will support it. Recommendations and tactics are outlined to provide a tangible roadmap towards achieving the community vision.

This strategy has been developed on a foundation of secondary and primary research. It is action-oriented, backed by research, and designed to be adaptive to changing community conditions and attitudes. This plan will also act as a guidepost for decision-making over the 2025-30 period.

METHODOLOGY

Community Inputs

Extensive community inputs were gathered throughout the strategic planning process. Over 140 survey responses were collected, reflecting a range of perspectives from residents, stakeholders, and local businesses. This feedback has provided more than 3,000 data points and offered rich insights into the priorities, concerns, and aspirations of HRC community members.

In addition to the survey, two community sessions were completed, with over 50 attendees from the business community and general public. This collaborative approach, backed by evidence-based data from secondary research, positions the plan to effectively address the challenges faced by HRC and to capitalize on new opportunities for growth and development. The active participation of HRC community members underscores the collective commitment to shaping a vibrant, sustainable future for our municipality.

OVER **140**
SURVEY RESPONSES

OVER **3,000**
DATA POINTS COLLECTED

50
ATTENDEES
across two
community sessions

Trends and Best Practices

Trends and best practice data are integrated into the recommendations and tactics included in this plan. These data were sourced from secondary research on municipal services, local amalgamation, and successful comparable communities. A comprehensive presentation of the data can be found in a separate appendix.

About Stiletto Consulting

Stiletto Consulting Ltd. is a market research, economic development, and strategic planning firm that generates meaningful, lasting impacts in the communities and organizations we serve. Working at the intersection of government, industry, and academia, we consistently develop evidence-based, results-driven, and inclusive strategies that have accelerated success for more than 200 clients.



OUR COMMUNITY

Where Every Story Belongs. Harvey Rural Community blends tranquil rural living with modern amenities, creating a supportive environment where neighbours uplift each other and local businesses thrive. Surrounded by stunning natural beauty, we celebrate our heritage and resilient spirit. Our community is a welcoming and nurturing home for current and future residents, businesses, and visitors, united by a shared pride in who we are, where we came from, and where we are going.



VISION

A thriving municipality exemplifying a beautiful, rural lifestyle surrounded by nature. Uniting people, partnerships, and possibilities for a strong and vibrant Harvey Rural Community.

MISSION

To serve, unify, preserve, and support the communities of Harvey Rural Community. Foster growth and build a strong, inclusive community. Provide a safe and opportunistic environment for the entire municipality through responsible governance.

VALUES

Community, Communication,
Collaboration, Future Focus

BUILDING ON STRENGTHS

This analysis of strengths, weaknesses, opportunities, and threats (SWOT) will provide a comprehensive understanding of HRC’s current position and guide the municipality in

leveraging its strengths, pursuing innovative opportunities, and addressing any weaknesses that could impact the quality of life for its residents.

Figure 1: SWOT Analysis, HRC, 2024¹

Strengths	Weaknesses
<ul style="list-style-type: none"> • Natural beauty and rural charm, in every season • Established local small businesses • Proximity to Fredericton while retaining a small-town feel • Amazing outdoor and indoor recreational opportunities • A steady school population base, and a proportionate distribution of people across age groups • High community participation in volunteer-led initiatives • Existing community support systems, community-led events and festivals • Local health care professionals 	<ul style="list-style-type: none"> • Newly amalgamated rural community, uncertain brand and community cohesion • Deteriorating recreational centre • Lack of awareness and engagement with available business supports • Need for infrastructure including road and trail maintenance, internet and cell service • Local daycares at capacity • Lack of internal economic development agency • Dependence on current volunteers, with risk of turnover • Limited water and trail access
Opportunities	Threats
<ul style="list-style-type: none"> • Recent amalgamation presents opportunity for improved branding, process efficiency, and community cohesion • Availability of local funding post-amalgamation • Attracting new businesses to start up in the area, both local to HRC and beyond • Enhancing recreational activities and facilities • Recreational facilities development and exploration • Long-term planning for zoning and regional development oversight • Housing, transportation, and childcare partnerships and exploration • Articulating and visualizing the municipality’s available services and mandate – increasing regional awareness and positioning 	<ul style="list-style-type: none"> • Regional neighbours with similar value propositions • Potential changes to HRC governance and mandates with upcoming election in May 2026 • Brain drain from rural to urban • Shortage of skilled workers

Source: Stiletto Analysis

UNDERSTANDING THE COMMUNITY

CURRENT COMMUNITY CONTEXT

As HRC navigates its recent amalgamation and ongoing development, consideration of the community context will be essential.

Formed in January 2023 through amalgamation, this newly expanded municipality is now positioned as a more cohesive and resourceful entity. This change is part of a broader effort in New Brunswick to modernize local governance, aiming to minimize redundancies and enhance service delivery across the province.

Understanding this history and mapping key businesses and local organizations across the community will position HRC to best address community concerns and leverage the strengths and opportunities across its borders.

Early History and Core Communities

HRC exists on the beautiful lands of the Wabanaki Confederacy and the Wolastoqiyik peoples. The land in HRC now known as Longs Creek was initially a First Nations habitation named Eskootawopskek, before being surveyed for settlement in the late 1700s.²

It is important to HRC that this early history, as well as the history of the LSDs that have been amalgamated, be recognized. The parishes and communities that have been amalgamated to form HRC will maintain their names, and together the community will navigate balancing the preservation of their unique histories with the formation of a unified identity.

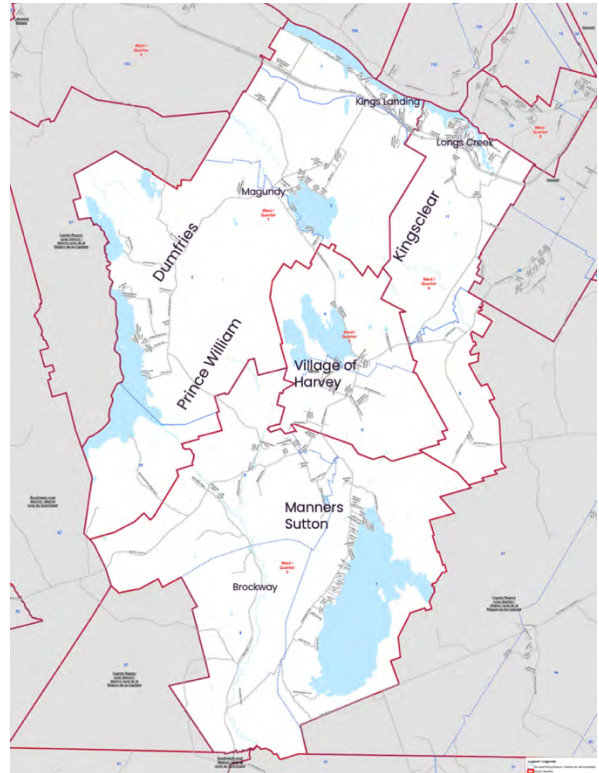
LSDs (Parishes)

- **Manners Sutton Parish:** With a population of approximately 1,900 in 2021,³ Manners Sutton Parish surrounds the Village of Harvey and covers a large portion of southwestern York County. The area is largely rural and agricultural, with historical significance related to the early settlement of Scottish immigrants.⁴ Known for its farming heritage, the parish includes numerous farms, forests, and lakes, with Harvey Lake as a focal point.
- **Prince William Parish:** Prince William Parish is home to Kings Landing, a well-known historical settlement and museum

that depicts life in early New Brunswick.⁵ The area is rich in history, particularly of the United Empire Loyalists, and had a population of 1,083 in 2021.⁶

- **Dumfries Parish:** Situated to the west of Manners Sutton, Dumfries Parish extends toward the Saint John River and includes rural and forested areas. Today, Dumfries remains largely rural with farming and forestry industries, and had a population of approximately 420 in 2021.⁷ Its proximity to the river and forests provides natural recreation opportunities.
- **Kingsclear Parish:** Located on the southern bank of the Saint John River, north of Manners Sutton and Prince William parishes, Kingsclear Parish had an estimated population of 2,839 in 2021.⁸ Kingsclear is known for its scenic views along the river and its proximity to the Mactaquac Dam and provincial park,⁹ a popular destination for outdoor recreation. The parish includes a mix of rural areas and small communities along the riverbank.

Figure 2: Map of Harvey Rural Community, 2024^{10,11}



Source: Harvey Rural Community, Stiletto Analysis



Organizations and Assets

HRC has substantial recreational assets, including over 10 park and recreation assets. These include Kings Landing, Hoyt Apple Orchard, Harvey Curling Club, trails, and various opportunities for outdoor adventures.

While there is a strong concentration of local businesses, HRC remains a small community. Attracting new businesses and entrepreneurs will be essential for resident attraction and satisfaction and for stronger positioning amongst competitors.

Alignment Across Initiatives

To be effective, the priorities, recommendations, and tactics in this report have been developed to align with and speak to existing and upcoming initiatives in the community and beyond. Specific priorities are noted explicitly as they relate to tactics in the report, but particular attention to alignment has been given to HRC's brand repositioning initiative, the Housing Needs Assessment, and the recent allocation of federal funding from the Housing Accelerator Fund (HAF) Grant.¹²

HOW HRC SUPPORTS THE COMMUNITY

As a newly amalgamated rural community, HRC supports the community by providing municipal services, amenities, and administrative support.

Municipal Services

- 1. Public safety (fire, police, and emergency services):** HRC provides essential public safety services, including fire protection and policing. These services are crucial for maintaining public order, protecting property, and ensuring the safety of residents.
- 2. Recreation and community programs:** HRC offers recreational facilities and organizes community programs such as sports leagues, fitness classes, and cultural events. These services promote health, well-being, and socializing in the community.

3. Building permits and zoning: HRC manages building permits and zoning regulations to oversee land use and development within the community. This service ensures that construction projects adhere to safety standards and land cohesion among residents.

4. Public infrastructure maintenance: HRC is responsible for maintaining public infrastructure, including roads, bridges, sidewalks, and public buildings. Regular maintenance ensures these assets are safe, functional, and accessible for all residents.

5. Solid waste disposal and recycling: HRC partners with Circular Materials to manage the collection and disposal of household waste and recyclable materials. This service ensures that waste is handled safely and

efficiently, reducing environmental impact and promoting sustainability through recycling programs.

6. Animal control: Animal control services manage stray animals, enforce pet licensing, and handle cases of animal neglect or abuse. This service helps ensure the safety and well-being of both residents and animals within the community.

In addition to these municipal services, community enabler mandates regarding development, tourism, and transportation are a priority and concern for HRC. However, due to the magnitude of these mandates and limited community resources, HRC seeks to collaborate with other regional entities to duly address these priorities.



Under the local government reform, HRC is a part of the Regional Service Commission (RSC) 11. RSC 11 has the mandate to provide regional leadership in the following areas:

- 1. Economic development:** Bringing together stakeholders and community leaders to provide focus for regional growth.
- 2. Tourism promotion:** Ensuring coordinated regional tourism promotion.
- 3. Community development:** Playing an important role in ensuring a coherent regional vision and plan in areas such as affordable housing, newcomer settlement services, diversity promotion, social inclusion, and healthy communities.
- 4. Regional transportation:** Bringing stakeholders and local governments together in collaboration with the Economic and Social Inclusion Corporation to develop and implement strategies and services to better serve residents. Within the municipality, there is a focus on maintaining and improving local transportation infrastructure, including roads, public transit, and pedestrian pathways. These services ensure that residents have safe, reliable, and efficient means of transportation within the community.

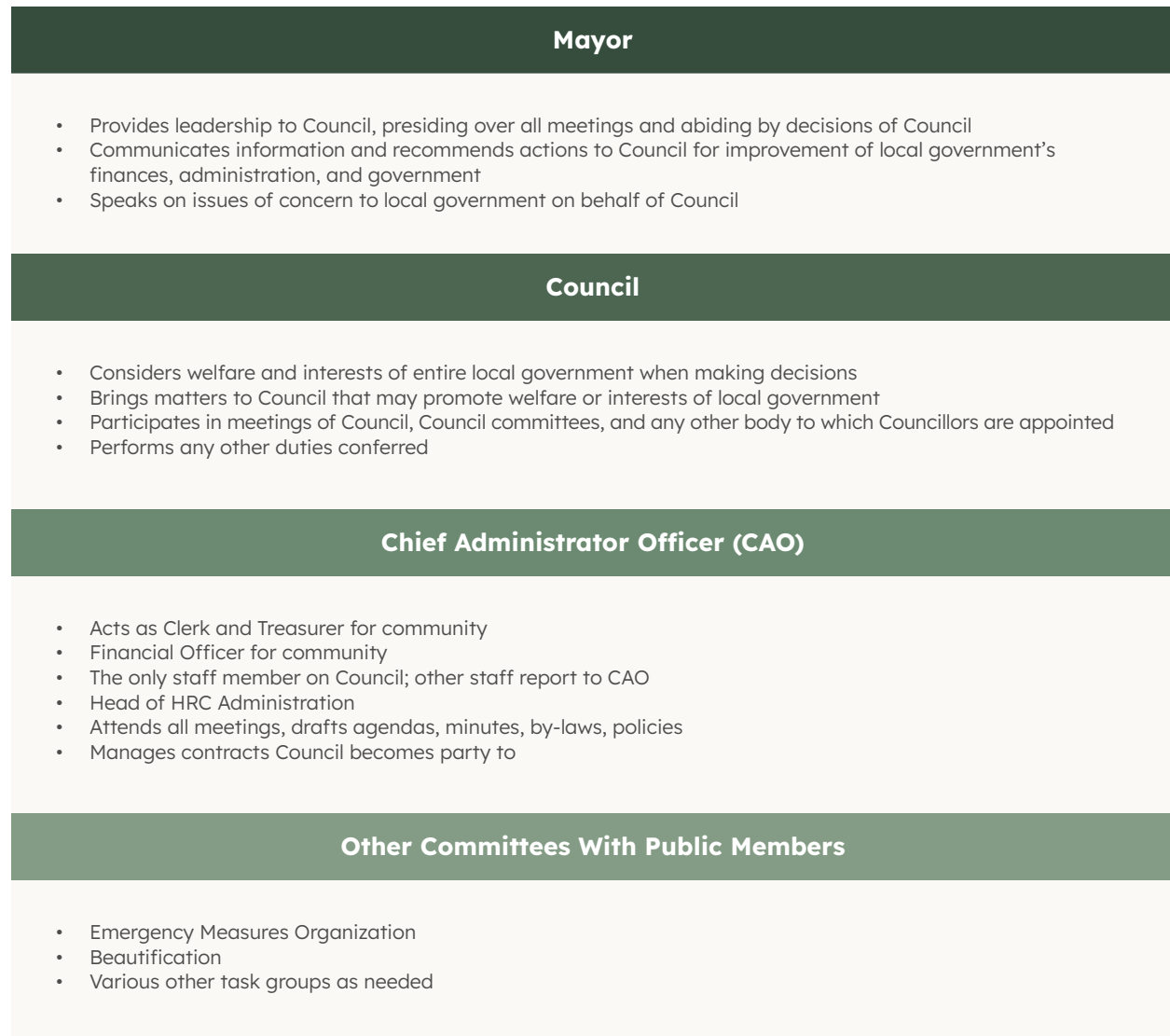
These services are essential to maintaining a high quality of life within a municipality, ensuring that the needs of residents are met efficiently and effectively. HRC advocates on behalf of its residents in these areas across larger regional initiatives and creates change internally by identifying partnerships and local solutions.

Representatives

HRC operates through a governance structure mandated by the New Brunswick government. As such, the local government is elected by constituents to ensure quality service delivery and decision-making on local matters.¹³ HRC staff heads the administration of community and works to implement strategy and mandate initiatives. Figure 3 depicts the organizational structure and key roles that serve HRC residents.



Figure 3: Organizational structure, HRC, 2024^{14,15}



Source: Stiletto Analysis, Harvey Rural Community

STRATEGIC FRAMEWORK

WHAT IS A STRATEGIC FRAMEWORK?

The goal of this Strategic Plan 2025-30 is to provide recommendations and tactics to better serve, unify, preserve, and support the communities of HRC.

During the strategic planning process, inputs were gathered from community sessions, a

community survey, trends and best practices research, and comparative analyses. These have informed the suggested strategic priorities, recommendations, and tactics. Figure 4 provides a high-level view of how the components of the strategy fit together.

Figure 4: Strategy structure, HRC, 2025–30¹⁶



Source: Stiletto Analysis

GUIDING PRINCIPLES

The guiding principles for the HRC Strategic Plan 2025-30 serve as foundational themes that are considered through every aspect of the plan. These principles influence all strategic

priorities, recommendations, and tactical actions. By prioritizing these principles, HRC aims to lay a strong foundation for its future growth and resilience.

Figure 5: Guiding principles, HRC Strategic Plan, 2025-30¹⁷



Source: Stiletto Analysis

STRATEGIC PRIORITIES

Four strategic priorities have been selected for HRC. These priorities reflect community inputs and best practices and represent where the strategic plan will focus over the next five years.



RECREATION AND WELLNESS

- **What is it?** Recommendations and tactics to sustain and expand HRC's rural way of life, with recreation at the forefront
- **Keywords / subject areas:** Recreation, waterways, nature promotion, accessibility



A WELCOMING AND SUPPORTIVE COMMUNITY

- **What is it?** Recommendations and tactics to increase inclusion, attracting and retaining residents
- **Keywords / subject areas:** Community cohesion, newcomers, talent attraction and retention



GOOD GOVERNANCE AND INFRASTRUCTURE MANAGEMENT

- **What is it?** Recommendations and tactics to improve service efficiency, engagement, and understanding and to explore infrastructure processes and solutions
- **Keywords / subject areas:** Zoning, advocacy, understanding of municipal services and mandate, municipal processes and training, development, housing, transportation, childcare, land use, signage



ECONOMIC GROWTH AND OPPORTUNITY

- **What is it?** Recommendations and tactics to increase small business attraction and retention, empowering local start-ups and entrepreneurs, and increasing awareness of existing supports
- **Keywords / subject areas:** Programming, Ignite partnerships, promotion, B2B communication

STRATEGIC PRIORITY 1: RECREATION AND WELLNESS

HRC is a place for community. Residents and visitors alike enjoy the area’s stunning outdoors and community activities, and the area has something to offer during every season. Recreation and wellness are important considerations for municipal services and community positioning as they contribute to the retention and attraction of residents and visitors.

This strategic priority will provide objectives and tactics to increase the coordination, availability, and quality of HRC’s recreational assets.



Why Is This Priority Important for HRC?

- Recreation and nature are the backbone of HRC's value proposition and unique differentiator.
 - In the community survey, participants indicated that their top three reasons to live, work, or do business in HRC were rural lifestyle / pace of life (55.8%), family (40.1%), and nature / outdoors (38.8%).
 - Recreational access and quality of facilities were noted as opportunities to strengthen this value proposition and differentiate from nearby communities.
- Maximizing the usage of all community amenities can engage more HRC residents and support better health outcomes.
 - Increasing activities and their promotion and soliciting community feedback can increase usage and promote wellness. When reporting on the most important features to prioritize for new community programs, most survey respondents

indicated that they should be designed for all age groups (55.4%).

- Volunteers and community organizations that enhance HRC's recreation opportunities and quality of life support community engagement, integration, and attraction and retention of businesses and residents. Their continued involvement and efficiency are essential to the sustainability of recreation in HRC.

What Will This Priority Accomplish?

This priority will:

- Expand and sustain HRC's rural way of life and enhance its recreational value proposition.
- Focus on coordinating and expanding recreational facilities and activities to increase HRC's visitor attraction and resident retention.
- Further solidify HRC's position as a quality place to live, fostering ecotourism and strong community connections.
- Promote better health outcomes and a more prosperous community.



Rural Community Centres and Their Benefits

Rural community centres are vital hubs that can foster social cohesion, promote health, and stimulate economic development in small communities.

In New Brunswick and across Atlantic Canada, these centres serve as gathering places where residents can connect, participate in recreational activities, and access essential services. Community centres often contribute importantly to reducing the isolation that can be felt in rural areas.

Community centres provide other benefits and opportunities. These spaces can be used for educational workshops, health clinics, and social services, and can play a critical role in improving

overall well-being and resilience in rural communities. Additionally, community centres can be used to house municipal and government offices, enhancing their centrality in the community and their position as a community focal point.

By serving as multi-functional spaces, rural community centres in Atlantic Canada help sustain the vitality of small towns and villages, ensuring they remain vibrant places to live and visit.

More information about recreational centres, their benefits, and funding structures, can be found in the accompanying Appendix document.



Additional Context

The community is home to several well-maintained parks and outdoor spaces, which provide facilities for sports, picnics, and family gatherings. These facilities feature playgrounds, walking trails, and sports fields, and serve as popular spots for both casual recreation and organized sports.

Local lakes and natural landscapes appeal to outdoor enthusiasts and promote an active lifestyle. Such assets include Harvey Lake, Lake George, and Oromocto Lake, as well as the surrounding forest areas, which offer opportunities for fishing, hiking, boating, and nature observation. In winter, these areas are popular for snowshoeing, cross-country skiing, and ice fishing; thus, recreational activities are supported year-round.

Programming and recreational activities are coordinated by engaged local groups, providing youth sports opportunities including baseball, basketball, lacrosse, and soccer, and specific programming for adults and seniors.

These activities, and others such as Harvey Community Days, are supported by an active volunteer base, where residents coordinate activities and organizations for community benefit. The engaged volunteer base, while mighty, is small, and could benefit from additional coordination and support.

Recommendation 1: Optimize Volunteer Engagement and Coordination

HRC has a strong volunteer base, with residents donating their time and knowledge to organize and run events such as Harvey Community Days. Harvey Community Days include activities such as the Community Variety Show, Scavenger Hunt, Don Messer Barn Dance, and parades, among many others.¹⁸ High volunteer rates by a small group of individuals, while successful in the short term, could lead to burnout. Diversifying the volunteer base can increase community engagement, improve events, and help ensure the long-term sustainability of these events.

An element of centralized management and increased awareness of volunteer opportunities can help the community to utilize volunteers to their full potential, streamline communication and logistics, and engage a wider subset of the community.¹⁹

This recommendation presents suggested tactics to enhance volunteer engagement and coordination, ensuring a sustainable and adaptable approach that is insulated against turnover and volunteer disruption.

Suggested Tactics

1. Explore the feasibility of centralized volunteer administration that supports local organizations, businesses, and groups.
 - Formalize an intake system on the HRC website, utilizing community volunteer best practices.
 - Create and promote specific volunteer positions (e.g., a wellness coordinator).
2. Explore formalizing volunteer partnerships that support community service and experiential learning opportunities with local education institutions and regional recreational organizations.
3. Provide youth-specific volunteer programs that facilitate the development of leadership abilities, new skills, interaction with others, and increased employability via volunteering.

Recommendation 2: Explore Recreational and Wellness Facility Options and Feasibility

HRC values recreation and cultural activities. The quality and quantity of recreational facilities directly affect these activities. Assessing current stock, areas for improvement, and opportunities aligned with community resources and demands can take recreation in HRC to the next level, ultimately supporting its recreational-focused differentiator.

Conducting a thorough analysis of these opportunities and developing foundations for future growth (i.e., taking short-term steps

for facility enhancement and development) can have many benefits for HRC. Exploring recreational facility options and feasibility can position HRC to strengthen its recreational value proposition and provide quality services for its residents.

Suggested Tactics

1. Advance recreational and wellness priorities by undertaking a comprehensive recreation needs assessment. Identify opportunities for recreational facilities to act as community revenue centres.
2. Prioritize exploring options for recreational and wellness activities across each community within HRC.

Recommendation 3: Enhance Water and Trail Access for Residents and Visitors

HRC is a region with an abundance of natural assets. When asked to provide open-ended recommendations, more than 20 participants of the resident survey highlighted the importance of trails in their day-to-day lives. References to trails included requests to make them accessible for various activities including biking, racing, running, and ATVs, and connecting trails to lakes and rivers to support access to other outdoor activities such as swimming and triathlon opportunities. Additionally, community residents requested making trails accessible for strollers and wheelchairs, which would require regular maintenance.

This recommendation focuses on leveraging these natural strengths, with suggested tactics to improve the accessibility of the river and trails. These efforts will ultimately improve local quality of life and strengthen HRC's differentiator as a place for people to enjoy the outdoors 365 days a year.

Suggested Tactics

1. Conduct mapping and assess current natural assets to identify their accessibility, need for maintenance, and expansion opportunities.
2. Leverage regional relationships to explore joint initiatives around recreation, water, and trail access, and align planning across these initiatives.
3. Increase promotion of HRC water and trail access as a key resident opportunity and tourism asset.



STRATEGIC PRIORITY 2: A WELCOMING AND SUPPORTIVE COMMUNITY

To continue to grow its population and retain its residents, HRC can differentiate itself through its welcoming and supportive environment.

To attract new residents, HRC must differentiate itself from the neighbouring towns, villages, and communities it competes with. A comparative analysis of communities found that natural assets and rural living promotion were strengths of HRC. It also found that promoting HRC's communities to newcomers and new residents remained an untapped opportunity.²⁰

Taking steps to foster a welcoming and supportive community for all, including newcomers, can help attract and retain residents and empower local business formation. This strategic priority will provide objectives and tactics to increase the attraction and retention of existing and new residents and unify all HRC communities.

Why Is This Priority Important for HRC?

- Community integration is key to retaining population growth.²¹ Ensuring new residents and visitors are met with a welcoming and inclusive environment is paramount to sustainable population growth.
- Moving forward post-amalgamation, it is essential to engage in activities and make decisions that will unify the communities in

HRC. Participants in the HRC community session expressed a desire for increased efforts to ensure all members of the community feel included.

- Participants in the HRC community sessions noted that there is a shortage of skilled workers. Business owners need support in retaining workers in the area, and providing a welcoming and inclusive environment will likely be conducive to this.²²

What Will This Priority Accomplish?

This priority will:

- Contribute to an expanded and more robust local population, increasing tax revenues and the diversity of the community.²³
- Bridge the gap between newcomers to HRC and long-time residents, increasing retention and supporting population growth.²⁴
- Promote a supportive ecosystem in which locals and new residents alike are empowered to thrive, leading to an increase in businesses and engagement.
- Improve retention of new residents through initiatives that increase their community integration.

Additional Context

HRC has an existing concentration of local businesses, but an infusion of new businesses will bolster the community and attract new residents.^{25,26} In the resident survey and

community sessions, community support was highlighted as essential for new business success.²⁷ New business owners who are not local to HRC need to feel just as supported as those born and raised in the area.

The city of Fredericton, near HRC, has been a leader in facilitating population growth: the population is expected to increase 50 percent between 2016-41, rising from 60,000 to 90,000.²⁸ Nearby to Fredericton, HRC has the

potential to leverage this focus of Fredericton to attract newcomers to its community and sustain its population numbers for a more diverse landscape and a larger tax base. HRC boasts lower house prices than Fredericton, an appealing rural way of life, and availability of local doctors, while still being near enough to leverage Fredericton's services; thus, HRC can position itself as an alternative spot to settle for Fredericton newcomers.

Impact of Newcomers on Rural Municipalities

Newcomers from other provinces and countries bring significant benefits to rural municipalities, revitalizing these communities economically, socially, and culturally. They help counteract population decline, fill critical labour shortages, and often bring entrepreneurial energy that stimulates local economies. By contributing to a more diverse and vibrant social fabric, newcomers introduce new cultural traditions, enhance community life, and foster greater social cohesion. Their presence also helps sustain essential services and public institutions, like schools and health care facilities, which might otherwise struggle due to declining populations.

Moreover, newcomers bring fresh perspectives and innovative ideas, driving local businesses and agricultural practices to adapt and thrive in changing economic conditions. Their engagement in community activities, volunteerism, and local governance strengthens social ties and builds a more resilient community. Through their global connections, newcomers can also create new opportunities for trade, tourism, and cultural exchange, ensuring that rural municipalities not only survive but thrive in an interconnected world.

Recommendation 1: Enhance Welcoming Initiatives

Integration and retention begin when new residents arrive. Welcoming initiatives and thoughtful integration can contribute to a smooth transition into HRC and foster relationships and resources that increase retention.²⁹

Suggested tactics in this recommendation include potential initiatives that can be integrated into existing processes to support new residents.

Suggested Tactics

1. Enhance newcomer welcoming initiatives:
 - Establish a system to welcome newcomers to HRC (welcoming package, etc.).
 - Allocate specific times and sessions for newcomers to learn about services and system processes and establish orientation and tour programs.
2. Work with partners at Ignite to establish a newcomer entrepreneurship and business support network and explore programming delivery in HRC.
3. Explore opportunities to create newcomer-specific programming within existing resources.

Recommendation 2: Position and Promote HRC for Newcomer Attraction and Retention

Attracting and retaining newcomers is paramount to community growth and sustainability. Promoting HRC's differentiators and welcoming community ecosystem is essential to reaching newcomer audiences.

Suggested tactics in this recommendation focus on promoting HRC's efforts to maintain a welcoming and supportive community environment as it evolves and the resources and success stories that result from those initiatives.

Suggested Tactics

1. Create a section of the HRC website dedicated to informing newcomers on the key things to consider when settling in HRC to promote successful integration (e.g., registration, schooling, shopping, worship, entrepreneurship, waste procedures).
2. Highlight success stories from the perspective of newcomers, employers, and the community.
3. Ensure that HRC's positioning and welcoming community are known by newcomer attraction and retention resources, personnel, and organizations that serve the wider region.

Recommendation 3: Recruit and Empower HRC Residents to Be Community Ambassadors

Community ambassadors can help increase cohesion and attract and retain citizens. With personal knowledge and experiences to draw on, HRC residents and business owners are well-situated to be ambassadors. Empowering residents and business owners with community connections, materials, and data can turn residents into ambassadors who promote HRC.

Suggested Tactics

1. Work with the existing volunteer base to explore the concept of developing community ambassadors to connect people to services, promote HRC externally, and encourage community cohesion.
2. Encourage local businesspeople (e.g., local real estate agents, Airbnb hosts) to be community ambassadors.
3. Explore the development of a buddy program that would match newcomers with an ambassador in their community.



STRATEGIC PRIORITY 3: GOOD GOVERNANCE AND INFRASTRUCTURE MANAGEMENT

As the steward of HRC, the municipality is responsible for being well-managed, financially responsible, and community-driven. Good governance and strategic planning can help leaders and residents create their desired future with intention, through efficient processes and iterative engagement.

This strategic priority promotes the efficiency and availability of HRC's government and municipal services and processes. Recommendations and tactics aim to improve processes and services, clarify municipal roles and mandates, and increase transparency. These recommendations also promote the effective management of local assets and infrastructure to address concerns across HRC communities, increase development, and set HRC up for sustainable growth.



Why Is This Priority Important for HRC?

- Community plans, long-term goals, and process improvements informed by community voices are stronger and set up for long-term success.
- Engagement with municipal services is often the sole touchpoint between residents and local government. Residents' experiences with services inform how they view their region.
- Improved process efficiency can reduce long-term challenges and resource drain.
- Road and trail maintenance enables key HRC differentiators, allowing residents and visitors to travel easily and access the region's natural assets.
- Other infrastructure components, such as broadband, childcare, and transportation, are essential to the quality of life and long-term sustainability of the region.

What Will This Priority Accomplish?

This priority will:

- Ensure services are easy for residents to access, engage with, and benefit from.
- Improve residents' understanding of municipal services, leading to more efficient engagement and satisfaction.
- Reduce local barriers to quality homes, facilities, and development.
- Promote a higher quality of life through investment in and improvement of local infrastructure.

Additional Context

As part of local governance reform in 2021, mandates and service provisions across municipalities and regional service commissions were altered.³⁰ The changes necessitated new governance structures that some residents may not yet be aware of or fully understand. Details on HRC services and RSC mandates can be found in the How HRC Supports the Community section.

Recommendation 1: Increase Community Understanding of Municipal Services and Mandate

Having an understanding of HRC's mandate and offerings will increase the likelihood that residents engage with their municipality, leverage services, and engage on community issues. A variety of delivery methods and modes should be considered to reach the evolving HRC population, from those looking for better digital services to those loyal to traditional media and face-to-face interactions.

This recommendation provides tactics to increase awareness and understanding of services that impact residents' daily lives (e.g., from the municipality, service commission, and provincial and federal governments).

Research shows that residents who are pleased with a government's digital services are more likely to rate that government highly in measure of overall trust. With this in mind, it is recommended that HRC invest efforts into its digital services and identity to strengthen its relationship with residents.

Suggested Tactics

1. Include a visualization of HRC's services in the refreshed branding, to be promoted on HRC's website.
2. Attend local fairs and business events to increase visibility amongst the community.
3. Develop a rural plan across all HRC communities.

Recommendation 2: Identify Partnerships and Opportunities to Explore Housing, Transportation, Childcare, and Broadband Solutions

Providing and enhancing community enablers (e.g., housing, transportation, childcare, and broadband) is critical to sustaining the existing and future HRC population.

Housing, transportation, and broadband affect the quality of life and retention of current residents, as well as the attraction and retention of new residents. While not directly an HRC mandate, partnerships with local providers across each enabler can enhance these services. HRC can contribute to enabling infrastructure improvements for its residents through local partnerships and increased

collaboration and advocacy at the RSC, provincial, and federal levels.

This recommendation focuses on identifying, assessing, and facilitating potential partnerships across HRC.

Suggested Tactics

1. Develop relationships and explore potential joint initiatives with regional organizations that address housing, transportation, childcare, and broadband.
2. Finalize the Council's Housing Development Support Principles Consideration Framework, which will provide a strategic vision for employing HAF funding and engaging with developers.
 - Consider how to streamline permitting processes and zoning flexibility.
 - Invest in public infrastructure and public services.
3. Work with the RSC to optimize data collection and advocate for the exploration of partnerships and promotion of alternate housing strategies, transportation, broadband, and childcare.

Figure 6: Active enabling infrastructure providers in New Brunswick, 2024

Housing	Transportation	Childcare
<ul style="list-style-type: none"> • Project: Village³¹ • 12 Neighbours Inc.³² • New Brunswick Non-Profit Housing Association (NBNPHA)³³ • Housing Alternative Inc.³⁴ • L'Arche Fredericton³⁵ • Pivot Housing Solutions³⁶ • Housing Hub of New Brunswick³⁷ • Spaces Shared³⁸ 	<ul style="list-style-type: none"> • Urban / Rural Rides³⁹ • Harvey Regional Dial-a-Ride⁴⁰ • Kari⁴¹ • URide⁴² 	<ul style="list-style-type: none"> • New Brunswick Childcare Coalition⁴³ • Gogo Gym⁴⁴

Recommendation 3: Review Policies, Processes, and Incentives Surrounding Municipal Services and Development

Building development policies and processes can affect who the municipality attracts, and the rate and ease of expansion. Proper policies that are fair, time-efficient, and represent a growth mindset can set HRC up for sustainable long-term growth across infrastructure development.

Stringent and lengthy regulations and permitting processes can slow municipal growth, even after accounting for other factors such as geographic constraints and transportation limitations. In addition, CMHC and Statistics Canada sources link the speed of new development approvals to housing affordability in regions across Canada.⁴⁵

A scan of New Brunswick by-laws at city and municipal levels shows that HRC is on par with competitors regarding standard procedures and guidelines. There is an opportunity for innovative policy considerations and adjustments that could incentivize development and make processes more efficient for residents and developers. HRC's Kings Landing area boasts the largest area of available land near Fredericton, which provides an opportunity to proactively pursue development.

Tactics in this recommendation focus on making processes and development in HRC more efficient and attractive.

Suggested Tactics

1. Create an “Information for Developers” page on the HRC website that includes known available land across HRC communities.
2. Review by-laws concerning the development of subdivisions to ensure alignment with long-term planning goals.
 - Explore guidelines for new residential development and classifications of residential construction.
3. Explore and utilize New Brunswick land use planning tools (within areas of municipal zoning, housing policies, development schemes, etc.) available to support housing and affordable housing development.⁴⁶



STRATEGIC PRIORITY 4: ECONOMIC GROWTH AND OPPORTUNITY

HRC is home to many small businesses and entrepreneurs. Their success is paramount to higher economic activity and the addition of local amenities. Supporting the small business community in HRC and creating an environment conducive to sustained growth and start-ups will increase the local quality of life and the ability to attract visitors and residents.

This strategic priority will provide objectives and tactics to increase small business attraction and retention, empower local start-ups and entrepreneurs, and increase awareness of existing supports.



Why Is This Important for HRC?

- The sustainability and growth of businesses in HRC can catalyze investment and talent attraction and retention. The more HRC has to offer, the higher its quality of place and local opportunities.
- Local services and supports are available, but often overlooked or hard to access. Increasing ease of access will increase the efficacy of these services.

What Will This Priority Accomplish?

This priority will:

- Support small businesses, and empower entrepreneurs.
- Heighten the economic profile of HRC in New Brunswick.

Additional Context

HRC is home to various small businesses and is supported by business support services at Ignite and Planet Hatch, based out of Fredericton. However, HRC competes locally with surrounding rural areas including Hanwell, Tracey, and Lower York.



Figure 7: Ignite rural business and entrepreneurship programming, 2024⁴⁷

Business Planning and Mentorship	Access to Funding and Financial Resources	Scaling and Exporting Programs	Digital Transformation Support
<ul style="list-style-type: none"> • One-on-One Mentorship: Small rural businesses can benefit from personalized mentorship, which helps with business strategy, financial planning, and growth management. Mentors with experience in rural markets understand the specific needs and challenges of these businesses. • Business Plan Support: Assistance is provided with developing robust business plans, tailored to the realities of rural markets, including limited population density and access to specific resources. 	<ul style="list-style-type: none"> • Grant and Loan Programs: Ignite provides access to funding opportunities that can help small rural businesses get started or expand. They offer guidance on navigating government grant programs and other financial assistance. • Rural-Specific Funding: Rural businesses often have access to niche funding streams or financial programs designed to stimulate rural economies, which Ignite can help identify and apply for. 	<ul style="list-style-type: none"> • Export Readiness Programs: Even small rural businesses can benefit from learning how to reach markets beyond their immediate region. Ignite offers support for scaling operations and understanding the logistics of exporting, including selling products online to broader markets. • Market Expansion Tools: Helping rural businesses tap into larger urban markets or global opportunities, including access to e-commerce tools and strategies for reaching new customers. 	<ul style="list-style-type: none"> • Tech Adoption Assistance: Many rural businesses need support in adopting digital tools such as online sales platforms, social media marketing, and digital payment systems. Ignite provides training and resources to help these businesses go digital. • Digital Skills Development: Ignite provides workshops and training sessions to enhance digital literacy, enabling rural businesses to leverage technology for marketing, customer engagement, and operational efficiency.
Collaboration With Local Institutions	Community and Ecosystem Building	Immigrant Entrepreneur Support	Customized Training and Education
<ul style="list-style-type: none"> • Partnerships with Universities and Colleges: Rural businesses often lack immediate access to specialized expertise. Ignite Fredericton connects them with local institutions like the University of New Brunswick for research and development support, as well as student talent that can assist with everything from marketing to technology implementation. 	<ul style="list-style-type: none"> • Networking in Rural Communities: Ignite organizes events and workshops to help rural businesses connect with peers, share knowledge, and collaborate. This community support can provide vital insights and encouragement for rural entrepreneurs. • Local Economic Development Collaboration: Ignite Fredericton works closely with rural economic development agencies and community leaders to ensure that their programs are accessible and tailored to rural businesses' needs. 	<ul style="list-style-type: none"> • Rural Immigration Programs: Small rural businesses can benefit from immigrant entrepreneur programs designed to attract skilled individuals to start businesses in smaller communities, helping to build economic resilience and diversity in rural areas. 	<ul style="list-style-type: none"> • Tailored Workshops for Rural Needs: Ignite Fredericton offers training sessions specifically designed for rural businesses, covering topics such as agricultural business practices, rural tourism, and resource-based industries like forestry and fishing.

Source: Ignite

Recommendation 1: Elevate HRC's Profile Regionally

Attracting entrepreneurs and visitors to sustain the local small business economy is essential for HRC. Elevating the community's profile regionally will aid in attracting those looking to open small businesses and those looking to visit and spend money.

This recommendation focuses on elevating HRC's profile and key differentiators (e.g., water recreation, newcomer attraction) to spur economic growth and create opportunity.

Suggested Tactics

1. Increase the promotion of HRC's differentiators to highlight how the community is unique from neighbouring municipalities.
2. Increase community signage for small businesses. Include the HRC brand and highlight these locations as the last stop(s) before St. Andrews.
3. Explore an annual Council "business crawl" to increase local awareness of businesses and provide an opportunity for collision between Council members and business owners.

Recommendation 2: Increase Awareness and Accessibility of Available Business Support Offerings

HRC has an existing base of businesses and local entrepreneurs. Supporting the continued success of SMEs and empowering new business

start-ups will help HRC to be self-sustaining and contribute to a sense of welcome.

Programming and support services are available to the HRC community through Ignite. This recommendation focuses on increasing the visibility and accessibility of these services for HRC business owners and entrepreneurs, facilitating sustainable success.

Suggested Tactics

1. Increase community and visitor awareness of local businesses.
 - Keep the HRC website business directory up-to-date and inclusive of marketing-forward business summaries.
2. Increase promotion of business supports and programming.
 - Develop materials and guides for potential new businesses in HRC, detailing the services available.
 - Facilitate a workshop for local business owners on adding their businesses to New Brunswick Business Directories and Shop Local Guides.
 - Work with Ignite to bring entrepreneurship and business planning programming on-site in HRC.
3. Explore partnerships with the Fredericton Capital Region and the province to include HRC businesses and services in local campaigns (e.g., the Keeping It Local shopping guide).

Recommendation 3: Increase Connections Between Businesses

HRC is a small community, where businesses are largely independent.⁴⁸ Businesses in HRC share comparable challenges, opportunities, and clientele. Existing in the same business environment presents an opportunity for cross-promotion and collaboration.

Increasing opportunities for collision and communication can facilitate local partnerships. Suggested tactics in this recommendation focus on leveraging shared strengths, tackling common problems, and working together to maximize opportunities collaboratively.

Suggested Tactics

1. Identify and support opportunities for partnerships within the community. For example, connect students with local businesses, organizations, and non-profits to support skill development and business / organizational support.
2. Act as a convener of businesses, identifying where shared promotion can be mutually beneficial and facilitate connection and communication.
 - Explore the possibility of facilitating an event or forum for local businesses to connect.
3. Develop a central focal point for local business owners to access best practices and lessons learned.



MOVING TO IMPLEMENTATION

The implementation of this strategy’s recommendations and tactics has been strategically considered to maximize impact. Each strategic priority and the suggested recommendations and tactics have associated timelines and work plans.

The action plan should remain flexible and adaptive to changes in the wider HRC and New Brunswick environment. As partnerships, other parallel initiatives, and short-term goals in the wider ecosystem shift, so will the prioritization of recommendations and tactics.

In the short term, HRC will prioritize the recreational needs assessment and evaluation, strengthening existing partnerships, and the continued development of a consideration framework for HAF funding.



MEASURING SUCCESS

Example KPIs are provided in Figure 8 to illustrate how HRC can track its progress, address challenges, and adapt strategies to

evolving economic conditions. Quantitative and qualitative metrics are included to guide the action plan over the next five years.

Figure 8: Sample KPIs by strategic priority, HRC Strategic Plan, 2025–30⁴⁹

Strategic Priority	Example KPIs
Strategic Priority 1: Recreation and Wellness	<ul style="list-style-type: none"> • Recreational needs assessment completed • Number of updated trails and water improvements and enhancements • Number of regional assets mapped • Volunteer coordination developed <ul style="list-style-type: none"> • Number of local volunteers • Number of events supported by HRC
Strategic Priority 2: A Welcoming and Supportive Community	<ul style="list-style-type: none"> • Number of welcoming materials developed • Number of distribution channels for materials • Newcomer landing page on HRC website • Number of success stories highlighted
Strategic Priority 3: Good Governance and Infrastructure Management	<ul style="list-style-type: none"> • Services and staff visualized on HRC website • Number of partnerships created with local housing, transportation, or childcare solution providers • Development of an asset management plan • Developer-focused materials created around future housing demand
Strategic Priority 4: Economic Growth and Opportunity	<ul style="list-style-type: none"> • Number of HRC promotional materials created and distributed • Number of Ignite and Planet Hatch events in partnership with HRC • Number of Tourism Fredericton engagements with local businesses

Source: Stiletto Analysis

ENDNOTES

All hyperlinks have been verified as of the date of this report.

- ¹ Stiletto Analysis, 2024
- ² “History,” Harvey Rural Community, May 16, 2023, <https://harveyruralcommunity.ca/your-community/about/history/>
- ³ “Census Profile, 2021 Census of Population: Manners Sutton, Parish,” Statistics Canada, 2021, <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Manners%20Sutton&DGUIDlist=2021A00051310004&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>
- ⁴ “Preserving and Sharing the Rich Heritage of Harvey Rural Community,” Harvey Heritage, n.d., <https://harveyheritage.ca/>
- ⁵ “Kings Landing,” Kings Landing Corporation, n.d., <https://kingslanding.nb.ca/>
- ⁶ “Census Profile, 2021 Census of Population: Prince William, Parish,” Statistics Canada, 2021, <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=harvey&DGUIDlist=2021A00051310004,2021A00051310016,2021A00051310014,2021A00051310018,2021A00051310005&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>
- ⁷ “Census Profile, 2021 Census of Population: Dumfries, Parish,” Statistics Canada, 2021, <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=harvey&DGUIDlist=2021A00051310004,2021A00051310016,2021A00051310014,2021A00051310018,2021A00051310005&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>
- ⁸ “Census Profile, 2021 Census of Population: Kingsclear, Parish,” Statistics Canada, 2021, <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=harvey&DGUIDlist=2021A00051310004,2021A00051310016,2021A00051310014,2021A00051310018,2021A00051310005&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>
- ⁹ “Mactaquac Provincial Park,” ExploreNB, n.d., <https://tourismnewbrunswick.ca/listing/mactaquac-provincial-park>
- ¹⁰ “About Harvey Rural Community,” Harvey Rural Community, November 2023, <https://harveyruralcommunity.ca/your-community/about/>
- ¹¹ Stiletto Analysis, 2024
- ¹² “Harvey Rural Community Received Housing Accelerator Fund Grant,” Harvey Rural Community, March 2024, <https://harveyruralcommunity.ca/news/harvey-rural-community-receives-housing-accelerator-fund-grant/>
- ¹³ “Local Governance Structure in New Brunswick,” Government of New Brunswick, n.d., <https://www2.gnb.ca/content/gnb/en/corporate/promo/local-governance/structure.html>
- ¹⁴ Stiletto Analysis, 2024
- ¹⁵ “Harvey Rural Community Budget 2023: Public Meeting 3 – Kelly Hill Farm,” Harvey Rural Community, September 2023, <https://harveyruralcommunity.ca/wp-content/uploads/2024/08/Public-Meeting-3-Presentation.pdf>
- ¹⁶ Stiletto Analysis, 2024
- ¹⁷ Stiletto Analysis, 2024
- ¹⁸ “Harvey Community Days,” Harvey Community Network, n.d., <https://harveycommunitydays.com/index.html>
- ¹⁹ Elaine McManus, “Centralized Versus Decentralized Volunteer Management,” NC State Repository, 2017, <https://repository.lib.ncsu.edu/server/api/core/bitstreams/5b6af3dd-f936-4607-aa16-efb51ed06c87/content>
- ²⁰ Stiletto Analysis, 2024
- ²¹ “A Population Growth Action Plan for New Brunswick, 2019-2024,” 2019, https://www2.gnb.ca/content/dam/gnb/Departments/petl-epft/PDF/PopGrowth/Population_growth_action_plan.pdf
- ²² Stiletto Analysis, 2024
- ²³ “Beyond the Big City: How Small Communities Across Canada Can Attract and Retain Newcomers,” Public Policy Forum, July 2019, <http://p2pcanada.ca/wp-content/blogs.dir/1/files/2019/08/Beyond-The-Big-City-Report.pdf>
- ²⁴ “Dream in Colour: Victoria Welcoming City Strategy,” City of Victoria, 2021, <https://www.victoria.ca/media/file/welcoming-city-strategy>
- ²⁵ “Business Directory,” Harvey Rural Community, n.d., <https://harveyruralcommunity.ca/directory/>

- ²⁶ “Beyond the Big City: How Small Communities Across Canada Can Attract and Retain Newcomers,” Public Policy Forum, July 2019, <http://p2pcanada.ca/wp-content/blogs.dir/1/files/2019/08/Beyond-The-Big-City-Report.pdf>
- ²⁷ Stiletto Analysis, 2024
- ²⁸ “The Fredericton Region in 2040,” New Brunswick Multicultural Council, March 2021, https://static1.squarespace.com/static/5ab3fd4ce7494049d076b073/t/6070a087a8ca2400e7a1474a/1617993874555/NBMC_New-Conversations_Fredericton_ENG_Web.pdf
- ²⁹ “Newcomer Engagement and Social Capital in Rural Communities,” Rural Ontario Institute, April 2017, <https://www.ruralontarioinstitute.ca/uploads/userfiles/files/Newcomer%20Engagement%20and%20Social%20Capital%20in%20Rural%20Communities%20-Summary%20Report.pdf>
- ³⁰ “Local Governance Reform,” Government of New Brunswick, n.d., <https://www2.gnb.ca/content/gnb/en/corporate/promo/local-governance.html>
- ³¹ “Project : Village,” ECW Inc., n.d., <https://www.projectvillage.ca/>
- ³² “12 Neighbours,” 12 Neighbours, n.d., <https://www.12neighbours.com/>
- ³³ “New Brunswick Non-Profit Housing Association,” Fredericton Chamber of Commerce, n.d., <https://business.frederictonchamber.ca/list/member/new-brunswick-non-profit-housing-association-inc-11047>
- ³⁴ “Housing Alternatives Inc.,” Housing Alternatives Inc., n.d., <https://www.housingalternatives.ca/>
- ³⁵ “Inclusive Housing,” L’Arche Canada, n.d., <https://larche.ca/inclusive-housing/>
- ³⁶ “Pivot Housing Solutions,” Pivot Housing Solutions, n.d., <https://www.pivothousing.ca/>
- ³⁷ “Housing Hub,” Housing Hub, n.d., <https://hhnb-rlnb.ca/>
- ³⁸ “Shared Spaced,” Shared Spaces, n.d., <https://www.spacesshared.ca/home>
- ³⁹ “Urban / Rural Rides,” Urban / Rural Rides, n.d., <https://urbanruralrides.ca/>
- ⁴⁰ “Harvey Region Dial-a-Ride,” 211 New Brunswick, n.d., <https://nb.211.ca/record-detail/70210881/>
- ⁴¹ “Kari: Home,” Kari, n.d., <https://www.meetkari.com/>
- ⁴² “Urside,” Urside, n.d., <https://www.urside.co/>
- ⁴³ “About Us,” New Brunswick Child Care Coalition, n.d., <http://nbccc-csgnb.ca/about-e.htm#:~:text=The%20New%20Brunswick%20Child%20Care,who%20want%20or%20need%20it.>
- ⁴⁴ “About Us,” GoGo, n.d., <https://gogogym.com/>
- ⁴⁵ “Approval Delays Linked With Lower Housing Affordability,” CMHC-SCHL, July 13, 2023, <https://www.cmhc-schl.gc.ca/blog/2023/approval-delays-linked-lower-housing-affordability>
- ⁴⁶ “Land Use Planning Tools,” Government of New Brunswick, n.d., <https://www2.gnb.ca/content/dam/gnb/Corporate/Promo/localgovreform/docs/land-use-planning-tools.pdf>
- ⁴⁷ “Start,” Ignite, n.d., <https://myignite.ca/business-growth>
- ⁴⁸ “Business Directory,” Harvey Rural Community, n.d., <https://harveyruralcommunity.ca/directory/>
- ⁴⁹ Stiletto Analysis, 2024