

## Vision

To be a thriving, safe and welcoming community where present and future generations live well and the local economy prospers.

## Mission

The Town of Riverview provides strong leadership, good governance and quality municipal services that make for a vibrant, friendly and safe community for residents and business owners.

## Guiding Principles

To live up to our mission, Council and staff are guided by six core principles that apply to all that we do:

***Sustainability*** – We must consider the impact our decisions have for the long-term wellbeing of the community.

***Fiscal responsibility*** – We are accountable for the good stewardship of residents’ property tax dollars and must make smart, fiscally responsible decisions on their behalf.

***Partnership*** – Collaboration and engagement are critical to our ability to progress. In order to grow, we must work with residents, the business community, neighbouring municipalities and other levels of government.

***Accountability*** – We are accountable for the quality of all services delivered to our community and for the dollars we spend to do this.

***Community*** – Riverview is a close-knit community that has shared aspirations for the community we want to become.

***Transparency*** – We are committed to being open and transparent in the decisions that are made for our community.

## Strategic Themes

The Town has established four strategic themes for this four -ear plan:

- ***A Safe and Welcoming Community:*** Riverview is a community of choice where families feel safe, where residents can enjoy a good quality of life and have pride in their community.
- ***Planning for the Future:*** Riverview plans, builds and maintain its public infrastructure to meet the needs of our growing and increasingly diverse community.
- ***Smart and Sustainable Growth:*** Riverview attracts new investment through a growth plan that recognizes the significance of its residential neighbourhoods, protection of its natural surroundings and commitment to long-term sustainability. This includes attracting niche business opportunities as well as investment in specific sectors, such as tourism as Riverview is a gateway to the Fundy region.
- ***Fiscal Responsibility and Service Excellence:*** Riverview remains a community of choice because of its continued excellence in the delivery of municipal services as well as its fiscally responsible approach to growth and sustainability.

## Abbreviations

By-Law Enforcement	BY-LAW
Chief Administrative Officer	CAO
Corporate Services	CS
Economic Development	ED
Fire & Rescue	FIRE
Finance	FINANCE
Engineering	ENG
Human Resources	HR
Parks, Recreation & Community Relations	P&R
Public Works	PW

## A Safe and Welcoming Community

Description: Riverview is a community of choice where families feel safe, where residents can enjoy a good quality of life and have pride in their community.

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
Promote Riverview as an inclusive community with a good quality of life for residents.	Promote greater diversity and inclusion through all aspects of the Town's decision-making.	ED	<ul style="list-style-type: none"> <li>The three municipalities have engaged Jupia Consultants, led by David Campbell, to develop a new 5-year immigration strategy in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>After significant consultation with stakeholders, the steering committee has validated the key themes for the strategy. The consultant is completing the report to be presented to Council in September.</li> </ul>
	Support the development of a Greater Moncton Immigration Initiatives	ED	<ul style="list-style-type: none"> <li>P&amp;R is investigating the potential of partnering for a future Multicultural event to integrate into current signature festivals; perhaps during SUNFEST.</li> <li>Provide the Diversity Champion Coordinator with P&amp;R brochures/pamphlets that an interpreter can help share with newcomers.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;R still working on potential partnerships for future events such as concerts and/or Harvest.</li> <li>The SUNFEST brochures will be provided to the Diversity Coordinator when finalized.</li> <li>P&amp;R plan to speak with exchange student coordinator and see what can potentially be done at our Youth Centre to provide support.</li> </ul>
	Support the integration of the business community into existing community events and festivals.	ED, P&R	<ul style="list-style-type: none"> <li>Increase sponsorships and partnerships with Riverview and other businesses focusing upon the signature festivals such as Winter Carnival and the Sounds of Summer Concert Series.</li> <li>Expand on the success of Riverview Maple Sugar Festival in 2019 with increased collaboration/partnering and event involvement with businesses and community organizations.</li> <li>Finalize a formal SUNFEST sponsorship package.</li> </ul>	<ul style="list-style-type: none"> <li>Hop! Skip! Jump! is sponsoring the Kids Zone on Canada Day this year as part of the SUNFEST sponsorship package.</li> <li>Subway is sponsoring staff lunch on Canada Day.</li> <li>Concerts - There will be a weekly market again this year organized by Lady Boss Collective.</li> <li>The 2<sup>nd</sup> annual, bigger and even better, Kegs for Legs Run will be held on the Friday of Harvest festival.</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
			<ul style="list-style-type: none"> <li>Continue securing partners for Block parties that are a good fit with the Town's brand. (i.e outdoor, trails, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Sponsorship package finalized in collaboration with Economic Development and Communication. This package provides businesses providing a comprehensive listing of their opportunities to get involved with advertising, partnerships, etc. with the Town.</li> <li>Fundy Biosphere is on board again this year. I am working on other potential partners, La Bikery, Trails Assoc.- Dobson/Fundy Footpath</li> <li>Riverview's 11<sup>th</sup> Annual Maple Sugar Festival from April 5-7, 2019 saw an increase in participation from the businesses.</li> </ul>
		ED, P&R	<ul style="list-style-type: none"> <li>The Department is evaluating the option of hosting two key concerts this summer hosting local artists/artwork.</li> <li>The Parks and Recreation Department will continue to partner with Riverview Arts Centre in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>The team continues to work on the proposed idea of hosting concerts with local artists.</li> <li>RAC is sponsoring the Circus performers on Canada Day.</li> <li>Continued partnership with the Riverview Arts Centre during Winter Carnival, Maple Sugar Festival, and partnership in delivering Performing Arts Camps for summer 2019.</li> </ul>
	<b><i>"Programming Inclusion"</i></b>	P&R	<ul style="list-style-type: none"> <li>P&amp; R will continue to partner with ParaNB to bring programs and equipment opportunities to Riverview in 2019, increasing the options for those with a disability to get active.</li> <li>Continue to encourage inclusion through the programming at the PCMAC that allows for participation of persons with disabilities and through continued revision of appropriate departmental policies.</li> <li>P&amp;R will be researching para-sport structures and design program content and evaluation criteria for an entry-level para-swim program.</li> </ul>	<ul style="list-style-type: none"> <li>Riverview Winter Carnival 2019 February 1-10 had more ParaNB equipment on loan, which better facilitated people of any ability to participate in our outdoor activities. In addition to the sledges that we have had on loan for the previous two Winter Carnivals, this year we also borrowed a sit-ski, a snow coach and curling sticks.</li> <li>Riverview Winter Carnival partnered with Tango Medical Supplies to help facilitate the use of the para equipment, and partnered with Pickle Planet to assist with promoting the opportunities to use the para equipment.</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
				<ul style="list-style-type: none"> <li>Wheelchair accessible parking was incorporated into the site plan for Winter Wonderland activities during Winter Carnival, further facilitating all abilities access to our festival activities.</li> <li>“Out in the Cold” - Riverview of Pride event highlighting sexual and gender diversity at Riverview Winter Carnival 2019 saw a 75% increase in attendance over last year’s first event of its kind in Riverview.</li> <li>Para-swim Program design and development will take place from June –August 2019.</li> </ul>
Design and implement community events and programs to increase community pride, citizens’ engagement and wellbeing.	Continue to deliver popular recreational programs.	P&R	<ul style="list-style-type: none"> <li>Expand on summer camp opportunities, offering more program spaces in multi-sport and specialty camps, and creating more partnerships with local community groups to foster these opportunities.</li> <li>Any new fitness programs offered in 2019 will be using the new service delivery model that was piloted in 2018.</li> <li>Complete and issue an RFP for the evaluation of services provided by the Youth Services section of the department with the view of implementing improvements to that service.</li> </ul>	<ul style="list-style-type: none"> <li>5 more spaces in the multi-sport camps, and 5 more spaces in the exploring the arts camps have been added for summer 2019 to further meet the demands. More partnerships have been created this summer for a more varied offering of specialty camps.</li> <li>Ongoing.</li> <li>The Youth Services RFP was completed and issued, however there was only one bidder. Subsequently, the decision was taken, due to proposed cost and the bidders experience in this area (Youth Services), to determine/explore alternative methods of completing this goal.</li> </ul>
	Maintain current special community wide events with a focus on active living	P&R	<ul style="list-style-type: none"> <li>The Snowshoe Adventure series is continuing in the 2019 Riverview Winter Carnival with the addition of fat biking.</li> <li>Increase the availability/opportunities for para equipment at 2019 Riverview Winter Carnival events.</li> </ul>	<ul style="list-style-type: none"> <li>Winter Carnival Snowshoe Adventure Series was expanded upon for 2019 which had a huge increase in participation, largely due to the partnership with Momenta (targeted marketing campaign).</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
			<ul style="list-style-type: none"> <li>Continued partnership with River of Pride for events at 2019 Riverview Winter Carnival.</li> <li>Continue to provide these day packs through the Riverview Library loan program.</li> <li>Approach Scouting to be part of 2019 SUNFEST.</li> <li>The Aquatic Centre hosted Safe Grad events in partnership with the School District. The AC will continue the Safe Grad approach in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Increased availability of para equipment during Winter Carnival (see “programming inclusion” above).</li> <li>River of Pride partnership further solidified in 2019 through Winter Carnival (see “programming inclusion” above).</li> <li>The team is attempting to secure wheelchairs for basketball on Canada Day.</li> <li>Community Events team, will run/assist with the River of Pride movie in Caseley Park on August 27<sup>th</sup>.</li> <li>Scouts will be doing a BBQ on Canada Day again this year.</li> <li>Safe Grad was scheduled for the PCMAC in June.</li> </ul>
		ED, P&R	<ul style="list-style-type: none"> <li>Engage local schools in this event in 2019 with the extension of the Light Up Riverview Project.</li> </ul>	<ul style="list-style-type: none"> <li>Riverview East has committed to assisting with this project in September 2019.</li> </ul>
	Establish Riverview Art Fund to acquire, promote and display local art	P&R	<ul style="list-style-type: none"> <li>The APC will be recruiting 2 new committee members, 1 community and 1 artist, to facilitate 2019 planning.</li> </ul>	<ul style="list-style-type: none"> <li>Barbara Safran Diniverville (artist) was invited and she accepted as well as Gwen Dixon (Community Member) and Michael Molnar is staying on. They have made some revisions to the policy which we are addressing. As well, they talked about adding an additional member, and a youth was suggested. Various ideas have been suggested but a final plan to procure artwork this year is still in the works.</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
Encourage greater awareness and use of public transit.	Increase public transit investment through 2020.	Codiac Transpo, CAO	<ul style="list-style-type: none"> <li>Council added funding in the 2019 capital budget to purchase a new bus under the federal and provincial transit infrastructure program to expand transit services in Riverview. Council included additional funds to operate this third bus and will evaluate route options. The Town awaits confirmation of funding availability from the Provincial Government.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;R purchased bus passes to include in the Active Living Prize packs at our Block Parties.</li> <li>The Junior Leaders as a group are planning to take public transit and we plan to document the journey to highlight the benefits of youth using public transit.</li> <li>Due to the fact the Federal and Provincial Infrastructure funding for 2019 was not made available, Codiac Transpo was asked to present route options the Town could implement with the additional operational budget that has been allocated. On June 10, Council approved a plan to increase transit frequency on our routes.</li> </ul>
Foster civic engagement and volunteerism	Involving community through events, participation, surveys and social media.	P&R, CS	<ul style="list-style-type: none"> <li>Continue to have ballots and surveys to draw feedback from both event partners and event participants.</li> <li>Continue to offer events &amp; festival activities involving all ages, abilities and economic status.</li> <li>Encourage participants of the Junior Leaders Program to volunteer beyond the realm of the P&amp;R Department programs and engage in the activities of community groups and organizations.</li> <li>Increase viewership of Council meetings through the town's various communication sites.</li> <li>Deliver compelling content to drive engagement of 18-34 years demographic through Instagram</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;R will have ballots at our events again this summer.</li> <li>P&amp;R will be continuing to offer events and festival activities involving all ages, abilities and economic status.</li> <li>The Youth Coordinator and the Junior Leadership Team leader will meet with Debbie from the Greater Moncton Volunteer Centre to go over potential volunteer opportunities.</li> <li>Instagram following = 1344 - June 2019</li> </ul>
	Further encourage the engagement of the community	P&R	<ul style="list-style-type: none"> <li>Continue to engage and include businesses, organizations and citizens to get involved with Riverview Winter Carnival Committee.</li> </ul>	<ul style="list-style-type: none"> <li>2019 saw an increase in participation from the businesses in Riverview Maple Sugar Festival.</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
	groups and citizens on events and festivals organizing groups/committees		<ul style="list-style-type: none"> <li>Work with the CGC committee to recruit new members and support its growth.</li> <li>Work with RCC to host another art show during 2019 SUNFEST.</li> <li>Friends of Mill Creek will continue to meet monthly to advise regarding future Park development and programming. The focus for this committee in 2019 is the installation, using community resources of Fat biking and Mountain biking trails, access to the Lookout from the Dam and increasing the engagement of the community in planning and programming.</li> <li>Final design and hard copy of the maps prepared in 2018 will be completed in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>We currently have one new member and were just given the name of another interested person. PW and Eng. will be ordering supplies for a second water source at the garden and a former committee member who lives in the West end of town is interested in being part of a garden at Wentworth Park (we just have to gather a few more people from this end of town to spearhead this project). Darlene Taylor from the school district has arranged for the Rotary Club to build a mini library at the garden this year.</li> <li>Friends of MC continue to meet monthly, however the decision was taken, by the committee, to meet bi-monthly to accommodate the wishes of the Committee, beginning in June, which will be the final meeting on a monthly basis. Work required or issues to be addressed will be completed using the subcommittee format. Plans are final on the annual BioBlitz, the inclusion of the 60 plus and middle school populations for the seeding of additional pollinator gardens, and the placement of recyclers and seating. During a planning workshop in January, plans were determined to provide access to the south side of the park using a pedestrian bridge, with design and site preparation work toward its installation to be completed this summer. Meetings were held with local fat biking and mountain biking groups/users to finalize a trail route for this sport off the main trails and on the south side of the park.</li> <li>Final design for the maps that contain winter and summer maps for Mill Creek, town active transportation trails, and</li> </ul>



Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
				Winter Wonderland Park has been completed and are ready to be presented to the printer.
Promote opportunities to maintain community safety	Execution of Fire inspections of Commercial Occupancies to meet or exceed the provincial standard	FIRE	<p>The fire department will:</p> <ul style="list-style-type: none"> <li>maintain the Fire Inspection program as suggested from the NB Fire Marshal's office.</li> <li>produce at least two new fire safety videos to be made available to the public via You Tube.</li> </ul>	<p>Inspections are being conducted as per the Fire Marshal's programs. We are on schedule.</p> <p>One new Safety Video has been produced (electrical safety). Another video (Home Safety Plans) will be completed by the end of the year.</p>
	Emergency Measures	FIRE CHIEF	<ul style="list-style-type: none"> <li>All three communities will meet again in the new year to review the "Do Not Consume" emergency plan in case it is needed in 2019. We will continue to assess the town resources (water drop points, staff and equipment availability, etc...) to ensure that we can provide an effective response to a water shortage.</li> <li>An Emergency Mutual Aid Contract to be written and presented to all three councils for review and approval.</li> <li>We will be adding an "Alert Notification" to the town's website to encourage residents to sign up for public notifications. We will also put out a small campaign to promote this system, either through social media or through flyers and publications.</li> <li>Town staff will be participating in "Exercise New Brunswick Bravo" this year. This will be a Provincial wide exercise.</li> <li>The Emergency generator for the Coverdale Rec Center requires an automatic transfer switch. This will be installed in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>We held one meeting this year regarding the "Blue Algae" concerns. The concerns for the Blue Algae were less this year than they were in 2018. No further actions required.</li> <li>The "Emergency Mutual Aid" agreement is basically complete. The challenge is that there are new EMO Coordinators for both Dieppe and Moncton. We will have to confirm that they are still supportive of this agreement. Meetings have been scheduled for this summer to determine if all parties are still in agreement.</li> <li>The "Alert" notification icon has been added to the Town's website. We will promote this new feature either this summer or fire prevention week.</li> <li>The province has postponed "Exercise New Brunswick Bravo" to the fall due to the flooding emergencies.</li> <li>Work in the EOC is ongoing. The work will be completed this summer instead of June 2019. We are seeking technical support from the Amateur Radio club to complete the work.</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
			<ul style="list-style-type: none"> <li>Additional work is required for the Emergency Operations Center (blinds, cabinets, antenna upgrades, etc...) This will be completed before June 2019.</li> <li>Incident Command System (ICS) course ICS 200 will be taught to Town EOC staff prior to June 2019.</li> </ul>	<ul style="list-style-type: none"> <li>The Incident Command System Courses have been postponed until September due to availability of instructors.</li> </ul>
	Fire Operations	FIRE	<ul style="list-style-type: none"> <li>The FD Self Contained breathing Apparatus (SCBA) committee has selected the prefer SCBA for the department. We will purchase these units and put them in service in 2019.</li> <li>The FD Turn-out gear (Fire Fighting gear) committee has selected the prefer Turn-out gear for our department. We will commence purchasing this gear on a need's basis. As one set of gear gets damaged or expired, it will be replaced with the new style gear.</li> <li>A committee will be formed to select a suitable replacement for our Rescue Boat. There will be a new capital request to replace our current boat in 2020. Deputy Mitch Short will take the lead of this committee.</li> <li>The Fire Chief will form a committee inviting representatives for all of the First responder agencies (Fire, ANB NB, R.C.M.P., Provincial EMO) to discuss operational challenges that will occur once the causeway is closed for construction.</li> <li>Courses agreed to by the Labour Management Committee for future Fire Officers will be offered starting in 2019. These courses include: Fire Instructor Course, Safety Related Courses and Incident Command Training.</li> </ul>	<ul style="list-style-type: none"> <li>Council has approved the purchase of the MSA G1 Self Contained Breathing Apparatus. Delivery of the units is expected for the end of the summer. Training will begin with these new units in September with the expectation to have them fully operational this fall.</li> <li>The Turn-out Committee has selected “Globe” manufacturing as the new Turn-out gear provider for our department. We have commenced purchasing Globe gear this year.</li> <li>The “Boat Replacement” committee has met several times and have a general idea of what type of new boat that we should purchase. We expect a recommendation from the committee by September 2019.</li> <li>A “Causeway Closure” committee was formed by Chief Pleau. They have met several times this year already. They have committed to provide a report to council the fall of 2020.</li> <li>The Union has agreed in principle to the additional courses to be added to the “Letter of Understanding” We are</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
				waiting for them to seek legal counsel to confirm that there are no concerns on their end.
	Development of a Fire Department Strategic Plan	FIRE	<ul style="list-style-type: none"> <li>The Deputy Chief of Training will implement a training program to ensure that all career fire fighters meet the Awareness Level for all Technical Rescue Operations conducted by RFR.</li> <li>The Deputy Chief of Training will ensure that all career Fire Fighters meet the minimal core competencies for their trade through training and certification programs.</li> <li>We will be rolling out the FD Charter this spring.</li> </ul>	<ul style="list-style-type: none"> <li>The Deputy Chief of Training is currently developing a technical rescue curriculum by this fall.</li> <li>This fall, all RFR will receive the Ice Rescue and Confined Space Awareness course.</li> <li>The FD Charter has been rolled out during a staff meeting in March 2019. It has been posted in the station.</li> </ul>
	Safety Awareness Campaigns		<ul style="list-style-type: none"> <li>CS-Launch “Toys for Tickets” campaign to drive positive engagement with the overnight winter parking restrictions.</li> <li>CS-Create responsible pet owner campaign to encourage pet owners to keep their animals on leash and pick up after them. Spring launch on all trails</li> </ul>	<ul style="list-style-type: none"> <li>This project will be researched in the fall in time for the holiday season.</li> <li>Campaign will be ready to start by the end of June and will include presence at all block parties, awareness visits at various trail entrances/exits and positive re-enforcement by students within the trails.</li> </ul>

## Planning for Future

Description: Riverview plans, builds and maintain its public infrastructure to meet the needs of our growing and increasingly diverse community.

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
Complete an asset management plan regarding infrastructure needs.	<ul style="list-style-type: none"> <li>Complete infrastructure asset management plan by 2018 and work from the framework that is established.</li> </ul>	FINANCE	<ul style="list-style-type: none"> <li>Continue to refine the <b>AMP</b> specifically performing condition assessments on Town owned buildings, roads and streets as well as parks and playground equipment.</li> </ul>	<ul style="list-style-type: none"> <li>All <b>building condition</b> assessments planned for 2019 have been completed. We are currently awaiting the reports from the consultant for our review.</li> <li>The <b>road pavement condition</b> update will take place in late summer with a report available in early fall.</li> <li>The Manager of Recreation Facilities and Assets is in the process of conducting <b>condition assessments on parks and playgrounds</b> including equipment.</li> </ul>
Take a well-planned and fiscally responsible approach to building and maintaining public infrastructure	Investing in maintaining existing assets of the Town	P&R, FIRE	<ul style="list-style-type: none"> <li>Update mechanical room ventilation to current B52 code, replace lower tractor shed roof due to ice damming damage, and mitigate ice damming issues. Replace current sound system.</li> <li>Finalize tender documents and complete reconstruction of the Lions Community Park Pool.</li> <li>CS-The decking boards at the Fundy Chocolate River Station need to be replaced. The tender for the work will be issued in April. Work will commence in May.</li> <li>Complete tender documents and complete repairs to the P&amp;R Administration building on Biggs Drive.</li> <li>CS-Condition assessments will be performed on Town facilities. The data collected will be used to strategically plan future investments within the facilities.</li> </ul>	<ul style="list-style-type: none"> <li>The mechanical room upgrade completed.</li> <li>Completed and awarded. Construction of Pool and Facility to begin late August or early September of 2019.</li> <li>Roof tender closed May 22 with work to be completed by August 30, 2019.</li> <li>All facility conditions completed.</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
			<ul style="list-style-type: none"> <li>CS-Continue to establish preventive maintenance schedules to promote proactive maintenance of the Town’s facilities.</li> </ul>	
	Develop a facilities’ master plan for the Town’s buildings.	CS	<p>Obtaining building condition assessments along with energy audits. The reports will pin point opportunities for energy savings along with helping to create a system to manage the building components within the Town’s facilities.</p> <p>The Facilities Coordinator will continue to pursue education surrounding Asset Management.</p>	<ul style="list-style-type: none"> <li>All planned building condition assessments have been conducted.</li> <li>The Facilities Coordinator attended a webinar delivered through FCM in February 2019.</li> </ul>
	Development of Mill Creek	P&R	<ul style="list-style-type: none"> <li>Reconstruct the portion of trail from the Runneymeade to the Mill Creek Dam. Construct a trail linkage from the Dam to the Lookout area of Mill Creek Nature Park. Under advisement of Friends of Mill Creek, construct a Fat bike and Mountain bike trail and a linkage from the north to the south sides of the Park.</li> <li>Develop and implement a plan to separate walkers from the ski trails to limit damage to ski trail by walkers.</li> </ul>	<ul style="list-style-type: none"> <li>Runneymeade trail portion, damn linkage and Fat Bike trail are all ongoing and at various stages of design and consultation with user groups through Friends of Mill Creek.</li> <li>This past winter additional signage and barriers were used to address this issue. Additional strategies are being identified and discussed by staff for the upcoming winter to allow walkers access to the Lookout using existing unused trails, thereby mitigating the potential of damage to groomed ski trails.</li> </ul>
	Continuation of plans for Winter Wonderland Park and Playground revitalization	P&R	<ul style="list-style-type: none"> <li>Complete the trail section at Winter Wonderland Park.</li> <li>Trail gates at Ridgeway, Sawgrass and Winter Wonderland Park to be installed in the spring to discourage vehicle access to trails.</li> </ul>	<ul style="list-style-type: none"> <li>The work is planned for summer 2019 by town forces.</li> <li>Gate installations completed on Country Club, Sawgrass, Runneymeade Mill Creek Park entrance, Trider Crescent to White Pine Park, and Canterbury</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
			<ul style="list-style-type: none"> <li>Initiate a community engagement session and complete a final design toward the reconstruction of the play area at Red Water and Byron Court, using appropriate Town crews and resources.</li> <li>Improve pedestrian trail linkage from Wilson Rd. to Trites Rd.</li> </ul>	<p>to Page. Currently identifying additional sites for similar treatment.</p> <ul style="list-style-type: none"> <li>Ongoing. Plans are being developed for the public consultation sessions. These sessions will provide potential design for each area: Byron Court was scheduled for June 19 from 5-7 pm, while the Redwater session was planned for June 26.</li> <li>Engineering and P&amp;R are developing a design for this area. Work is expected to occur late summer with most of the work being completed in-house with town forces.</li> </ul>
	Continued investment of required infrastructure to support active transportation	P&R, ENG	<ul style="list-style-type: none"> <li>New sidewalk on Canusa from Waterfall to Whitepine is planned for 2019</li> </ul>	<ul style="list-style-type: none"> <li>The tender was approved at the June 10, 2019 Council meeting. Construction is scheduled for June 24 to the middle of August.</li> </ul>
	Implement an annual land and facilities assessment process to enable selling opportunities of surplus properties. (i.e. Fundy Choc. River Station; RCMP building, unused land, etc.)	CAO, ED	<ul style="list-style-type: none"> <li>Continue to work with Colliers to market Town owned surplus lands for sale.</li> </ul>	<ul style="list-style-type: none"> <li>Colliers continues to have ongoing discussions with a few interested parties, but no formal offers have been brought forward at this time.</li> </ul>
	<b><i>“Promote Development of Commercial Land”</i></b>	CAO, ED	<ul style="list-style-type: none"> <li>Will continue to promote the financial incentive program to the development community.</li> </ul>	<ul style="list-style-type: none"> <li>Promotion is ongoing. Developers continue to be interested in this program.</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
			<ul style="list-style-type: none"> <li>Investigate the potential to swap existing Town owned lands for development opportunities with the Town.</li> </ul>	
	Continue collaboration with Wellness Centre Committee and other community groups to ensure recreation facilities and programs meet residents' needs.	Wellness Committee (transferring to a community-led fundraising committee)	<ul style="list-style-type: none"> <li>Complete the on-boarding process of the Project Coordinator and proceed with the planning and implementation of the fundraising process.</li> <li>The Town will complete an rfp for the development of the technical and programming requirements for the facility.</li> </ul>	<ul style="list-style-type: none"> <li>Project coordinator began on February 4 and a project steering committee is beginning to form the community-led fundraising committee.</li> <li>RFP has been awarded to Colliers Project Leaders Inc. and the development of the functional and technical program requirements will begin in July.</li> </ul>
	Upgrade facility energy efficiency through programs/third-party partnerships.	P&R	<ul style="list-style-type: none"> <li>Replace the two high pole lights in the Skate Park parking lot with LED lights.</li> <li>Ensure applications are applied to NB Power related to their energy efficiency and incentive opportunities and/or rebate programs.</li> </ul>	<p>Currently options and estimates are being developed to determine the most effective solution to this.</p> <p>Application has been submitted.</p>
Invest in upgrading local streets and roads	Local Improvement Program and water main renewals	ENG, PW	<ul style="list-style-type: none"> <li>In the fall of 2018, we have continued to advance the design for the 2019 local improvement projects and watermain renewal projects for tendering in the spring 2019. Local Improvement &amp; watermain replacement: <ul style="list-style-type: none"> <li>Berkley</li> <li>Devere</li> <li>Orin</li> <li>Weir</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>All four local improvement projects were awarded within budget. The projects are on schedule and their anticipated completion dates are: Orin mid-July, Devere mid-August, Berkley end-August, Weir mid-August.</li> <li>The 2019 local improvements followed the update process and by-law requirements as outlined in the new Local Government Act.</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
			<ul style="list-style-type: none"> <li>Corporate Services to prepare by-laws and notices and coordinate Open House and Public Hearing for the 2019 Local Improvements.</li> <li>Watermain renewals continue to be a priority to address aging infrastructure in the Town. Along with the 4 LI projects listed above, 2019 will see 4 watermain replacement projects: <ul style="list-style-type: none"> <li>Hillsborough (Hillview to Chesswood)</li> <li>Karolie (Leonard to Chesswood loop)</li> <li>Roseberry</li> <li>Winston</li> </ul> </li> <li>Completed the preliminary survey for the planned 2020 local improvement projects.</li> <li>Storm Sewer Upgrade on Berkley Dr. to be completed as per the storm sewer study recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>The water main renewal projects were awarded within budget. The projects are on schedule and their anticipated completion dates are: Hillsborough Road end of July, Karolie end-July, Roseberry Street end-September and Winston Street end-September.</li> </ul>
Invest in maintaining and growing Town's road network to attract business investment and support economic growth.	Pine Glen Road Improvements	ENG, PW	<ul style="list-style-type: none"> <li>Land acquisition at corners of the intersection still under evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>The largest of the corner Land acquisition has been negotiated and should be completed by end of June.</li> <li>The second corner is under negotiation. The Town may need to expropriate this land.</li> </ul>



## Smart and Sustainable Growth

Description: Riverview attracts new investment through a growth plan that recognizes the significance of its residential neighbourhoods, protection of its natural surroundings and commitment to long-term sustainability. This includes attracting niche business opportunities as well as investment in specific sectors, such as tourism, as Riverview is a gateway to the Fundy region.

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
Riverview Brand Development	Approve and implement a new three-year marketing and communication strategy that would help grow investment and communicate opportunities to community.	ED, CS	<ul style="list-style-type: none"> <li>Establish targeted marketing plans for TOR Facebook, Twitter, Instagram and LinkedIn.</li> <li>Increase TOR presence on Instagram; grow following by 200%.</li> <li>Develop a digital advertising program. Complete winter photo library.</li> </ul>	<ul style="list-style-type: none"> <li>Instagram following = 1344, June 2019</li> <li>1000+ new photos edited and added to TOR image library</li> <li>Completed production of two new community highlight videos to be published in Winter 2019/20</li> </ul>
Increase tourism opportunities in Riverview through growth of Fundy trail network	Enhance the Town's trail network to align with eco-tourism strategy for the region.	P&R, ED	<ul style="list-style-type: none"> <li>Mill Creek Park and the Dobson Trail are both core elements of the Town's tourism promotion efforts in 2019.</li> <li>The P&amp;R Director will continue as a member of the Regional Services Commission's Recreation Advisory Committee.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;R continues to work with the Friends of Mill Creek to ensure appropriate and timely trail and amenity development, while staff and other partners ensure innovative programming is implemented to augment this development.</li> <li>The Director continues to attend meetings of this Advisory Committee.</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
	Enhance the Town’s trail network (including Mill Creek and Riverfront) that would align with a larger eco-tourism strategy for the region.	P&R, ED	<ul style="list-style-type: none"> <li>Continue partnering and collaborating with the Fundy Biosphere regarding appropriate programming and land conservation within Riverview.</li> <li>Continue to identify opportunities to partner with Fundy Biosphere in participating in special events.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul> <p>See “Increase eco-tourism through outdoor opportunities for residents” section.</p>
	Continue to develop Riverview’s tourism strategy as the book end community to the Fundy Trail tourism development.	P&R, ED, CAO	<ul style="list-style-type: none"> <li>The RDMO report will be presented to the SERSC Board at its February meeting and will determine next steps.</li> </ul>	<ul style="list-style-type: none"> <li>The SERSC continue to work towards establishing a Regional Destination Marketing Organization for our region.</li> </ul>
Attract investment in the eco and sports tourism sectors	Increase eco-tourism through outdoor opportunities for residents	P&R	<ul style="list-style-type: none"> <li>Continue to collaborate with the Fundy Biosphere on projects and initiatives in 2019.</li> <li>Continued focus on nature-based programming (i.e. Winter Camping workshop planned for January 2019, summer camps, Mill Creek programming, etc.)</li> <li>Continue to integrate accessibility into our events and programs</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;R will be partnering with the Biosphere regarding their Trail counting and user survey initiative.</li> <li>P&amp;R are partnering with the Biosphere to promote their Low Tide Exploration tour on July 5.</li> <li>P&amp;R are partnering with the Biosphere to host a workshop for seniors in June on sustainable food storage.</li> <li>P&amp;R partnered with Hiking Plus to deliver a very well attended Winter Camping workshop on January 30, attendees gave a donation to Ground Search &amp; Rescue.</li> <li>P&amp;R offered a Bushcraft Basics course this spring, and due to high demand, offered a second course to accommodate the waiting list.</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
				<ul style="list-style-type: none"> <li>Riverview Winter Carnival’s Sweetheart Snowshoe event was featured in Amy Camp’s Trail Talk delivered at the International Trails Symposium in Syracuse, NY in April, 2019 (referenced at the 9 minute mark) <a href="https://vimeo.com/335228688/c0cad6c919">https://vimeo.com/335228688/c0cad6c919</a></li> <li>P&amp;R partnered with the FHTA to host a very well attended Outdoor Gear Swap on April 28, 2019, which will now occur annually.</li> <li>P&amp;R partnered with the Biosphere for Winter Carnival and Maple Sugar festival events.</li> <li>Outdoor Adventure Camps are continuing for summer 2019.</li> </ul>
	Develop a shop local campaign, with the business community, which provides inventive ways (i.e. Pop-up retail; Christmas campaign, etc.) to promote Riverview businesses.	ED, CS	<ul style="list-style-type: none"> <li>BB Café will return in the spring and provide a similar offering of craft beer. ED will be developing a broader shop local campaign in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Four Business Spotlights published to townofriverview.ca in 2019</li> </ul>
Retain and grow our strong local business community.	Through the Business Collective, collaborate with local entrepreneurs to address issues and priorities	ED & CS	<ul style="list-style-type: none"> <li>Plan to host 3 Business Connects events in 2019 and continue to engage with the business community through newsletters etc.</li> </ul>	<ul style="list-style-type: none"> <li>Rehab 1 hosted the 1<sup>st</sup> “Riverview Business Connects. The 2<sup>nd</sup> is being planned for July.</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
			<ul style="list-style-type: none"> <li>CS-Planning for Light Up Riverview 2019 will begin in February to ensure all work is completed and lights can be hung in warmer weather.</li> </ul>	<ul style="list-style-type: none"> <li>An RFP was issued in April for the project management services of this project. Nuttall Construction was awarded the contract.</li> </ul>
	Work collaboratively with Moncton, Dieppe, 3+ Corporation and the business community on sustainable regional economic growth.	CAO, ED	<ul style="list-style-type: none"> <li>An RFP to develop a Regional Workforce Development Strategy will be issued, and the strategy developed in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>MDB Insights was awarded the work and have begun the consultation process in preparation of the strategy.</li> </ul>

## Fiscal Responsibility and Service Excellence

Description: Riverview remains a community of choice because of its continued excellence in the delivery of municipal services as well as its fiscally responsible approach to growth and sustainability.

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
Provide high-quality customer service to residents and businesses.	Develop a Town Asset Management Plan (AMP) by 2018 that will guide Council's investment decisions on infrastructure requirements and level of service it provides to its residents	FINANCE	<ul style="list-style-type: none"> <li>Continue to refine the <b>AMP</b> specifically performing condition assessments on Town owned buildings, roads and streets as well as playground equipment.</li> <li>The <b>Long Term Ten (10) Year Capital and Financial Plan</b> shall be reviewed and updated with the latest information related to the assumptions used in the previous iteration.</li> </ul>	<ul style="list-style-type: none"> <li>All <b>building condition</b> assessments planned for 2019 have been completed.</li> <li>Road <b>pavement condition</b> update will take place in late summer with a report available in the early fall.</li> <li>The Facilities Manager (P&amp;R) is in the process of conducting <b>condition assessments on parks and playgrounds</b> including equipment.</li> <li>The Director of Finance, CAO and all Department Directors have met and updated the long-term capital and financial plan. This was presented to Council in June.</li> </ul>
	For service-focused departments, explore the implementation of a service tracking system.	CS, PW, BY-LAW	<ul style="list-style-type: none"> <li>CS-Increase the use of Service Tracker for more of the Town's facilities.</li> <li>P&amp;R to implement Service Tracker in early 2019.</li> <li>P&amp;R to research, select and implement asset management and maintenance tracking software in collaboration with the Facilities Coordinator and Director of Finance that fit the departments operational requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Facilities Maintenance and Communications have both been set up to use Service Tracker to track their project.</li> <li>To be completed.</li> <li>Ongoing</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
	Complete an annual property tax guide for residents.	CS	Publish an updated annual property tax guide with most recent information to show the services where tax dollars are being allocated.	The information included in the <i>property tax guide</i> , for the most part, is now included in the Municipal Annual Report.
	Complete a Municipal Annual Report	Finance, CAO	<ul style="list-style-type: none"> <li>Publish <b><i>Municipal Annual Report</i></b>. The revised Local Government Act requires municipalities to prepare an Annual Report which must include, but is not limited to, certain information pertaining to the audited financial statements, grants paid, economic development activities, council members names, salaries and meeting attendance.</li> </ul>	The Annual Report has been completed, presented to Council and is available on the Town’s website as well as in the Clerk’s office at Town Hall.
	Increase public transparency	CS	<ul style="list-style-type: none"> <li>Staff will receive refresher training on existing privacy legislation to assist them in completing requests from residents.</li> <li>Develop standard operating procedures for by-law enforcement.</li> <li>Perform a complete review of all by-laws to ensure compliance with the new Local Governance Act.</li> </ul>	<ul style="list-style-type: none"> <li>The Town Clerk and Records Clerk will be attending a privacy summit in June. Refresher training will be given to all staff before the end of the year.</li> <li>Procedures for the new signage by-law have been completed and staff are working on the procedures for Dangerous &amp; Unsightly premises.</li> <li>Ongoing review of by-laws.</li> </ul>
	For ongoing operations, establish an improvement program with dedicated performance markers.	CLERK, P&R	Increase the numbers of youth attending Town events, festivals and programs.	<ul style="list-style-type: none"> <li>Several planned Canada Day items are classified as “extreme sport” that are more appealing to youth. This summer Block Parties will have My Bike Shop in attendance and staff are planning on having more trail info/fat bike info to appeal to youth. The Youth Appreciation Awards is at the skate park this year, again, to increase awareness of the facility and draw</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
				<p>youth to our facilities and events. Staff will continue to work on ways to attract youth.</p> <ul style="list-style-type: none"> <li>Staff and several of Riverview youth attended the recent tri-community youth meeting/discussion with plans to attend future meetings.</li> </ul>
Provide high quality customer service to residents and businesses	Explore alternative service delivery options for certain services where quality would not be affected.	P&R	<ul style="list-style-type: none"> <li>Implement future fitness programs based on the pilot model in 2019.</li> <li>Implement the planned changes to Events &amp; Activities Guide printing and distribution, resulting in a cost savings of \$5,000 and saving 23 trees.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Complete/Implemented for the Summer 2019 Guide.</li> </ul>
		CS	<ul style="list-style-type: none"> <li>Continue to work with DocuPet to increase the number of licenses sold through various awareness initiatives.</li> <li>Investigate upgrading sound system in Council Chambers.</li> </ul>	<ul style="list-style-type: none"> <li>Door-to-Door canvassing commenced in June.</li> <li>RFP for the sound system will be completed and released before the end of July.</li> </ul>
		FINANCE, CS	<p>Continue to explore ways to increase the uptake for e-billing and payments.</p> <p>Explore the option of providing a financial incentive to improve participation.</p>	<ul style="list-style-type: none"> <li>The Finance Department continues to promote the paperless options for billing and payment of water and sewer bills. The Town is experiencing slow but gradual growth in uptake for this service.</li> <li>The Director is examining this option to determine the best timing and promotional means.</li> </ul>
		HR	<ul style="list-style-type: none"> <li>Arranged for HRIS software provider to conduct training for payroll/HR department on software.</li> </ul>	<ul style="list-style-type: none"> <li>HR Intern has been here for 5 weeks, looking to hire for 6 months Grant at the end of June to work on this project.</li> <li>Once placement has been secured looking to book training for HRIS program.</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
			<ul style="list-style-type: none"> <li>Looking to have students to help with inputting data into software over the summer.</li> </ul>	
	Improve and track program quality and service through participant surveys, High Five accreditation and program and staff evaluations	P&R, ED, ENG, HR	<ul style="list-style-type: none"> <li>Continue to evaluate programs for ages 6-12 using the Quest 2 tool.</li> <li>Continue to work with HR to evaluate summer students</li> </ul>	<ul style="list-style-type: none"> <li>Scheduled for summer 2019.</li> <li>Scheduled for summer 2019.</li> </ul>
Foster a positive and engaging work environment for employees	Establish processes and operational activities to improve internal collaboration among departments.	DIRECTORS	<ul style="list-style-type: none"> <li>Review of town policies to ensure accuracy, relevance and identify gaps.</li> <li>Creation of new policy manual to be consistent and easily navigated.</li> <li>Creation of and training on SharePoint site that can be utilized by all employees.</li> <li>P&amp;R to continue with bi-weekly staff meetings as well as 2 all department meetings per year. P&amp;R staff will host an all department get together once per year.</li> <li>New Performance Management system, introducing new quarterly check-in process for all non-bargaining employees within the town.</li> </ul>	<ul style="list-style-type: none"> <li>HR staff have started reviewing their policies and marking those that need further research. The directors of both departments will be meeting by the end of June to discuss layout of new policy manual.</li> <li>P&amp;R continues to meet with coordinators on a bi-weekly basis with other meeting being held on a sectional basis (i.e. skate park staff, pool staff, etc.). There has been one all departmental event to date with another event planned for July 10th.</li> <li>New Performance Program has been introduced; first session was completed in March. Second session started at end of June.</li> </ul>



Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
			<ul style="list-style-type: none"> <li>Align Recruitment practices with new branding to keep attracting qualified candidates.</li> <li>Continue developing on our new employee package to include more information.</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment branding has been updated with our providers, which aligns with our new website.</li> <li>New package has been developed, finalizing the document to be presented in September.</li> </ul>
Promote a safe work culture	Continue to promote a positive and safe work culture.	DIRECTORS	<ul style="list-style-type: none"> <li>WHMIS program will move to online system for all Town departments.</li> <li>New ID cards for all Employees to be issued for EMO.</li> <li>Working with our current EAP provider and other experts on developing Mental Health Awareness Plan in particular with our Riverview Fire and Rescue but for all Employees within the Town.</li> </ul>	<ul style="list-style-type: none"> <li>WHMIS Program has been purchased.</li> <li>Employee Pictures are currently being taken with a plan to have finished cards in July for all Permanent Employees.</li> <li>Working on an event for September in which our EAP providers and others will present.</li> </ul>
		HR	<ul style="list-style-type: none"> <li>Continue with the progress done on new programs within Wellness Committee in 2018.</li> </ul>	<ul style="list-style-type: none"> <li>Introduced Summer Wellness Score Card – May 2019.</li> <li>Employees Volunteering for the Rebecca Schofield Super Play Park Build Week (68 employees – over 416 hours)</li> <li>United Way, Day of Caring event June 14, volunteering at the Lakeside Manor.</li> </ul>
		FIRE, HR	<ul style="list-style-type: none"> <li>The Road to Mental readiness (R2MR) will be rolled out to all career fire fighters in 2019. It will be offered to Volunteer fire fighters as well subject to their availability.</li> <li>All FD Supervisors and Human Resources staff will be offered the R2MR Supervisor course this year.</li> <li>The ASSIST Course (Suicide Prevention Course) will be offered to all career fire fighters and Human Resources Staff. It will also be offered to volunteer fire fighters subject to their availability.</li> </ul>	<ul style="list-style-type: none"> <li>Training was completed in January 2019</li> </ul>

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2019 Priorities	Status Update - June 2019
			<ul style="list-style-type: none"> <li>FD Mental Health Policy will be written by the FD Peer Support Team and the Fire Chief.</li> <li>P&amp;R to purchasing of more efficient equipment.</li> <li>Implementation of training program for maintenance staff to enhance skills and knowledge.</li> </ul>	