



STRATEGIC PLAN

2022 YEAR-END REVIEW

Strategic Theme	Objectives	Actions	Department	2022 Year to Date Status	Percentage
ACTIVE AND ENGAGED COMMUNITY	Engaged community	Continue to explore ways to foster and support the local arts and culture community.	PARKS & REC	Assessment on-going, with implementation plan to be presented in 2023.	30%
		Continue to financially support the Riverview Arts Centre and the Capitol Theatre.	PARKS & REC	Relationship grant fulfilled for 2022.	100%
		Develop action plan for Riverview Youth Network in collaboration with stake holders (schools, community groups, community leaders, parents and relevant agencies). – Execute actions that are specifically led by Town	COUNCIL	Subcommittees have been established in 3 key areas: Parent Engagement, Youth Specific Activities, Mental Health Support, with on-going meetings to finalize actions.	50%
		Develop programming to celebrate the Town's 50th anniversary (2023).	PARKS & REC	Committee finalized budget, event objectives and grant program for department implementation in 2023.	100%
		Enlist Seniors Roundtable to provide resolution for Council's consideration on submission to GNB for designation as Age-Friendly Community.	PARKS & REC	N/A (2024 objective)	0%
		Explore establishing a community celebration to honour volunteers, businesses, community groups, etc.	PARKS & REC	N/A (2023 objective)	0%
	Healthy community	Complete a Strategic/Operational Plan for Parks and Recreation in 2022 and have it endorsed by Council – Include plan for youth centre and skate park; and the Coverdale and Bridgedale centres.	PARKS & REC	Data collection, gap analysis completed with draft recommendations being reviewed internally. Implementation plan is outstanding.	75%
		Continue to support the Friends of Mill Creek engagement in the development of that park.	PARKS & REC	On-going support provided to seek recommendations for park programming and development.	50%
		Define and measure the level of Town support provided to youth sports and recreational activities in the Town. What level are they subsidized by taxpayers and is there equity with the level of subsidy?	PARKS & REC	Subsidization scale identified and program assessment underway.	50%
		Examine current and potential food security policies such as backyard chickens, community gardens, gardening approaches on residential properties, etc. as part of a municipal plan review process.	PARKS & REC	N/A (2023 objective)	0%
		Investigate new opportunities for pet owners, such as off-leash trails for dogs.	PARKS & REC	Research and targeted stakeholder engagement completed in advance of broader engagement.	50%
		Partner with community groups to provide community recreational activities in Riverview. Past examples include: – Pickleball Association – Cricket NB	PARKS & REC	On-going partnerships continue to be formed with new and current associations.	50%
		Update the bi-lateral service agreement between the Town and the school district over shared spaces and resources.	PARKS & REC	Internal review completed for addressing in 2023	25%
	Reduce the Town's operational greenhouse gas emissions and use of energy	Explore transit service expansion option.	ADMINISTRATION	Future priority	0%
		Implement actions identified in updated Water Master Plan.	PUBLIC WORKS	3 projects identified and budget approved for 2023	5%
		Promote public transit as convenient commuting option.	ADMINISTRATION	Monthly data from Codiac Transpo shows that monthly riderships grew from just over 3,000 a month to close to average 6,000 by year end.	100%
		Promote water conservation practices during peak usage times of year (summer).	CORPORATE SERVICES	Completed	100%
	Sustainable asset management	Assess and determine if additional land is needed for future expansion of Mill Creek Nature Park.	PARKS & REC	Adjacent lands fully assessed for ecological value and significance to the Park's development; identified as a priority acquisition.	100%
		Begin planning for Coverdale Road upgrade anticipated in 2034.	PUBLIC WORKS	On-going underground investigation in 2023, focused on the condition of sewers and watermain, concerns of drainage, etc.	25%
		Build the Riverview Recreation Complex before the end of our term	COUNCIL	Council approved updated design plans and class C estimates for project in December 2022.	
		Complete Pinewood Road roundabout.	PUBLIC WORKS	project done and in use.	100%
		Consider including affordable housing requirements during the permitting process, including introduction of density bonus or inclusionary zoning.	PLAN 360	2023 Budget includes funds to complete a housing needs assessment and a commercial market space analysis. Both studies will be input for the development of the updated municipal plan.	20%
BUILDING A SUSTAINABLE COMMUNITY	Sustainable asset management	Continue to develop the Town's Asset Management Plan.	FINANCE	This is an ongoing goal required every year to manage assets. We are working to safeguard, upkeep, impair, upgrade, etc all assets to ensure optimal use. The finance department will continue to work with the Facilities Manager on projects that have been incorporated into the 10 year plan, as well as regular checks done to maintain assets annually.	100%



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BUILDING A SUSTAINABLE	Sustainable asset management	Continue to follow the Local Improvement and Pavement Plans.	PUBLIC WORKS	Two streets were identified for 2022. Both are completed and approved.	90%
		Continue to invest in upgrading and replacing equipment to deliver to today's municipal service standards.	FINANCE	Several assets were assessed over the year by facilities manager with assistance from Director of Finance. Current expenditures were made and future plans incorporated into the ten year plan.	100%
		Engineering conducts a review of the asphalt street condition every 5 years and uses this information to update the current ranks of local improvement projects.	PUBLIC WORKS	Document used in 2022 to priorities street pavement work.	75%
		Execute plan to upgrade the neighbourhood parks included in the ten-year capital plan. Investigate options to connect Riverfront trail west of the new bridge.	PARKS & REC	Asset selection and design detail completed. Build contract awarded for 2023 construction.	40%
		Friends of Mill Creek Committee and Parks Department to complete updated plans for infrastructure, operations and programs to be reviewed and approved by Council.	PARKS & REC	Citizen engagement completed (6 workshops and 2 surveys), draft plan completed for presentation in 2023.	90%
		Review and update the Town's ten-year capital and fiscal plan each year.	PUBLIC WORKS	Completed in 2022	100%
		Review lighting requirements for Coverdale Road and Gunningsville Blvd.	PUBLIC WORKS	Coverdale Road lighting study completed. Requested Budget for implementation approved by Council for action in 2023.	50%
		Town investments in the development of Mill Creek Nature Park.	PARKS & REC	Stair installation and trail improvements completed with an additional 100m of trail added.	100%
		Traffic Committee to continue to assess traffic concerns.	PUBLIC WORKS	Over 40 concerns/requests were discussed and reviewed in 2022	100%
		Update Municipal Plan to factor in benefits and opportunities of natural infrastructure assets.	PLAN 360	2023 Budget includes funds to complete a housing needs assessment and a commercial market space analysis. Both studies will be input for the development of the updated municipal plan.	20%
		Update Municipal Plan with key findings from Climate Adaptation Plan.	PLAN 360	Will be addressed in plan review process in 2024.	0%
SAFE AND INCLUSIVE COMMUNITY	Barrier-free access to Town programming and events	Consult advisory committee in advance of all planned community events and implement recommendations to reduce barriers.	PARKS & REC	N/A (2023 objective)	0%
		Seek funding to support additional resources (such as accessible equipment) to enhance service delivery of community events and recreation programming.	CORPORATE SERVICES	Approval of Accessibility Transit Applications moved to Clerk's office. A closer look and new Terms of Reference have to be completed in the new year.	75%
	Employer of Choice	IAFF Negotiations	FIRE	agreement signed until 2025	100%
	Residents feel their families and property are safe.	Annual review and testing of the Town's emergency management plan.	FIRE	Review of Tri-Community ERP completed with Moncton and Dieppe in the fall of 2022. This will be presented to Council in early 2023.	100%
		Complete a Fire Department Operational Review to ensure the department can respond to changing risks in community.	FIRE	Operations Review is complete, and to be presented to Council in early 2023.	100%
		Continue development of a live fire training area.	FIRE	Work completed for 2022 as per the Training Area Master Plan.	100%
		Continue to invest in training for EMO members.	FIRE	Alternate Director of EMO and the Deputy Chief of Operations at RFR completed ICS 300 in late 2022. Fire Chief completed a Diploma Program in Emergency Management.	100%
		Council to support the development and uptake of RCMP app 'Citizens on Patrol'.	COUNCIL	Citizens on Patrol volunteers in Riverview have been established. Council continues to promote the program.	100%
		Implement upgraded to radio communications.	FIRE	Full implementation of the TMR radio system for the fire department occurred in December of 2022.	100%
		Invest in equipment, training and mental health support services to allow the Fire Department to deliver quality services to the community.	FIRE	Canine Facility Dog Program proceeding, with a new Facility Dog and Dog Handler currently in training. One firefighter attended a Suicide Prevention workshop in late 2022.	100%
		Work with Moncton & Dieppe to review policing service delivery options.	ADMINISTRATION	Consultants have been working on regional policy study in Q3 and Q4 of 2022. Stakeholder engagement and research completed. Final report to be shared with tri-community in 2023.	50%
		Work with RCMP to increase police engagement and presence in community	COUNCIL	Council approved budget for three year phase out of Codiac RCMP Board strategic plan. Requested strategic plan details before final authorization of full dollar amount	75%
	Trust is present in the community and all residents enjoy a good quality of life and sense of belonging.	Continue active engagement in the Greater Moncton Immigration Partnership.	ECONOMIC DEVELOPMENT	Town staff actively involved in partnership and ensure Riverview's perspective in part of the process.	60%



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SAFE AND INCLUSIVE COMMUNITY	Trust is present in the community and all residents enjoy a good quality of life	Council to continue to support local organizations that advocate for multiculturalism, 2SLGBTQ+ communities and vulnerable populations.	COUNCIL	Community Investment Process funded 27 external groups focusing in these areas in 2022.	100%
		Council to participate in regional discussions on affordable housing and homelessness.	COUNCIL	CAO actively participating on working group developing regional approach that will be presented to Commission in 2023.	30%
		Council to review and update Town grant program.	COUNCIL	Completed and adopted by Council	100%
		Designate community flag pole to Mi'kmaq Grand Council flag.	PARKS & REC	Flag raised June 21 alongside an important ceremony to mark National Indigenous Peoples Day.	100%
		Educate staff on Indigenous history, residential school system, the TRC's Calls to Action.	HR	All 4 sessions were completed in 2022	100%
		Organize meetings or connect with key officials to discuss systemic barriers once a year.	HR	Committee created by Town Council on inclusion and diversity; developed partnership with Aboriginal communities and relationships - 1 initiative is celebrating National Aboriginal Day on June 21st with permanent flags displayed at Town Hall.	100%
		Recommendations of Inclusion and Equality (IE) Committee to be endorsed by Council to be implemented over the five-year term.	COUNCIL	On Canada Day - Riverview declare we would maintain UNESCO Coalition of Inclusive Municipalities. As well the Committee completed a residential survey on equity, diversity and inclusion in 2022 and had 227 responses. Beginning in 2023 Committee is reviewing feedback.	20%
		Support programs and recreation facility development that reflect the growing needs of a diverse population (i.e. a cricket field as an example).	PARKS & REC	Ongoing assessment with user groups. Planning underway with Cricket NB for site improvements at Hawthorne in 2023.	50%
SERVICE EXCELLENCE	Deliver quality services to residents and businesses	Continue to explore options on where technology can improve and enhance the services offered by the Town.	IT	AccessE11 was added in Jan 2022 to let residents streamline the reporting process on issues in the Town. Team members also have access to an app version of this to create and modify issues in the system while out of the office working on tasks. Used this solution as well to streamline facility issues in house for facilities to better manage and track issues. Monthly and yearly analysis for ridership with Codiak Transpo was created and will continue. This area will continue to improve year over year	20%
		Continue to participate in regional collaboration initiatives for the best interest of Riverview residents (i.e. solid waste; Trans Aqua; Capitol Theatre; Codiak RCMP; water purchases agreement; etc.).	COUNCIL	Town Council participated in the stakeholder engagement sessions with Consultants completing the policing study	60%
		Create more efficient ways to perform by-law enforcement	CORPORATE SERVICES	Hired Municipal Enforcement Services to work full-time in 2023 to ensure our by-laws are being monitored and adhered to.	100%
		Review and update of Town By-laws	CORPORATE SERVICES	5 of the 7 by-laws have been completed. The Pedlar by-law has been created in draft form and there is no decision yet on whether to implement an ATV By-law.	75%
		Review the Town's model for IT service delivery and complete a needs assessment.	IT	Created a Cost Benefit Analysis of brining IT services in house. Created a Risk Assessment to identify any areas of risk if we move services inhouse. Recommend that what we currently have in place (Hybrid solution with an IT Manager and an MSP) meets all of our needs and financially best for the town.	100%
		Work with regional organizations that Riverview supports to improve public reporting on performance to Council and residents.	ADMINISTRATION	With transition of services to the Regional Service Commission, this action will be addressed in 2024 after regional strategies developed.	0%
		Complete a Fire Department Operational Review.	FIRE	Operations Review is complete. To be brought before Council in early 2023.	100%
	Employer of Choice	Continue to foster a safe and healthy work culture.	HR	Continue to develop a strong work safe culture within all Town Operations through JHSC, training and development	100%
		CUPE negotiations in 2021.	HR	Signed a new 4 year agreement with CUPE	100%
		Develop an annual leadership and development program for Town employees.	HR	All positions were filled within the recruitment process	100%
		Expand the communication capacity with more internal resources in 2022/2023.	CORPORATE SERVICES	Completed	100%
		IAFF Negotiations	HR	Successfully negotiated a 4-year agreement in 2021.	100%
		Improve internal communication approaches, including implementing technology solutions.	IT	With all users having access to email, and 3 staff areas with screens that HR can now streamline news to our Team, keeping them up to date. Public Works also uses this solution to provide daily task to their team as well.	100%
		Provide employee education and training on Truth and Reconciliation.	HR	All 4 sessions were completed in 2022	100%



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SERVICE EXCELLENCE	Maintain an affordable tax rate in Greater Moncton	Actively explore all external funding opportunities available to support the Town's capital budget priorities.	FINANCE	Funding secured for playground project (ACOA), RRC project continues on track for federal/provincial support as well as water renewal projects. Various grant opportunities have been explored with projects (Such as the fire boiler replacement). We recently were notified of funding for the Sussex sidewalk project as well.	100%
		Council will be engaged in the local government reform process and advocate for reforms that respect Riverview's identity as a municipality	COUNCIL	Funding included in 2023 Regional Commission Budgets to develop regional strategies for all new mandated services.	75%
		Manage the Town's key financial metrics including debt ratio; expenditure growth; tax rate; etc.	FINANCE	The tax rate was reduced in 2022 by 4 cents. Debt ratio remains healthy below 10% in 2022, which is well below the 20% max. Expenditure growth was managed well overall for the 2022 budget. There were challenges with inflation and supply chain pressures that departments adjusted for to allow us to remain on target with budget on a whole.	100%
THRIVING COMMUNITY	Businesses receive support from residents and customers from surrounding region	Complete an annual review of the economic impact of the Town's development incentive program.	ECONOMIC DEVELOPMENT	No new applications for program were received in 2022. Promotion of program did result in 12 preliminary inquiries on program.	100%
		Continue to grow the Light Up Riverview Program.	PARKS & REC	Recommendation to pause program growth adopted by Council until vandalism is further assessed. Restored light network in advance of Nov 24 event.	100%
		Continue to utilize the development incentive program to increase commercial use/development in Town.	ECONOMIC DEVELOPMENT	The Town did an article in Huddle to promote the availability of this program not only locally but within Atlantic Canada	50%
		Explore idea of developing an annual awards/showcase event for Riverview businesses, community leaders, youth and volunteers.	PARKS & REC	N/A (2023 objective)	0%
		Promote easy accessibility of Riverview's retail, business and dining to Greater Moncton and Albert County regions.	PARKS & REC	Informational updates have taken place to business newsletters, website and business participation booklets.	100%
		Seek business community's input on Riverview Rewards program and growth.	PARKS & REC	Relaunch of rewards program in advance of the 2022 holidays season through supporting businesses.	100%
		Use Town channels to promote community awareness of Riverview shops, services and restaurants	PARKS & REC	Draft engagement strategy presented to Council and implementation is well underway, beginning with spotlight articles	70%
	Riverview benefits from regional economic success	Active engagement in GM immigration partnership. Provide Council annual updates on positive impact of strategy overall and for Riverview.	ECONOMIC DEVELOPMENT	Immigration Partnership annual report was provided to Council as part of the monthly report process.	100%
		Explore the Southeast Regional Economic Model in partnership with Moncton, Dieppe and Southeast Regional Service Commission.	ECONOMIC DEVELOPMENT	Regional Service Commission to develop a regional economic strategy in 2023 and develop a detailed budget proposal for 2024.	60%
		Provide Council quarterly updates on GM regional economic team meetings.	ECONOMIC DEVELOPMENT	Updated on the status of the partnerships work included in monthly reports.	100%
		Provide Council quarterly updates on positive impact of labour partnership strategy overall and for Riverview.	ECONOMIC DEVELOPMENT	Updated on the status of the partnerships work included in monthly reports.	100%
	Riverview is a desirable place to live, shop, visit and play	Continue to develop Riverview's tourism approach of trail tourism.	PARKS & REC	N/A (2023 objective)	0%
		Ensure during municipal plan review process, the Town has available land for commercial development.	ECONOMIC DEVELOPMENT	the first step in the plans development will be completed in 2023. A housing needs assessment for Riverview	10%
		Invest in a third transit bus to increase ridership in Riverview.	COUNCIL	Application for funding differed until future years, until the Town receives resolution on its existing two IBA grant applications for the RRC and water renewal projects.	0%