

Town of Riverview
CAO DEPARTMENT MONTHLY REPORT



To: Mayor and Town Council
 Prepared by: Colin Smith, CAO
 Date: January 22, 2024
 Month & Year: December 2023/ January 2024

Section 1: 2023 Priorities

Priority	Activities
<p><i>Regionalization of Services with the Commission</i></p>	<p><i>To work with the Regional Service Commission and the municipalities to develop regional strategies and operational plans for the services that the province has determined will be delivered regionally. These include economic development; social issues encompassing homelessness/affordable housing, etc.; tourism promotion; cost sharing for regional recreational assets; and regional transportation.</i></p> <p>Actions:</p> <ul style="list-style-type: none"> I attended the January 16 Municipal Administrators Committee meeting. At that meeting, the Regional Services Commission CEO & Directors provided an overview of the current projects/plans and 2024 priorities for their respective service areas. The regional commission has hired a consultant to assess, evaluate, define, etc., “affordable housing” for the region, and the plan is for the MAC to have a working session with that consultant to discuss their work in February. Part of that meeting’s objective is to align all our actions related to affordable housing that are in the region.
<p><i>Organizational & Succession Planning</i></p>	<p><i>To develop a long-term organizational and management succession plan that considers upcoming retirements; current vacant positions; broader regional direction for some services (i.e., economic development); future direction of the organization; etc. The plan will align the structure of the organization with Council’s Strategic Plan. The intention is to align the right personnel possessing the right capabilities in the right departments/organizational structure.</i></p> <p>Actions:</p> <ul style="list-style-type: none"> Preliminary planning has started in 2024 to move forward with other organizational changes to align with the direction of the organization. With some recent departures in legislative services that has allowed management to explore changes in role profiles to address operational priorities including process improvement; records management; and project support.

Priority	Activities
Operational Management and Oversight	<p><i>Lead the management team in ensuring the organization lives up to the Service Excellence expectation in the Town's strategic plan focusing on shared operational practices and expectations.</i></p> <p>Actions:</p> <ul style="list-style-type: none"> • Final budget results for 2023 will be finalized once the audit is completed, but overall, the operating budgets were within budget parameters and the capital projects that were executed were managed within the adjusted budget parameters that would have been endorsed by Council. • The organization's PM process for 2023 was completed as expected. • In 2023, the Town executed its overall operational plan as expected within anticipated parameters and metrics.
Corporate Projects & Operational/ Process Improvements	<p><i>Lead the oversight role in executing the following 2023 projects: 1) a housing needs assessment and potential affordable housings strategy for Riverview; and 2) a commercial market threshold analysis for Riverview.</i></p> <p>Actions:</p> <ul style="list-style-type: none"> • Affordable Housing Strategy was presented to Council in December 2023 and at that meeting Council directed staff to commence working on an action plan to implement the recommendations included in the strategy early in 2024. Those specific actions will be presented back to Council for endorsement and action by Q1 in 2024.

Draft 2024 Performance Objectives

PM Objective	Activities	Link to Strategic Plan
1) To work with the organization and external stakeholders to grow the Town's tax base (both commercial and residential) and to expand the housing options in Riverview to meet the current and growing demand so that our community continues to grow along with the region.	<ul style="list-style-type: none"> • Support the completion of a new economic development strategy by the end of Q3. • Support the implementation of at least two action items identified in updated economic development strategy by Q4. • Support the implementation of at least two action items from the Housing Needs Assessment/Affordable Housing Strategy by Q3. • Support current and future development projects under consideration. • Actively participate in the Municipal Plan Review Committee and the update of the Town's long-term Development Plan • Review and update the Commercial Incentive Program to ensure the program is designed to produce potential project applications/proposals. 	Thriving Community

<i>PM Objective</i>	<i>Activities</i>	<i>Link to Strategic Plan</i>
<p>2) To work with the leadership team to develop and foster a positive and engage work environment at the Town of Riverview so that we remain an employer of choice</p>	<ul style="list-style-type: none"> • Support the review and update of employee benefits/programs including long service bonus; computer loan/equipment program; etc. and implement changes by end of Q1. • Support the execution of leadership development training opportunities for leaders in the organization. • Work on efforts to increase the Town’s leadership in their participation in Town engagement initiatives/events. • Support the HR department in the development and roll out of new employee engagement initiatives in 2024, including an expanded rewards program. • Review and update the Town’s non-bargaining PM process in Q1, including the grid structure. • Execute a new format/approach to a corporate wide Town Hall employees’ session in Q1. • To explore programs/tools etc. that could be implemented to measure employee engagement levels. 	<p><i>Service Excellence</i></p>
<p>3) To work with employees and the leadership team to continue to deliver quality municipal services while modernizing the Town’s operation and systems to ensure we can continue to meet the needs and expectations of the community.</p>	<ul style="list-style-type: none"> • To advocate for and support department initiatives/efforts to implement process and/or technology improvements to improve our services (corporately five process improvements considered/implemented) • To support the execution of the approved Parks and Recreation operational plan/review. • To support the execution of the Fire Department’s updated strategic plan. • To support the development of training/leadership development program to be implemented for Council. • To support the development and execution of a transit services review by the end of Q4. • To support the development of a corporate dashboard for measuring organizational performance. • To implement organizational structural changes to continue to modernize and develop the organization. 	<p><i>Service excellence</i></p>
<p>4) To lead the Town’s participation in regional projects and initiatives that are designed to not only strengthen the region but provide</p>	<ul style="list-style-type: none"> • Work with Dieppe and Moncton moving forward with the recommendation in the regional policing study. Implement three of the initiatives before the end of Q4. 	<p><i>Safe and Inclusive Community Service Excellence</i></p>

<i>PM Objective</i>	<i>Activities</i>	<i>Link to Strategic Plan</i>
strategic and/or operational benefits to the Town of Riverview long term.	<ul style="list-style-type: none"> • Work with the regional municipalities in exploring long-term garbage collection program/options (for 2027). • Actively represent the Town/region on the quarterly Regional Tourism Committee to implement the actions included in the region's strategic plan. • Ongoing engagement with the regional municipal administrator committee. 	<i>Thriving Community</i>