

Strategic Theme	Objectives	Actions	Department	2023 Year-End Results	Percentage		
ACTIVE AND ENGAGED COMMUNITY	Engaged community	Continue to explore ways to foster and support the local arts and culture community.	PARKS & REC	A revised community survey is prepared to circulate next year, which will include focused stakeholder engagement	30%		
		Continue to financially support the Riverview Arts Centre and the Capitol Theatre.	PARKS & REC	Relationship grant fulfilled for 2023	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	Youth Committee continued to meet on a quarterly basis in 2023	30%		
		Develop programming to celebrate the Town's 50th anniversary (2023).	PARKS & REC	The Town invested \$50K to celebrate Riverview's anniversary with a tailored year-long celebration. In total, over 30 community events were hosted to celebrate, alongside various marketing and engagement initiatives to bring the Community together.	75%		
		Enlist Seniors Roundtable to provide resolution for Council's consideration on submission to GNB for designation as Age-Friendly Community.	PARKS & REC	Led by the Senior's Roundtable, Town staff supported continues to support by advertising recent community survey. The Town also added comfort stations along priority trails (Riverfront, Bridgedale, Gunningsville)	75%		
	Healthy community	Complete a Strategic/Operational Plan for Parks and Recreation in 2023 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 to be finalized in 2023	80%		
		Continue to support the Friends of Mill Creek engagement in the development of that park.	PARKS & REC	Friends of Mill Creek engaged to provide significant input into 2023 Masterplan and incorporate actions into the Town's 10-year capital plan	100%		
		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 completed. Results will be presented to Council in 2024.	75%		
		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	To be examined alongside the Municipal Plan Review in 2024. The department continues to support projects that mitigate food insecurity, such as the installation of a community food pantry and other sustainability microgrants.	10%		
		Investigate new opportunities for pet owners, such as off-leash trails for dogs.	PARKS & REC	Research and targeted stakeholder engagement completed alongside broader community engagement.	75%		
		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 with discussions to take place early in 2024 to ensure continued provision of school spaces for community use	50%		
		BUILDING A SUSTAINABLE COMMUNITY	Reduce the Town's operational greenhouse gas emissions and use of energy	Develop RFP for transit route and service study	ENGINEERING	The RFP for service improvement is on-going.	25%
				Explore transit service expansion option.	ADMINISTRATION	Ten year capital plan was endorsed with a plan to order a new bus in 2024 and one in 2025 to improve and expand the transit service in Riverview.	50%
Implement actions identified in updated Water Master Plan.	ENGINEERING			The recommendations have now been incorporated in the 10-yr capital plan. The recommendations will be done over the next 10 years.	100%		
Promote public transit as convenient commuting option.	ADMINISTRATION			2023 had 44% increase in ridership vs 2022 (2023 – 90556, and 2022 – 62839). And in 2023 the daily ridership of 255 a day verse the 2022 level of 172.	100%		
Sustainable asset management	Promote water conservation practices during peak usage times of year (summer).		PARKS & REC	Completed and ongoing promotion	100%		
	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; 275 acres purchased in 2023.	100%		
	Begin planning for Coverdale Road upgrade anticipated in 2034.		ENGINEERING	2 sections of Coverdale Road have been proposed to the province for funding support under the PMHP program	25%		
	Build the Riverview Recreation Complex before the end of our term		COUNCIL	Council endorsed the final class a design plans for the project including additional features including an outdoor skatepark and two additional pool lanes. Construction tender to be released in early Q1.			
Consider including affordable housing requirements during the permitting process, including introduction of density bonusing or inclusionary zoning.	PLAN 360	Affordable Housing Strategy presented and approved by Council in December 2023.	20%				

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BUILDING A SUSTAINABLE COMMUNITY	Sustainable asset management	Continue to develop the Town's Asset Management Plan.	FINANCE	An Asset Management Committee was formed in 2023 with the first meeting held in October. A strong focus of the department and the Supervisor of Facilities and Municipal Assets has been on assessing current and future needs of repairing and maintaining assets, to allow the Town to incorporate these needs into long-term planning. Director Parlee is also focused on establishing stronger controls around inventory management.	100%
		Continue to follow the Local Improvement and Pavement Plans.	ENGINEERING	Council continues to invest in the reconstruction of streets. Windsor, Elmore, Darwin, Birkdale, and Inwood were reconstructed this summer.	100%
		Continue to invest in upgrading and replacing equipment to deliver to today's municipal service standards.	FINANCE	An Asset Management Committee was formed in 2023 with the first meeting held in October. A strong focus of the department and the Supervisor of Facilities and Municipal Assets has been on assessing current and future needs of repairing and maintaining assets, to allow the Town to incorporate these needs into long-term planning. Director Parlee is also focused on establishing stronger controls around inventory management.	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.	ENGINEERING	The pavement program is progressing very well and the existing pavement condition results are very encouraging. We are exploring options for the next review.	25%
		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	Significant investment in neighbourhood parks at Patricia, Wentworth, Goldsboro, Coverdale, McAllister, Edison and Manchester. Ongoing review of feasibility to extend the Riverfront Trail East and West.	80%
		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	Masterplan completed and presented in 2023 and incorporated into 10 year capital plan to further enhance the Mill Creek Nature Park	100%
		Recoating of the inside and improvements to the Runnymede Tank	ENGINEERING	The work outside on the Runnymede tank has been done. The contractor will proceed with the recoating of the inside of the Tank in 2024.	50%
		Replacement of old cast iron watermain on Hillsborough and Yale	ENGINEERING	The old cast iron watermain pipes on Hillsborough and Yale have been replaced with new PVC watermains.	100%
		Review and update the Town's ten-year capital and fiscal plan each year.	ENGINEERING	Update of ten year capital plan with new projected cost of construction was performed for the 2024 budget deliberation.	100%
		Review lighting requirements for Coverdale Road and Gunningsville Blvd.	ENGINEERING	Coverdale Road project is done. Gunningsville pilot project under way.	50%
		Review posted traffic speed on Coverdale and Hillsborough	ENGINEERING	The review of traffic speed on Hillsborough Road has produced a plan to be presented to Council in 2024	50%
		The boosted zone will be expanded to cover an area of Carriage Hill which currently lacks desirable poressures	ENGINEERING	This tender was cancelled due to the high price of construction and was replaced with an alternative project seeking the same desired pressure improvements.	25%
		Town investments in the development of Mill Creek Nature Park.	PARKS & REC	South-side trail loop completed in September which included 1.1km of new 3m wide trail to form loop around resevoir.	100%
		Traffic Committee to continue to assess traffic concerns.	ENGINEERING	The Committee meets one per month. Each concern is discussed and addressed. Minutes are prepared for Council.	100%
		SAFE AND INCLUSIVE COMMUNITY	Barrier-free access to Town programming and events	Update Municipal Plan to factor in benefits and opportunities of natural infrastructure assets.	PLAN 360
Update Municipal Plan with key findings from Climate Adaptation Plan.	PLAN 360			Housing Needs Assessment presented and approved by Council in Decmeber 2023. Commercial Market Threshold analysis presented and endorsed by Council in the fall of 2023.	0%
Employer of Choice	IAFF Negotiations		FIRE	Agreement signed through 2025.	100%

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SAFE AND INCLUSIVE COMMUNITY	Ensure that diverse perspectives are highlighted	Foster a sense of belonging for all residents and sharing their stories with our social channels/ Department member attends monthly meetings for DEI	HR	Received the Age-Friendly Community Designation from the province of New Brunswick, with the official ceremony to be held in early 2024. Welcomed many newcomers to the community- Immigrants and non-permanent residents account for 7% of Riverview's population.	100%
		Residents feel their families and property are safe.	Annual review and testing of the Town's emergency management plan.	FIRE	Additional ERP exercises postponed until our new Incident Management Platform (Guardian IMS) is fully operational.
		Continue development of a live fire training area.	FIRE	No major training area development in 2023. Work on the training area will resume in 2024.	100%
		Continue to invest in training for EMO members.	FIRE	Specialized ICS courses (ICS 300 & Operations Section Chief) completed by three members in the fall of 2023.	100%
		Invest in equipment, training and mental health support services to allow the Fire Department to deliver quality services to the community.	FIRE	One new member appointed to the Peer Support Team, received CISM Training. Canine Facility Dog program has now been implemented.	100%
		Results of Operational review are being used to update the FD strategic plan.	FIRE	The new fire department strategic plan is complete, and will be presented to council in early 2024.	100%
		Review regional policing model in partnership with Moncton and Dieppe	ADMINISTRATION	Regional Police Study was reviewed and endorsed by Riverview Town Council in December 2023. Council provided direction to staff to work with Moncton and Dieppe on implementing the study's recommendations on improving accountability and governance of the CRPA.	100%
		Work with RCMP to increase police engagement and presence in community	COUNCIL	Improved reporting and engagement to the community by the RCMP has been led by the Superintendent Beniot Jollette. There has been notable RCMP presence in Riverview at events and delivering services. Public reporting on day to day activities has significantly improved.	75%
	Trust is present in the community and all residents enjoy a good quality of life and sense of	Activities that align with the Town's response to Truth and Reconciliation.	PARKS & REC	A special piece of artwork was procured from a local Indigenous artist to celebrate Riverview's 50th as well as numerous related programs delivered	50%
		Continue active engagement in the Greater Moncton Immigration Partnership.	ECONOMIC DEVELOPMENT	Attended all 3 GMLIP Council meetings and 6 Executive Council meetings, completed new Terms of Reference, completed Community-Based Plan, completed updates to the Newcomer Guides, and completed Asylum Seekers Campaign organized by MAGMA.	100%
		Council to continue to support local organizations that advocate for multiculturalism, 2SLGBTQ+ communities and vulnerable populations.	COUNCIL	Integrated in day to day practices of Town Departments and supported by Council's leadership and engagement in these activities.	50%
		Council to participate in regional discussions on affordable housing and homelessness.	COUNCIL	Council endorsed an affordable housing strategy in December 2023. Council gave direction to create an affordable housing action plan before end of Q1 2024 to Council for review and approval.	100%
		Council to review and update Town grant program.	COUNCIL	Committee created and reviewed current policy. Changes were completed, reviewed by staff, and have been approved by Council. Task completed.	100%
		Recommendations of Inclusion and Equality (IE) Committee to be endorsed by Council to be implemented over the five-year term.	COUNCIL	Committee's recommendations were presented to Council in early 2024.	50%
		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	Capital investment in 2023 included installing poles/netting at Hawthorne Park to support Cricket NB. Continued efforts underway to support diverse offerings including the addition of new sport opportunities in Riverview (ie. Ultimate Frisbee)	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	Dashboards created to assist the leadership team to make more data driven decisions. New alert system was rolled out in December for emergency alerts and parking bans.	0.35
		Continue to participate in regional collaboration initiatives for the best interest of Riverview residents (i.e. solid waste; Trans Aqua; Capitol Theatre; Codiac RCMP; water purchases agreement; etc.).	COUNCIL	The Regional Police Study was approved by Council. Council endorsed continuing to work collaboratively with Moncton and Dieppe on policing and gave direction to implement actions to improved governance and accountability for that service.	70%
		Create more efficient ways to perform by-law enforcement	CORPORATE SERVICES	New parking ban alert is working as it should and residents are mostly pleased with the change. Over 60% of entries into Access E11 are completed by residents. A new student BEO was approved for the 2024 budget.	100%
		Developing the new alert system and internal processes for implementation in November 2023	ENGINEERING	The new alert system is under a pilot initiative during the winter of 2023/24	100%

STRATEGIC PLAN 2023 YEAR-END REVIEW

Strategic Theme	Objectives	Actions	Department	2023 Year-End Results	Percentage
SERVICE EXCELLENCE	Deliver quality services to residents and	Review and update of Town By-laws	CORPORATE SERVICES	Of the 7 by-laws identified for review, 2 were completed, 1 was deemed not necessary, 1 is in progress and 3 did not get completed.	50%
		Review the Town's model for IT service delivery	IT	First review completed in 2022. Periodic assessments to	100%
		Work with regional organizations that Riverview supports to improve public reporting on performance to Council and residents.	ADMINISTRATION	Regional Service Commission is accountable for reporting on their new regional mandated services. Town Council demanded that the CRPA improve reporting to Council on KPIs and operational plans as part of the 2024 budget approval process. The CRPA has committed to improved reporting.	50%
	Employer of Choice	Complete a Fire Department Operational Review.	FIRE	The Operational Review was used to inform the Fire Department's new Strategic Plan.	100%
		Expand the recruitment process with a goal of filling all positions within 60 days (Full-time)	HR	Filled 56 positions in 2023 to maintain high service standards across all departments. 98% filled within 60 days from when posted. Hired 24 summer students for summer programming.	100%
		Improve internal communication approaches, including implementing technology solutions.	IT	Added more users to Office365. Team member information boards planned to expand in 2024 to streamline updates and communication.	100%
		New employee recognition program - employees are motivated by peers and leaders for going above and beyond	HR	In 2023, 97 Employee Spotlights were awarded and celebrated.	100%
		Survey Employees and do behind the scenes interviews with employees on a typical day (Ex: Sweeper truck, sewer truck, snow plow and zamboni)	HR	Highlighted different employees and their respective departments, promoting the hard work that each does within the Town.	100%
	Excellent customer service	Respond to inquiries from social media in timely manner - daily (Monday-Friday), increase awareness on inquiries for other supports (Access 11, Public Works Phone Line, Miller and Natural Resources)	HR	Launched Riverview Alerts - the new Emergency Management system to proactively prepare Riverview's response plans.	100%
	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 announcements for 2023 were excellent. Available funding sources were proactively explored and managed throughout the year, including significant funds for the Riverview Recreation Complex and Infrastructure Renewal Program. A continued forward-looking approach is being taken with collaboration between multiple departments and staff towards capitalizing on available funding opportunities.	100%
		Council will be engaged in the local government reform process and advocate for reforms that respect Riverview's identity as a municipality	COUNCIL	The Mayor and Town staff are actively involved in the work of the Regional Service Commission. At this time the 2024 budget impact of the service commission has been minimal for the taxpayers of the Town of Riverview.	60%
		Manage the Town's key financial metrics including debt ratio; expenditure growth; tax rate; etc.	FINANCE	Tax rate was reduced by seven cents for 2023 and a further 5 cents for 2024. The debt ratio remains healthy at under 10% for 2023 and for the 2024 budget. Expenditure growth has been managed well overall in the 2023 budget with a small surplus noted in each the general and utility funds at YE (un-audited figures).	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	Completed the annual program review; economic impact stands at \$9.6M in total value to the Town spread over 4 different commercial and residential projects since the grant's inception in 2017.	100%
		Continue to grow the Light Up Riverview Program.	PARKS & REC	Recommendation to pause program growth adopted by Council until vandalism is further assessed. Routine upkeep and improvements completed in 2023 included new 4' wreaths along Coverdale Road.	75%
		Continue to utilize the development incentive program to increase commercial use/development in Town.	ECONOMIC DEVELOPMENT	One new grant application received in 2023 for 2 mixed-use buildings estimated at \$10M in value, and 6 total serious inquiries were received. Grant marketing campaign reached 21k digital viewers and 50k magazine readers, and achieved 21k impressions, 700+ link clicks, and 675+ in engagement on social media.	100%
		Explore idea of developing an annual awards/showcase event for Riverview businesses, community leaders, youth and volunteers.	PARKS & REC	The Recognizing Riverview Gala was presented on April 20 with maximum attendance, showcasing the community's accomplishments in many areas.	100%
		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.	50%
		Seek business community's input on Riverview Rewards program and growth.	PARKS & REC	Relaunched in 2022 with initial success following consistent advertising in 2023. A detailed program review and recommendations has been prepared for Council's review in 2024.	100%

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THRIVING COMMUNITY	Businesses receive support from residents and	Use Town channels to promote community awareness of Riverview shops, services and restaurants	PARKS & REC	Engagement strategy presented to Council and implementation is well underway, including over 50 business spotlight articles	100%
	Employer of Choice	Wellness Campaign each quarter to help increase engagement for employees	HR	Participated in the 2nd annual Municipality Week in September, which included a departmental challenges and celebrations. December wellness initiatives were about giving back month, in which employees donated to Albert County Foodbank, United Way, Toys for Tots, Blessings in a Bag, and Crossroad for Women.	100%
	Increase Riverview Brand Awareness	Provide communications, event planning for Special Events, Brand Training to internal stakeholders and engage residents and businesses in celebrating 50th Anniversary	HR	Published 50 business spotlights showcasing the diversity of Riverview businesses and their many community contributions. Engaged residents our snow clearing fleet in November-resulting in thousands of vites and seven plows named for the season. Residents collected Town branded items to show off their Town pride.	100%
	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	GMLIP has subitted proposal to IRCC for renewed funding in January 2024, supported by the tri-municipalities. Plans to restructure GMLIP priorities, delineate areas of service and geography, and onboard new Council members are currently underway.	100%
		Explore the Southeast Regional Economic Model in partnership with Moncton, Dieppe and Southeast Regional Service Commission.	ECONOMIC DEVELOPMENT	The Southeast Regional Service Commission is well established and delivered a draft Regional Strategy for 2024-2026 in July 2023, a Projection Study examining growth scenarios and regional sectors of opportunity in January 2024, will be delivering a Regional Affordable Housing Strategy in March 2024 informed by municipal strategies and private consultations, and will be delivering a Southeast Regional Economic Development Retreat with all 13 participating municipalities in January 2024. Attended 3 meetings in 2023 with the SERSC President to share Riverview's completed studies and strategies, and discuss local and regional economic development opportunities and collaborations.	100%
		Provide Council quarterly updates on GM regional economic team meetings.	ECONOMIC DEVELOPMENT	Attended all 4 Dieppe, Moncton, and Riverview Economic Development Team meetings, ensuring collaboration and shared insights on key Greater Moncton action plans and strategies.	100%
		Provide Council quarterly updates on positive impact of labour partnership strategy overall and for Riverview.	ECONOMIC DEVELOPMENT	Attended all 5 Southeast Laborforce Market Partnership Council meetings, actively participated in the restructure of the partnership and its priorities, and staff was appointed to the long-term strategic sub-working group in December.	100%
	Riverview is a desirable place to live, shop, visit and play	Continue to develop Riverview's tourism approach of trail tourism.	PARKS & REC	Developed program to officially recognize trail tourists who begin their Dobson Trail journey in Riverview. Program launched in Q2 of 2023.	75%
		Ensure during municipal plan review process, the Town has available land for commercial development.	ECONOMIC DEVELOPMENT	Completed Commercial Market Threshold Report presented to Council in September, and to approximately 100 business and development community members in November. Council gave direction to move forward with developing prospectus campaigns, creating marketing materials, engaging business owners and developers in private meetings, and delivering report findings via the Riverview Business Forum.	100%