

## 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 year 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.

## 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.

### Council Status Update – June 2017

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Corporate or Departmental Initiative	Status Update June 2017 on Actions and Metrics
Promote Riverview as an inclusive community with a good quality of life for residents.	Discovery Leaders to integrate children with disabilities into summer programs	Department	<ul style="list-style-type: none"> <li>Parks and Recreation discovery leaders have been hired for the summer to build on the successes of last year's initiative to integrate children with disabilities into our regular children's summer programming, moving away from the segregated program model.</li> </ul>
	Promote greater diversity and inclusion through all aspects of the Town's decision-making.	Department	<ul style="list-style-type: none"> <li>The Envision Riverview Community Dialogue Tent will be used this summer to engage the community in discussions related to topics such as: being a welcoming community for newcomers; energy efficiency programs available in our community; future capital projects for the Town, etc.</li> </ul>
	Support the development of a Greater Moncton Immigration website	Department	<ul style="list-style-type: none"> <li>The Economic Development continues to participate in the regional immigration committee focused on developing a new website that will provide resources to newcomers to our region. The new website is expected to be launched in mid-August.</li> </ul>
	Support the integration of the business community into existing community events and festivals	Department	<ul style="list-style-type: none"> <li>The Economic Development department is working with the seniors' roundtable to develop a survey seeking feedback from the business community to determine the business community's readiness for being universally accessible.</li> </ul>
		Corporate Lead: Economic Dev. & Parks &	<ul style="list-style-type: none"> <li>The Parks and Recreation and Economic Development Departments have been working with Riverview Art Centre &amp; the Arts Collective to better integrate the arts community into Town activities and events. A good</li> </ul>

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		Recreation	demonstration of that was the Art Collectives integration into Sunfest.			
Design and implement community events and programs to increase community pride, citizens’ engagement and wellbeing.	Continue to deliver popular recreational programs.	Department	<div>All <b>programs</b> for 60+, adult, and children’s programming are seeing increased participation rates in 2017 over 2016. To illustrate to date:<table><tr><td><b>60 +Programs</b> Spring 2017: 100 Spring 2016: 82</td></tr><tr><td><b>Adult Fitness</b> Spring 2017: 361 Spring 2016: 359</td></tr><tr><td><b>Children’s Programs</b> Spring 2017: 70 Spring 2016: 61</td></tr></table></div>	<b>60 +Programs</b> Spring 2017: 100 Spring 2016: 82	<b>Adult Fitness</b> Spring 2017: 361 Spring 2016: 359	<b>Children’s Programs</b> Spring 2017: 70 Spring 2016: 61
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<b>Children’s Programs</b> Spring 2017: 70 Spring 2016: 61						
	Maintain current special community side events with a theme of Canada 150 and focus on active living	Department	<div><ul style="list-style-type: none"><li>• <b>Riverview Maple Sugar Festival</b> was held from March 31 – April 2, with the highest attendance we have had in the nine year history of the festival. People participated in many of the ParticipACTION 150 Play List, encouraged by staff including hiking, walking, swimming and circus arts at the Maple Carnival.</li><li>• The <b>Skate Park</b> also incorporated the ParticipACTION 150 Playlist into their Root Down event and provided prizes as well as information about Play list #75; skateboarding.</li><li>• For <b>National Youth Week May 1-7</b>, twenty-five pole banners were created by RMS students to be placed along Coverdale Road. Their artwork was placed on one side of the banner while the Canada 150 rainbow logo was placed on the other side. This project was another partnership between RMS and the Town. Both the students and their families were engaged and excited about this project.</li></ul></div>			

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			<ul style="list-style-type: none"> <li><b>SUNFEST:</b> ParticipACTION 150 Playlist was incorporated into activities at the Canada Day program.</li> </ul>
<ul style="list-style-type: none"> <li>Encourage greater awareness and use of public transit.</li> </ul>	Increase public transit investment through 2020.	Department	<ul style="list-style-type: none"> <li>Council approved the funding and purchase orders for two new buses to replace the Town's current fleet. The first bus is scheduled to arrive in the fall of 2017. These buses will be purchased in partnership with the Federal Government through its Transit Infrastructure Fund.</li> <li>The ridership data collected on the buses in 2016 highlighted a decline in ridership on the Route 81 in Riverview. With a resultant decline in revenue. The ridership declined from an average of 230 riders per day on that bus to under 200. This decline is directly related to the closure of one of the call centers at Riverview Place. Route 80 ridership numbers remain stable, however overall the ridership for that route is low for a 30 minute route with direct access to downtown Moncton.</li> </ul>
Foster civic engagement and volunteerism	Involving community through events, participation, surveys and social media.	Department	<ul style="list-style-type: none"> <li><b>Art In Your Face</b>, was an event spearheaded by a local art group; the Riverview Arts Collective. This event took place during SUNFEST. The target was to get up to 20 local artists involved in selling and creating live art at this event. Parks &amp; Recreation staff provided support and integrate the event into Sunfest.</li> </ul>
	Further encourage the engagement of the community groups and citizens on events and festivals organizing groups/committees	Department	<ul style="list-style-type: none"> <li><b>Riverview Winter Carnival</b> 2017 had an attendance in excess of 4,000. With 16 local businesses and 18 different community groups involved with the planning and implementing (most of which was volunteer) the vast schedule of events; the community was truly engaged.</li> </ul>
	Enhance current volunteer recognition programs	Department	<ul style="list-style-type: none"> <li>Parks and Recreation staff are in the process of researching a list of comparable municipalities and information regarding their award programs to determine best practices to apply to Riverview. After that the department</li> </ul>

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			will meet with all current <b>Awards Programs in Riverview</b> , with the intent of determining if there is an interest in amalgamating the events or adding additional awards. The current awards include Volunteer Night held in April with 23 groups represented, the Youth Appreciation Awards Luncheon held in Council chambers in early May which saw eight award winners honored at the High School Awards assembly, and the Sports Wall of Fame which will hold the second induction of 5 individuals in the coming weeks.
Promote opportunities to maintain community safety	Execution of Fire inspections of Commercial Occupancies to meet or exceed the provincial standard	Department	<ul style="list-style-type: none"> <li>The Deputy Chief of Fire Prevention continues to focus on the required commercial fire inspections that must be done each year. The target is to complete an additional 50 fire inspections before the end of 2017.</li> </ul>
	Development of a Fire Department Strategic Plan	Department	<ul style="list-style-type: none"> <li>The Deputy Chief of Training has lead the efforts to develop a strategic plan for the Town's Fire Department. The process to date has included public engagement with an online resident survey, town employee survey, and facilitated planning sessions with both career and volunteer fire fighters. The strategic plan will be completed before the end of the year.</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	Corporate or Departmental Initiative	Status Update June 2017 on Actions and Metrics
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>	Corporate Lead: Finance	<ul style="list-style-type: none"> <li>The Director of Finance is leading this initiative, with the support of Opus Consulting, to develop a formal asset management plan for the Town. An asset management plan will be an excellent tool the Town can use to help manage and plan its significant asset inventory. Furthermore, the asset plan is required for receipt of future Gas tax funds. The team, including Finance, Engineering and Parks &amp; Recreation departments have made significant progress on the plan and it is anticipated the plan will be presented to Council for review and approval in the fall of this year.</li> </ul>
Take a well-planned and fiscally responsible approach to building and maintaining public infrastructure	Development of Mill Creek	Department	<ul style="list-style-type: none"> <li>The <b>Tender</b> for the addition of trail length (just over 2 km) has been placed on NBON and the work is expected to be completed in September. The focus is to ensure safe passage over the existing stream and a separation of walkers and skiers during the winter months.</li> </ul>
	Continuation of plans for Winter Wonderland Park and Playground revitalization	Department	<ul style="list-style-type: none"> <li>The <b>connection to the Dobson Trail</b> by boardwalks and all trail work has been completed at Winter Wonderland Park. The dedication of the Boardwalks occurred on June 3, 2017 as an event planned to commemorate NB Trails Day.</li> <li>The Ridgeway Playground tender was approved in June and the \$175,000 project will begin in the fall.</li> </ul>
	Implement an annual land and facilities assessment process to enable selling opportunities	Corporate Lead: CAO & Economic	<ul style="list-style-type: none"> <li>Council has given staff direction to determine the potential market interest front developers who may want to acquire the former</li> </ul>

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	of surplus properties. (i.e. Fundy Choc. River Station; RCMP building, unused land, etc.)	Development	<p>Public Works Site; and Town land at the corner of Gunningsville and Pine Glen Road. Council just recently approved the tender for demolition of the old Public Works building, which should assist in selling that property. Preliminary discussions with interested parties have occurred, however no formal offers have been made.</p> <ul style="list-style-type: none"> <li>• Council approved the rezoning of land off Runnymede from Parks and Institution to Residential earlier this year which would allow the Town to dispose of it. Preliminary discussions with interested parties have occurred, however no formal offers have been made.</li> </ul>
	Develop an infrastructure/economic development plan to develop commercial land off Gunningsville/Bridgedale area.	Corporate Lead: CAO & Economic Development	<ul style="list-style-type: none"> <li>• The Town continues to promote the commercial land off Gunningsville/Bridgedale area with members of the development community. With the development of the Downtown Centre and the Fundy Trail, there continues to be some preliminary interest, but nothing concrete has been proposed by a land developer.</li> </ul>
	Continue collaboration with Wellness Centre Committee and other community groups to ensure recreation facilities and programs meet residents' needs.	Corporate Lead: Wellness Committee	<ul style="list-style-type: none"> <li>• Town Council approved funding in 2017 to support the completion of a Fundraising Study to determine the potential community and donor support for a \$30 million Wellness Centre in Riverview. A final draft of the Fundraising Study will be brought to Council before budget season to determine next steps in that process.</li> </ul>
	Upgrade energy efficiency of facilities through the exploration of programs/third-party partnerships.	Department	<ul style="list-style-type: none"> <li>• There are a number of energy efficiency improvements being implemented as part of the work that will be completed on the Byron Dobson Arena this year including new lighting and a new low e-ceiling. The Town will be receiving funding from NB Powers energy efficiency program because this type of work will be completed.</li> </ul>



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Invest in upgrading local streets and roads	Local Improvement Program	Department	<ul style="list-style-type: none"> <li>The tenders for all six local improvement projects have been approved by Council and the work has begun on most of those streets at this time. Hawkes; Asburn; Wentworth; Prescott; Olive; and Fatima will be completed this summer.</li> <li>The Engineering Department has already begun the planning for the 2018 local improvement projects, which are proposed to include Bloor; Balmoral; Byron; Devere; Ealey and Leonard Loop Street. Planning for these projects at this time is designed to improve accuracy for construction cost estimates for the 2018 budget.</li> <li>Watermain renewals to address aging infrastructure will be occurring on Government and Harvey Roads this summer.</li> </ul>
Invest in maintaining and growing Town's road network to attract business investment and support economic growth.	Pine Glen Road Improvements	Department	<ul style="list-style-type: none"> <li>The tender for the final phase of the Pine Glen improvements was approved by Council at the June 30 meeting. This will finalize the improvements to this road to the Town boundary and improve the street in front of a number of businesses in that area.</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.

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Riverview Brand Development	Approve and implement a new three-year marketing and communication strategy that would help grow investment and communicate opportunities to community.	Corporate Lead: Communications	<ul style="list-style-type: none"> <li>Town Council has approved the RFP for the development of a new website for the Town. Staff in all departments, led by the Communications department, are working with the website designer to develop a new and more robust website that will be designed with the users in mind and also align with the Town's three year marketing strategy. The new website launch is targeted for mid-October.</li> <li>As part of the website development "new sector specific marketing material" to promote the Town and the businesses in our community are aligned with the website launch.</li> <li>The Town's first digital marketing campaign is in development and will be launched at the same time as the new website.</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.	Corporate Leads: Parks & Recreation & Economic Development	<ul style="list-style-type: none"> <li>The Town hosted the "Trails Town Conference" earlier this year to discuss the economic development opportunities for Riverview and the region related to trail development and tourism. This event was attended by a number of staff from Parks and Recreation and Economic Development.</li> <li>The <b>linkage to the Dobson Trail</b>, and subsequently the Fundy Trail, is complete. This was accomplished in partnership with the provincial Departments of Forestry, Transportation and Environment as well as</li> </ul>

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			Trans Canada Trail and NB Trails, in late 2016. A formal dedication event was initiated on Trails Day June 3, 2017 at 10 am
	Enhance the Town's trail network (including Mill Creek and Riverfront) that would align with a larger eco-tourism strategy for the region.	Corporate Leads: Parks & Recreation & Economic Development	<ul style="list-style-type: none"> <li>Mill Creek Nature Park is going to be added to the Fundy Biosphere Reserve's list of Amazing Places.</li> </ul>
	Continue to develop Riverview's tourism strategy as the book end community to the Fundy Trail tourism development.	Joint Leads: Parks & Recreation & Economic Development	<ul style="list-style-type: none"> <li>Staff in Economic Development and Parks and Recreation continue to work with partners in Albert County and with the Regional Service Commission to support the development of both the Regional Recreation Master Plan and a Regional Tourism Strategy.</li> <li>The Town is in the early stages of working with Moncton and Dieppe on a Regional Food Tourism Strategy.</li> </ul>
Attract investment in the eco and sports tourism sectors	Increase eco-tourism through outdoor opportunities for residents	Department	<ul style="list-style-type: none"> <li>During the winter of 2016-17, the Parks and Recreation department facilitated several <b>new programs</b> and activities including, Learn to Hike, Learn to Bike, Hike Leader Course, Learn to Snow Shoe, and Bush Craft Basics. All programs were full, with waiting lists.</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.	Corporate: Lead: Economic Development	<ul style="list-style-type: none"> <li>The Town of Riverview was successful in securing \$150,000 from the Provincial Government's Canada 150 Fund to enhance the Town's downtown area, in particular along the Riverfront. These funds will be used to continue our "light up Riverview" Campaign; install trail infrastructure and signage along the trail system; and provide space for a private business to develop the Chocolate River Café along the trail network for the benefit of residents and visitors.</li> </ul>

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	Encourage energy development opportunities such as Dobson Landing and its smart grid development concept. Other opportunities could include energy development uses on Town owned land.	Corporate Lead Economic Development	<ul style="list-style-type: none"> <li><a href="#">Dobson Landing</a> is a first-of-its-kind community in Atlantic Canada that combines smart technology and innovative energy efficiency in contemporary homes. Dobson Landing is partnering with NB Power pilot program on a 5 year energy storage project. With this partnership home owners can lease solar panels and can install a smart home storage battery free of charge. This is a great research opportunity for NB Power. The Economic Development Department played a key role in bringing these two partners together. The Town continues to support the development of this unique subdivision concept within and outside Riverview.</li> </ul>
Retain and grow our strong local business community.	Through the Business Collective, collaborate with local entrepreneurs to address issues and priorities	Department	<ul style="list-style-type: none"> <li>The business collective has started to work with the Albert County Chamber of Commerce to leverage resources, guest speakers and training for the best interest of all the areas businesses.</li> <li>The Town's website continues to promote our local businesses through online business profiles of great local businesses that may not be known to everyone. (Old Time Meat Market; Lolly Pops and Gumdrops; etc.)</li> </ul>
	Work collaboratively with Moncton, Dieppe, 3+ Corporation and the business community on sustainable regional economic growth.	Corporate: Leads: CAO & Economic Development	<ul style="list-style-type: none"> <li>Town Council has approved a memorandum of understanding on regional economic development outlining how the Town is prepared to work in collaboration with Moncton and Dieppe on promoting and developing the region. The Town, in collaboration with Moncton and Dieppe, is working on developing a service level agreement for 3 + Corporation as the regional development agency and the expectation is that agreement should be finalized before the end of 2017.</li> </ul>
	Building Permit Metrics	Corporate	<ul style="list-style-type: none"> <li>As of the end of June the Town had over \$7.3 million in building</li> </ul>

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			permits approve. The total is within the range of what the Town has seen in the last four years, however it is below the Town's 10 year historical average. Furthermore, all of the permits to date have been related to residential development. There have been a number of discussions to date on some commercial development projects but no permits have been approved at this time. We hope to see increased activity in the second half of the year.

## 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	Corporate or Departmental Initiative	Status Update June 2017 on Actions and Metrics
Maintain the lowest/most affordable tax rate in Greater Moncton	Parks and Recreation continue with internal cost reductions where possible to ensure overall department budget is fiscally responsible	Department	<ul style="list-style-type: none"> <li>The Parks and Recreation Department has revamped the fall aquatic schedule resulting in reduced staff expenditures and increased offerings to the public. The schedule will include more swimming lesson times, increased swim team times and longer lane/public swims.</li> </ul>
	Complete an annual property tax guide for residents.	Corporate Lead: Communications	<ul style="list-style-type: none"> <li>The Town completed its second installment of the “property tax guide for residents” and made it available on the Town’s website in February. Furthermore, the Town included a two page version of that document in the April Water and Sewer Bill mail out.</li> </ul>
Provide high-quality customer service to residents and businesses.	Develop a Town Asset Management Plan by 2018 that will guide Council’s investment decisions on infrastructure requirements and level of service it provides to its residents	Corporate Lead: Finance	<ul style="list-style-type: none"> <li>The Director of Finance is leading the Town, with the support of Opus Consulting, through the process to develop a formal and structured asset management plan for the Town. An asset management plan will be an excellent tool the town will use to help manage and plan for its significant asset inventory. Furthermore the asset plan is required for receipt of future Gas tax funds. The team, including Finance, Engineering and Parks &amp; Recreation departments have made significant progress on the plan and it is anticipated the plan will be presented to Council for review and approval in the fall of this year.</li> </ul>

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	For service-focused departments, explore the implementation of a service tracking system.	Corporate Lead: CAO	<ul style="list-style-type: none"> <li>The Public Works Department implemented a new service tracker system for all residents' calls for services and assistance. The software system allows the department to manage service calls; assign work to appropriate staff; manage project timelines; and report to Council on the type and nature of their services calls. The Town will be looking at implementing the service tracker system with other departments in 2017.</li> </ul>
	For ongoing operations, establish an improvement program with dedicated performance markers.	Corporate Lead: Town Clerk	<ul style="list-style-type: none"> <li>The Town Clerk's Department continue to lead the role out of the new escribe system for Council agenda packages. In June the next step in the roll out occurred where Council started to begin using the escribe system, which eliminated the need to do the agenda package in duplicate which saved time and effort. The department will continue to monitor other measurable improvements that have been created by the system including time to prepare the Council minutes, prepare agenda package together, etc.</li> </ul>
Maintain a debt ratio (16%-17%) over the next four years.	Operational Plans	Corporate Lead: Finance	<ul style="list-style-type: none"> <li>The debt ratio for 2017 is projected to be 15.75%.</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.	Department	<ul style="list-style-type: none"> <li>The Riverview <b>Pickleball Association</b> was established in spring of 2017, moving service delivery away from the Parks &amp; Recreation Department and to a formally established community group.</li> <li>The <b>Winter Carnival Committee</b> continues to gain autonomy in its decision making around the planning process for this large community wide event.</li> </ul>
	Improve and track program quality and service through participant surveys, High Five accreditation and	Department	<ul style="list-style-type: none"> <li><b>Quest</b> evaluation was completed on the March Break Camp, and parent evaluations were sent out to all parents of children enrolled in winter programs. Quest evaluations will be scheduled for all children's summer programs, and parent evaluations will continue to be conducted</li> </ul>

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	program and staff evaluations		throughout the year.
Foster a positive and engaging work environment for employees	Establish processes and operational activities to improve internal collaboration among departments.	Corporate Lead: CAO	<ul style="list-style-type: none"> <li>The first ever Employee Town Hall Meeting was held in January, which provided the CAO and Directors the opportunity to provide employees with an overview of the Town's strategic plan and operational priorities for 2017. The event was a positive success and employee feedback indicated that employees are looking for more and regular communication on what is going on with the Town. Since that Town Hall meeting internal communication has been shared with employees via emails, employee roundtables and departmental meetings to keep employees informed about ongoing activities with the Town.</li> </ul>
Promote a safe work culture	Continue to promote a positive and safe work culture.	Corporate Lead: Directors Group	<ul style="list-style-type: none"> <li>The Town's directors and supervisors are participating in a Safety Leadership Pilot Program that is being facilitated by Worksafe NB. The Town is one of 10 employers in NB taking advantage of this excellent program designed around increasing the work safe culture in organizations beyond just compliance to "that is how an organization operates". The program has four all day workshops and to date the management team has completed two of the safety leadership workshops. These workshops have not only being good for focusing on worksafe culture but they have been a good team building exercise for the Town's leadership team.</li> <li>The Town has created a "Governance Committee" to oversee the pilot program including the implementation of the follow up activities.</li> </ul>
		Corporate Lead: Human Resources	<ul style="list-style-type: none"> <li>In collaboration with the Health and Safety Committee, the Directors group created a new incident and investigation process to help improve that process and ensure consistency of how those situations are managed. Training on the new process was provided to all relevant staff.</li> </ul>



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		Department Support: HR	<ul style="list-style-type: none"> <li>In partnership with the career firefighters/ paramedics the Chief has been working on developing a post traumatic peer support program for the department. The team has been able to access services and training through the Halifax Regional Municipality that has been excellent. The team is working well together in developing a program that will benefit the entire department and there have been early indications the training and support already gained has been beneficial to members of the department.</li> </ul>