

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.

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.

Council Status Update – 2018 Priorities – Mid Year Status Update

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2018 Priorities	Mid-Year Status Update
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"> The three municipalities have engaged a consultant to report on the results of the Immigration Strategy to date in 2018, which will inform the development of a renewed strategy in 2019.
	Support the development of a Greater Moncton Immigration Initiatives	ED	<ul style="list-style-type: none"> The Town provided funding to support the Greater Moncton Diversity Champion Coordinator position which was an outcome of the Local Immigration partnership welcoming communities committee. 	<ul style="list-style-type: none"> The Diversity Champion Coordinator position is the liaison between community members and newcomers. Working at the neighborhood level the diversity champion will build volunteer capacity that will be trained on cultural competency and they will act as “welcome wagons” to newcomers helping them to successfully integrate in their new homes. The Diversity Champions will help stimulate conversations and will help organize events and activities at the community level that can further help create a sense of belonging for community members and newcomers.
	Support the integration of the business community into existing community events and festivals.	ED, P&R	<ul style="list-style-type: none"> In 2018, P&R and ED plan to collaborate further to make further connections with local businesses to participate and support the Town's 2018 events and festivals. 	<ul style="list-style-type: none"> Riverview Winter Carnival 2018 continued to bring in a large number of sponsorship opportunities with businesses on both sides of the river. Riverview's 10th Annual Maple Sugar Festival had a very successful “10 Ways to Get your Maple on” initiative with Riverview businesses offering a different maple experience throughout the three day spring festival. Businesses were provided with Canada Day decorations to enhance the event, Subway is the main sponsor. Also involved in other SUNFEST events

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				<p>are:, Moncton Golf Club, Parkland, That Art Thing, A for Adventure from Nova Scotia, Surface Skate shop, The Community Tree Yoga Studio, LadyBoss Collective and Chef Lucia with the truck called Lola, and Circus Stella.</p> <ul style="list-style-type: none"> • Ocean Trails will be part of the Block Party series this summer in keeping with the outdoor, trails and adventure direction/focus.
		ED, P&R	<ul style="list-style-type: none"> • P&R will investigate potential for partnerships for the Sounds of Summer Concert Series. • Further integration of the Arts Community in Town events is a goal of the P&R Department in 2018. • The annual Sustaina-Palooza will be held in April. This year's theme will highlight the activity of citizens and groups in the region that contribute to the Town's sustainability goals. 	<ul style="list-style-type: none"> • Local art will be part of the Concert series, and the Riverview Farmers Market will also be in attendance. • Riverview Arts Centre is co-sponsoring Circus Stella as part of the Canada Day festivities. • Sustaina-Palooza 2018 was driven by the grass roots. Citizens and RHS students educated, enlightened and proposed new ideas for the Town to achieve its sustainability goals.
	Discovery Leaders to integrate children with disabilities into summer programs	P&R	<ul style="list-style-type: none"> • P&R will complete a review to ensure our integrated programs align with how school boards and other recreation facilities address participants with exceptional needs (i.e. EA or support person to be provided by registrant). This review will determine next steps in the provision of this service and our ability to provide it. 	<ul style="list-style-type: none"> • P&R is committed to providing excellence and accessibility in its programming. Services are provided in a manner that respects the dignity and independence of participants, staff, families and guests. • P&R currently not able to provide 1-on-1 support for participants with exceptional needs. In most cases, family members, support workers or aides are able to attend with children requiring this level of support. • P&R worked with ParaNB earlier this year to bring a "Learn to Play" wheelchair basketball camp to Riverview this summer. It will be running at RHS in the evenings. • P&R working with ParaNB to provide wheelchair basketball sessions for children participating in our multi-sport camps. • Aquatic Staff attended several workshops related to the integration of persons with disabilities over the winter, with the goal of implementing program opportunities and eventually a para-sporting initiative.

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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"> P&R is determining the format of Children's Summer Programs for 2018 and plans to increase the frequency of the Outdoor Adventure Camps, as there is a high demand, and it fits with the Town's Strategic Plan to promote a welcoming and safe community. The second initiative for Summer Camps are specialty camps. These would diminish the need for participant transportation, which has escalated in cost this year, and may include music and drama camps. These day camps would be implemented in partnership with local community groups. The department is investigating other delivery models for the fitness program offerings (private, private/public partnering, etc.). 	<ul style="list-style-type: none"> This summer, age 9-12 and age 6-9 (Forest Rover Camps) will each have two opportunities to participate in Outdoor Adventure Camps. P&R has partnered with the Riverview Arts Centre to offer two specialty camps: violin camp and drama camp. This summer, P&R has partnered with 11 different local and provincial sport organizations to deliver introductory sessions for children participating in our brand new Multi-Sport Camps. This spring, P&R piloted a new service delivery model for our fitness programs. The goal is to continue to partner with fitness instructors in our community to offer safe and affordable opportunities to be active in Riverview.
	Maintain current special community wide events with a focus on active living	P&R	<ul style="list-style-type: none"> Continue to provide special community events, targeting civic pride and active living with a focus on community partnerships. Emphasis on inclusivity for all citizens and visitors. P&R is investigating the potential for an annual themed banner project with art community partners and ED. 	<ul style="list-style-type: none"> Riverview Winter Carnival 2018 hosted 5 consecutive nights of Snowshoeing Adventures, each from a different Riverview location, each led by a different community partner, and all of them free to the public, snowshoe rentals were provided for free and refreshments and prizes were provided all through partnerships with local businesses. Ice Sledges were made available for Riverview Winter Carnival festival goers. Riverview Winter Carnival partnered with River of Pride to bring an event to Riverview for the first time ever. Riverview's Maple Sugar Festival partnered with the Cocoa Room, Fundy Biosphere Reserve and the Fundy Hiking Trails Association to offer the "Secrets of the Fundy Footpath". Local explorer Thomas Raithby inspired a full house to head out to this relatively untouched wilderness gem that is

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				<p>right in our backyard, and to discover for themselves this vast stretch of coastal forest and shoreline.</p> <ul style="list-style-type: none"> Riverview launched the provinces first ever Discovery Day Pack Lending Program. The service is provided by the Riverview Public Library in partnership with the Fundy Biosphere Reserve and the Town of Riverview. The day packs are designed to help break down socio-economic barriers, foster a sense of belonging and provide support to existing outdoor programs within the Fundy Biosphere Reserve. Numerous groups continue to provide volunteers and organize events within our festivals and events. The Riverview scouting community is on board to enhance a SUNFEST event at the Riverview Boys and Girls Club. The Aquatic Centre hosted 2 Safe Grad events in partnership with the School District; Riverview High School and Doaktown High.
		ED, P&R	<ul style="list-style-type: none"> The Light Up Riverview Committee will continue adding lights and electrical to Riverfront Park with the goal of reaching the bridge by 2019. P&R to continue to support the committee and play an active role in the Light Up Riverview campaign, including engagement with schools and dressing up other areas of Town to complement the work at Riverfront Park. 	<ul style="list-style-type: none"> P&R program staff arranged for the local school to be engaged with this year's activities and add the lights to the wiring for the Light up Riverview event. Light Up Riverview Committee will be meeting this summer to make plans for this year's riverfront lights.
	Establish Riverview Art Fund to acquire, promote and display local art	P&R, CS	<ul style="list-style-type: none"> The Art Procurement Jury will advertise its first formal call for local artists to submit proposed pieces to be considered by the Town of Riverview. 	<ul style="list-style-type: none"> Art Procurement Jury will be issuing a call out for submission of artists' works and recommend which pieces to purchase for the town this fall. The Jury will also attend and possibly purchase art at the Library's art show in October.

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Encourage greater awareness and use of public transit.	Increase public transit investment through 2020.		<ul style="list-style-type: none"> Council approved funding in the 2018 budget for a second new bus for Route 80. The new bus will arrive and is targeted to be operational by February 2018. 	<ul style="list-style-type: none"> The new bus has been operational since February 2018. The ongoing maintenance costs for our buses have been reduced as the age of our fleet was dramatically reduced. Riverview is working with Moncton, Dieppe and Codiak Transpo to assess how the region can take full advantage of the new Federal Transit Infrastructure Fund that could result in over \$10 million a year over the next ten years being spent to expand transit services in our region. Each Council will need to factor in the operating budget increases need to support the increased capital spending.
Foster civic engagement and volunteerism	Involving community through events, participation, surveys and social media.	P&R, CS		<ul style="list-style-type: none"> P&R is meeting with much success in involving the community in events, activities and programs. Efforts are continuously ongoing to keep the community informed. Corporate Services is currently preparing Requests for Quotations for the purchase of a live streaming software package and video recording equipment to enable live stream. Corporate Services coordinated a public information session and educational materials to inform residents of the planned construction on Gunningsville Boulevard and provide prompt answers to stakeholder questions.
	Further encourage the engagement of the community groups and citizens on events and festivals organizing groups/committees	P&R	<ul style="list-style-type: none"> The Town continues to support and enable increased community group support including support for the Community Garden Committee, Friends of Mill Creek Advisory Committee, Winter Carnival Committee, Sustainability Committee, Public Art Committee, Light up Riverview Committee and the Business Collective. 	<ul style="list-style-type: none"> The Riverview Winter Carnival Committee planned and implemented another very successful 10 day festival. The Community Garden Committee is currently planning to have a section of Wentworth Park tilled so that it may become a satellite neighborhood garden in 2019 to service that end of town. Riverview Creative Collective is hosting an art show during Riverview SUNFEST.

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			<ul style="list-style-type: none"> Work is planned with the Friends of Mill creek and La Bikery as well as the tri-communities to provide appropriate and accurate Active Transportation mapping. 	<ul style="list-style-type: none"> There has been several successful public events planned for Mill Creek this past spring and include a mass tree planting in partnership with the Fundy Biosphere and Rogers Communications; a Bio blitz in partnership with a variety of groups initiated by Riverview High School, and the planting of 3 pollinator gardens in partnership with the Town of Riverview and Friends of Mill Creek. The production of maps, to be integrated into one map, that will include the winter and summer versions of Mill Creek Nature Park, the town wide bike lanes and walking trails, and Winter Wonderland Park trails and Dobson Trail connection are 90% complete. Currently the maps are being reviewed for accuracy, with the next step being the final design for hard copy production. Once completed, each individual map will be available for printing from the Town's web site.
	Enhance current volunteer recognition programs	P&R	<ul style="list-style-type: none"> The department will investigate the potential for youth and adult (male and female) sport award categories to be housed with the Sport Wall of Fame Committee. 	<ul style="list-style-type: none"> The P&R Director met with the Wall of Fame Committee, and the consensus was that bringing the awards together and adding youth and adult competitive categories, was not practical at this time.
Promote opportunities to maintain community safety	Execution of Fire inspections of Commercial Occupancies to meet or exceed the provincial standard	FIRE		<ul style="list-style-type: none"> Inspections continue on the commercial occupancies identified. We are on schedule to meet our goal.
	Emergency Measures	FIRE CHIEF/CS	<ul style="list-style-type: none"> Collaboration between PW, FIRE and CS on a tri-community communication plan related to a compromised drinking water system. 	<ul style="list-style-type: none"> Meetings have been held this year. The last meeting was held in June 2018. All parties are committed to updating their critical data and to prepare for a critical water shortage due to unforeseen conditions or incidents. A thorough

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			<ul style="list-style-type: none"> A full review and update of the Town’s Emergency Response Plan is proposed in 2018 including a planned table top exercise. 	<p>and robust “Do Not Consume” emergency plan was developed for the Greater Moncton region. The preparations for a potential water shortage will continue this summer.</p> <ul style="list-style-type: none"> The Town’s Emergency Response Plan has been completed and approved by council in May 2018. This plan was developed by the EMO Directors from Riverview, Dieppe and Moncton. A table top exercise was conducted on June 13, 2018. The Town’s new Emergency Operations Center was used for the first time. Staff also used the new Emergency Response Plan. The exercise went well and was a great learning experience for all those involved. Corporate Services developed and promoted an Executive Summary of the Municipal Emergency Measures Plan in collaboration with communications counterparts in the Cities of Moncton and Dieppe. The three Fire Chiefs/EMO Directors conducted several media interviews to relay the MEMP’s goals during Emergency Preparedness Week in May 2018.
	Fire Operations	FIRE	<ul style="list-style-type: none"> The Town is investing \$90,000 to upgrade fire services equipment to continue delivering quality services to the community (equipment include defibrillators and radio equipment) 	<ul style="list-style-type: none"> The fire department has formed a Medical Equipment Committee to help select the most suitable defibrillators for the town. The decision should be made by the end of July. The tender will be sent out shortly afterwards. The new pagers and VHF portables radios have been purchased and delivered. They are now in service. The radio antenna upgrade is still in progress. The fire department pre-alert system is now in place. It has a few glitches that the contractors are resolving. We have already seen an improvement in response times.
	Development of a Fire Department Strategic Plan	FIRE		<ul style="list-style-type: none"> The plan has been completed. Council approved the plan in June 2018. The department is moving forward with the goals and objectives set out in the approved Fire Services Strategic Plan.

Planning for Future

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

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Complete an asset management plan regarding infrastructure needs.	<ul style="list-style-type: none"> Complete infrastructure asset management plan by 2018 and work from the framework that is established. 	FINANCE	<ul style="list-style-type: none"> The AMP Committee will finalize any outstanding items in the draft plan and policy and present it to Council in 2018. An AMP plan is a constantly evolving document. In 2018, it will be incorporated as an integral part of the Financial Plan as it relates to Capital Projects. This will include a breakdown between investment in existing assets and new additional assets. 	<ul style="list-style-type: none"> First phase of this initiative is completed. Council endorsed the AMP Plan and Policy in winter of 2018. Work will continue to refine this “living” plan document.
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"> \$1.7 million is included in the capital budget to focus on additional upgrades to the Byron Dobson Arena, including a new ice pad and boards for the upper rink. The lighting in the lower rink will be upgraded with energy efficient lighting as well. To address maintenance and safety issues funds have been allocated to replace the roof of the P&R Admin. Office. \$165,000 will be invested to shingle the roof of the Fire Station to address current deficiencies. 	<ul style="list-style-type: none"> The work planned for the Dobson Arena has been tendered and as of June 22 it is on schedule and remains under budget. Work has not yet begun on the Administration Office roof, as the tender is currently being prepared. The tender for the Fire Station roof was approved and it was below budget. The project began in June.

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	Develop a facilities master plan for the Town’s buildings.	CS	<ul style="list-style-type: none"> In 2018, the Town will hire a Facilities Coordinator to develop an ongoing and preventative maintenance plan to help in the development of a long range management plan for the Town’s facility assets. 	<ul style="list-style-type: none"> Facilities Coordinator hired in April 2018. Facilities Coordinator is in the process of developing a sustainable preventive maintenance plan for the town’s facilities
	Development of Mill Creek	P&R	<ul style="list-style-type: none"> The Town will invest another \$200,000 in the development of Mill Creek primary trail network in 2018. The planning of this work will be done in partnership with the Friends of Mill Creek. 	<ul style="list-style-type: none"> Work has begun at Mill Creek to replace the planned section of primary trail and improve safety. In addition to the work being completed by contractors, Town crews have begun work to extend the trail system from the current entry point near the Operations Centre to the lift station location on Robertson Drive. This will assist to eliminate the conflict between users and Town operations. Friends of Mill Creek are currently providing feedback on the design of the Lookout area above the Dam. This site will be a focus for programming within the park.
	Continuation of plans for Winter Wonderland Park and Playground revitalization	P&R	<ul style="list-style-type: none"> An additional \$30,000 is planned for Winter Wonderland to complete work executed in 2017. An additional \$20,000 is budgeted to complete work at Ridgeway Park. 	<ul style="list-style-type: none"> Winter Wonderland Park is currently on hold until a development plan for the adjacent property is received and reviewed. This work at Ridgeway Park is scheduled and will be completed by Town forces as time permits.
	Continued investment of required infrastructure to support active transportation	P&R, ENG	<ul style="list-style-type: none"> \$32,000 to connect Old Coach via a trail to Gunningsville Boulevard. \$25,000 to connect Sawgrass via trail to Coverdale Centre and splash pad. \$140,000 invested in a sidewalk on Runneymeade. 	<ul style="list-style-type: none"> Town Crews have completed this work at the Old Coach trail with gates to be installed at the top and bottom of the trail ensuring user safety and eliminating the potential for vehicle access. Sawgrass has passed through the design phase at the Town’s Engineering Department, and is scheduled to be completed by Town forces as time permits. The sidewalk on Runneymeade was awarded and construction is scheduled from June 18 to the middle of July.

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				<ul style="list-style-type: none"> Installation of a bicycle repair station at the intersection of the trail at Gunningsville Blvd. and Coverdale Road, and the addition of a water bottle refilling station was completed. This compliments other similar installations completed over the last 2 years.
	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"> The Town plans to list the former site of public works with a commercial broker in 2018. The Town has not listed the Fundy Chocolate Riverview Station and other properties in Town but is always prepared to listen to potential offers. 	<ul style="list-style-type: none"> Colliers Int'l has been contracted to provide commercial real estate services for the Town. The public works site and the vacant land on Runnymede will be the first properties that Colliers will list.
	Develop an infrastructure/economic development plan to develop commercial land off Gunningsville/Bridgedale area.	CAO, ED	<ul style="list-style-type: none"> The Town will explore the development of an economic development incentive program designed to stimulate commercial investment in the community with the new authorities included in the new Local Government Act. The proposal will be presented to Council in 2018. 	<ul style="list-style-type: none"> The financial incentive program was approved by Council in May. The Department has received its first application to the program from the John Grass Special Care Home. The Town will work with Colliers Int'l to develop a strategy for the development of the land along the future Bridgedale Boulevard.
	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"> \$250,000 is included in the 2018 operating budget to support a Community-led Fundraising Initiative (with objective of securing \$3 million in community funding) as well as further program development and design specifications for this facility and project management requirements. 	<ul style="list-style-type: none"> There was a delay in moving forward with the fundraising initiative as Council reviewed and updated its 10 year capital plan. A proposed Wellness Centre concept is still included in the 10 year plan using a phased approach. The RFPs for fundraising consultants are under review and will be presented to Council for approval in the near future.

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	Upgrade facility energy efficiency through programs/third-party partnerships.	P&R	<ul style="list-style-type: none"> Additional energy efficiency improvements to the lower arena are planned for 2018, in particular lighting upgrades. 	<ul style="list-style-type: none"> Additional energy efficiency upgrades for the lower rink were included in the tenders and will be completed before the upcoming season. Facilities Coordinator is currently working on potential energy efficiency incentive program opportunities.
Invest in upgrading local streets and roads	Local Improvement Program and water main renewals	ENG, PW	<ul style="list-style-type: none"> Local Improvement & water main replacement <ul style="list-style-type: none"> ✓ Bloor ✓ Balmoral ✓ Byron ✓ Ealey ✓ Leonard Loop Water main Replacement <ul style="list-style-type: none"> ✓ Warren ✓ Gaskin & Lowell An updated Local Improvement By-law and guidelines will be completed early in 2018 in order to align with current practices and the new Local Government Act. 	<ul style="list-style-type: none"> All five local improvement projects were awarded within budget. The projects are on schedule, with Leonard Loop to be completed by the middle of July and the other projects by early September. Water main renewals to address aging infrastructure were awarded within budget. The water main replacement on Warren is on schedule to be completed by end of July, and the Gaskin and Lowell construction proposed start date is July 9, 2018, and scheduled until the end of August. The 2018 local improvements followed the update process and by-law requirements as outlined in the new Local Government Act.
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"> The Town has set aside funding to purchase land to consider a future roundabout at Pine Glen and Pinewood Road. 	<ul style="list-style-type: none"> The Engineering Department is planning the required relocation of public utilities with NB Power, Aliant and Rogers. The project itself is not under consideration until 2021 in the 10 year plan. The Economic Development Director began the negotiation for land acquisition with the land owners.
	Intersection at Coverdale and Gunningsville Bridge	ENG, PW	<ul style="list-style-type: none"> The Town plans to invest \$1.6 million (50/50 split with province) in upgrading the intersection at Coverdale and Gunningsville 	<ul style="list-style-type: none"> The tender was awarded to Dexter Construction. The project cost is higher than expected at \$2.0M. Public awareness and education has been on-going throughout June with radio, print, and video

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			Bridge east bound and south bound. This plan will address current congestion issues faced at that intersection today, plus it will help alleviate the additional congestion problems anticipated in 2020 when the causeway is closed.	interviews, along with a public open house, and poster presentations promoted across TOR’s digital channels.

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.	ED, CS	<ul style="list-style-type: none"> Continue to focus on implementing the three year marketing strategy. Centred on the new website, efforts will focus on three themes: Moving to Riverview, Doing Business in Riverview, Visiting Riverview. These ads will be placed strategically, based on analytics and placed either geographically or demographically. The Town will produce sector specific business case documents (e.g. retail, tourism, hotel, clean-tech). These one-page sales tools will communicate Riverview’s value proposition to new investors. 	<ul style="list-style-type: none"> Beginning in May, the ED Department has been placing weekly ad runs on a variety of social media channels, targeting Atlantic Canada and Ontario. The analytics from this campaign will be used to further refine the messaging and strategic targeting of future campaigns. This product sector business cases project will begin Q3
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"> The Town plans to implement an Eco-Bike Tour. Featured as an experience in the NB tourism Guide, the Town will partner with La Bikery, Fundy Biosphere Reserve and Petitcodiac Watershed Alliance. P&R will continue discussions with the Regional Service Commission regarding the Regional Recreation Masterplan implementation process. 	<ul style="list-style-type: none"> These tours will begin to be offered twice weekly in July. Tours will begin at La Bikery and guided along the river front where a variety of storytellers will be on hand at various points to either provide a history of the river and its people or a hands on experience connected to nature.

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				<ul style="list-style-type: none"> The Biosphere received an Envision Riverview micro-grant to install signage in strategic locations to direct people to the various Amazing Places. The P&R Director has been appointed to the Regional Services Commission Recreation Advisory Committee.
	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"> Continue partnership with Fundy Biosphere Reserve to add an "Amazing Places" in Riverview at lookout in Mill Creek Nature Park. Amazing Places are the FBR's list of the best hiking destinations in the biosphere reserve. 	<ul style="list-style-type: none"> Mill Creek Lookout has been added as an "Amazing Place" within the Fundy Biosphere. The Fundy Biosphere will be present at the Block Parties this summer.
	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"> Town staff to work with Moncton, Dieppe, Sackville, Shediac and the Regional Service Commission to develop the action plan for the development of the RDMO organization. Continue to promote and establish Riverview as the gateway to the Fundy Region. Champion the Greater Moncton Food Tourism Strategy to support Riverview business and entrepreneurs to meet the market ready criteria. Continue involvement in the implementation of the Regional Recreation Masterplan. 	<ul style="list-style-type: none"> The SERSC sub-committee tasked with developing an RFP for the development of a regional tourism strategy and RDMO have engaged a consultant to develop the RFP. Currently the consultant is exploring how the City of Moncton's research around establishing a DMO may align with the regional need. Strides were made in the Food Tourism realm with the partnership with businesses and P&R, offering maple experiences during the 2018 Riverview Maple Sugar Festival.

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				<ul style="list-style-type: none"> As a member of the newly formed Regional Recreation Advisory Committee, the P&R Director addresses ongoing implementation of this Master Plan.
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"> Collaborate with Recreation NB to facilitate their implementation of further OCC programming. Continue focus on nature-based programming (i.e. Summer camps, snowshoe tours, etc.) Integrate sport tourism strategy into accessible programs (i.e. ParaSport). 	<ul style="list-style-type: none"> OCC Programming: P&R offered the “Hike the Dobson in 3 days” learn to hike program. Nature based programming: Increased exposure to snowshoeing opportunities in Riverview throughout Riverview Winter Carnival. Nature based programming: Increased number of opportunities for children to participate in Outdoor Adventure Camps and Tiny Adventurer program for preschoolers from Fall-Spring. Sport Tourism/Accessible programs: P&R worked with ParaNB to bring the provincial “Learn to Play Wheelchair Basketball” Camp to Riverview this summer.
	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"> In 2018, the Town will expand the Shop Riverview Campaign to a year-long program. Buddha Bear Café will be a positive asset in the Town’s tourism strategy. 	<ul style="list-style-type: none"> This campaign was shelved due to lack of human resources and will begin to be developed in Q3 Buddha Bear Riverview opened for operations in February with food and coffee service. As they transition to summer, the craft beers on tap will become the focus with limited food menu.
Retain and grow our strong local business community.	Through the Business Collective, collaborate with local entrepreneurs to	ED & CS	<ul style="list-style-type: none"> Continue to support the Business Collective’s activities including lighting and beautification plans as well as educational workshops. 	<ul style="list-style-type: none"> With limited resources, the Economic Development Department has engaged a consultant, Angela Harris, to develop a business support/coaching program for the business community. This responsibility will transition to the EDO in Q3.

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2018 Priorities	2018 Mid-Year Status Update
	address issues and priorities			<ul style="list-style-type: none"> Light Up Riverview Committee will be meeting this summer to make plans for this year's riverfront lights.
	Work collaboratively with Moncton, Dieppe, 3+ Corporation and the business community on sustainable regional economic growth.	CAO, ED	<ul style="list-style-type: none"> 3+ Corporation will report on defined metrics as set out in the service level agreement to provide greater clarity around the value of that investment. 	<ul style="list-style-type: none"> Staff continue to work with 3+ to develop their work plans, particularly around, client service model, entrepreneurship and start up and labour force development. The municipalities have been clear that value for service is to be demonstrated through the reporting and metrics.

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	2018 Priorities	2018 Mid-Year Status Update
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"> Town to update its 10-year capital budget plan in 2018 and the asset management plan will be used as a guiding framework for that renewal exercise. 	<ul style="list-style-type: none"> Completed. The AMP is complete and has been endorsed by Council. A Long Term Ten (10) Year Capital and Financial Plan has also been completed and endorsed by Council. This plan utilizes the framework established in the AMP.
	For service-focused departments, explore the implementation of a service tracking system.	CS, PW, BY-LAW	<ul style="list-style-type: none"> P&R to implement service tracker for 2018. 	<ul style="list-style-type: none"> The new Manager of Recreation Facilities and Assets is currently investigating the steps required to roll out this software in a recreation setting. The Facilities Coordinator has added a maintenance category to the program. The facilities coordinator plans on using the software as a tool to create trackable work orders and collect data.
	Complete an annual property tax guide for residents.	CS	<ul style="list-style-type: none"> Annual property tax guide will be updated for 2018 	<ul style="list-style-type: none"> The annual guide was updated and posted online. As well, a summary of the property tax guide was included in the Town's quarterly water and sewer mail out.
	Increase public transparency	CS	<ul style="list-style-type: none"> The Civic Engagement Committee will begin preparations of RFP to purchase a live streaming solution – cameras, screens and software. 	<ul style="list-style-type: none"> Requests for Quotations for both the live stream system and the audio visual equipment will be released this summer with installation anticipated in the fall.

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2018 Priorities	2018 Mid-Year Status Update
	For ongoing operations, establish an improvement program with dedicated performance markers.	CLERK, P&R	<ul style="list-style-type: none"> The eScribe system is now fully operational and being used by Directors and Council. Additional staff members will be trained to assist directors with monthly reports. P&R to report quarterly on demographic (age, location) and program participant metrics for decision-making purposes. 	<ul style="list-style-type: none"> Monthly Departmental reports include ongoing metrics as well as the year end strategic plan update includes annual metrics.
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"> Investigate the potential of alternate program delivery models (fitness). Continue to identify areas where facilitation of programs is feasible and more appropriate than direct service delivery. 	<ul style="list-style-type: none"> A pilot initiative is currently being evaluated related to Fitness Programming and began this past spring. P&R will explore widening the offering of these partnership delivery opportunities going forward.
		CS	<ul style="list-style-type: none"> Town to assess options to see if a third party provider can improve the Town's ability to increase pet licenses. 	<ul style="list-style-type: none"> Council approved a partnership with DocuPet as the new animal licensing system for the Town. This new system is scheduled to come online on November 1, 2018.
		FINANCE, CS	<ul style="list-style-type: none"> FINANCE will explore opportunities to provide a more efficient and user friendly experience for residents and businesses. Options include providing more opportunities to pay or interact with FINANCE online. 	<ul style="list-style-type: none"> Promoted electronic billing and payment options in connection with Water and Sewer bills. The number of residents embracing this technology is gradually increasing.
		HR	<ul style="list-style-type: none"> The HR Department plans to implement increased functionality of a HRIS Software to improve record keeping, streamline HR processes and improve internal collaboration. 	<ul style="list-style-type: none"> Awarded a Youth Employment Grant for this position for 6 months, the process will begin summer of 2018. Collecting updated material for all employees was launched June 2018.
	Improve and track program quality and	P&R, ED, ENG	<ul style="list-style-type: none"> P&R will continue to evaluate recreation programs with High Five criteria. 	<ul style="list-style-type: none"> The High Five evaluation process has been started and will be continuing.

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2018 Priorities	2018 Mid-Year Status Update
	service through participant surveys, High Five accreditation and program and staff evaluations		<ul style="list-style-type: none"> The Town will continue to track participation rates at events through surveys, ballots. Collaborate with HR to develop an improved summer staff evaluation tool to be implemented in 2018. 	
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"> Corporate employee engagement session scheduled Feb. 6. WorkSafeNB will give staff an overview of the Safety Leadership program directors attended in 2017. Departments will continue to have ongoing and regular scheduled events with employees to inform them of ongoing activities. The Town will be converting to Office 365 in 2018 and that conversion will provide the Town the opportunity to provide all employees email access and develop an internal share point site for corporate information. Interdepartmental (All Staff) engagement event. P&R managers to host/serve breakfast (October) at the Coverdale Centre. The Town will review and evaluate the Town’s current employee recognition initiatives. 	<ul style="list-style-type: none"> Public Works hosted a barbeque during public works week and invited Council and all employees to attend. Departments all continue to have ongoing employee meetings to discuss common topics, to keep everyone informed of the Town's strategic directives and departmental objectives, and to ensure Town Capital Projects are delivered in the most effective way possible. After the Green Team’s recommendation, employees “caught” committing “green” acts have begun to be rewarded with gift cards for local businesses The conversion to Office 365 occurred in June 2018. Training for all Directors was given in June for “Fierce Conversation” to encourage having productive, and engaging conversation with employees.
Promote a safe work culture	Continue to promote a positive and safe work culture.	DIRECTORS	<ul style="list-style-type: none"> Continue with Leadership safety initiatives with leadership team. Schedule a safety leadership session for all employees in 2018. Safety Leadership Governance Committee will continue to integrate the safety leadership program into day to day operations of the Town. Senior Management to remain accessible and evaluate safety concerns in a timely manner. 	<ul style="list-style-type: none"> Researched the implementation of AVL (GPS) in town vehicles & equipment to promote safety. Memo is prepared for Council’s consideration 3 Representatives of the Town travelled to DEKRA Safety Conference to learn more proactive health and safety initiatives. Safety Vision Statement Posters have been placed in all Town owned facilities.

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2018 Priorities	2018 Mid-Year Status Update
			<ul style="list-style-type: none"> Town Hall Meeting will include an update from WorkSafeNB facilitator, all employees will be given an update on the program and what has been accomplished in 2017. 	<ul style="list-style-type: none"> Roll out to all Directors/Managers and Supervisors of Safety Contract Template Forms to interact with all employees out and about in Town. WorkSafeNB Facilitator of the Town’s safety leadership program provided all staff an overview of the work done to date on that program at the 2018 Winter Town Hall meeting.
		HR	<ul style="list-style-type: none"> Continue training and reviewing the process for all incidents or investigations needed. Continue growing the Wellness Activities in which we would like employee participation. 	<ul style="list-style-type: none"> On-going update of Investigation Forms. Launch of several different initiatives for Wellness: New Year’s Resolution Contest, Nutrition Month with “Try-it Tuesdays”, Green Acts, Day of Caring event and Summer Wellness Challenge to date.
		FIRE, HR	<ul style="list-style-type: none"> Continue with partnership with Halifax Regional Municipality on training with career firefighters/paramedics. Work with EAP on providing 1st Responders additional support for when needed. Looking for an expert in our local area for support. 	<ul style="list-style-type: none"> Critical Incident Stress (CIS) training continues. Most of the training from Halifax has been completed. Members of our Fire Department are now on the Provincial Regional CIS team. Training was provided to Directors/Manager and Supervisors and included the Fire Captains on Mindful Supervision.

Metric and Awards

Strategic Themes	Metrics/Awards	Results
A Safe and Welcoming Community	Community Participation at Events	Winter Carnival – 5,000 attendees Canada Day – 5,500 attendees Sunfest all events - 8,000 attendees Harvest Festival – 3,000 attendees Maple Festival – 1,500 attendees Caseley Park Series – 2,100 attendees Ward Parties -1,290 attendees <i>Note: Numbers are approximate.</i>
	Riverview Share of RCMP budget	2017 11.699% 2018 11.418% - share of budget declined due to lower number of RCMP service calls in Riverview. (trend)
	Population Growth – 2016 Census	19,667 population – 2.8% growth compared to 2011
	Recreation NB Award	Town of Riverview was awarded Recreation NB's Award of Merit in 2017 for our work with HIGH FIVE Program.
	Lifesaving Society of New Brunswick	The Aquatic Centre received an award for largest lifesaving program in the province for a municipality of under 20,000 residents in 2017.
Planning for the Future	Energy Reductions – Byron Dobson Project	-5% reduction in 2018 Energy consumptions budget for facility -503 eCO2 tonnes reduced with implementation of project -Over \$25,000 in NB Power incentives
	% of Budget invested in infrastructure renewal	2018 General Capital Budget – 74.5% of budget on renewing existing infrastructure 2018 Utility Capital Budget – 100% of budget on renewing existing infrastructure
	# of local improvements completed	5 streets to be completed in 2018 6 streets in 2017 3 streets in 2016

Strategic Themes	Metrics/Awards	Results	
	# of local improvement projects remaining	39 streets remain to be completed as local improvement projects	
Smart and Sustainable Growth	Building Permits \$ value	\$11.9 million (6 months in 2018) \$18.9 million (2017) \$14.7 million (2016)	
	% of commercial tax base off overall tax base	11.3% Commercial base of overall tax base (2018 – flat to 2017 level)	
	Revenue associated with Holiday Shop Riverview Campaign	2016 - \$175,000 2017 - \$565,000	
	Award – Environmental recognition	2017 Municipal ECO 360 Municipal Award winner	
Fiscal Responsibility and Service Excellence	Tax rate in comparison to region	2017	2018
		Riverview - 1.5826	1.5826
		Moncton – 1.6497	1.6497
		Dieppe – 1.6195	1.6295
	Debt ratio	2018 – 12.16% 2017 – 15.43%	
	Service Tracker Status	2018 – 6 months Public Works – 261 service calls By-Law complaints – 52 requests 2017 Public Works – 587 service calls By-Law complaints – 45 requests	
	Work safe statistics	0 lost time claims in 2018 to date 0 lost time claims in 2017 2 lost time claims in 2016	