

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.

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2018 Year End Results	2019 Priorities
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 had a consultant complete a report assessing the progress of the region’s existing immigration strategy to the end of 2018. The review will assist in the development of a renewal strategy in 2019. 	<ul style="list-style-type: none"> The three municipalities have engaged Jupia Consultants, led by David Campbell, to develop a new 5-year immigration strategy in 2019.
	Support the development of a Greater Moncton Immigration Initiatives	ED	<ul style="list-style-type: none"> The Diversity Champion Coordinator position is the liaison between community members and newcomers. In 2018, the Diversity Champion Coordinator attended the Town’s Ward Block parties in 2018. Due to unforeseen health issues, this position was unable to complete other activities planned for the year. 	<ul style="list-style-type: none"> P&R is investigating the potential of partnering for a future Multicultural event to integrate into current signature festivals; perhaps during SUNFEST. Provide the Diversity Champion Coordinator with P&R brochures/pamphlets that an interpreter can help share with newcomers.
	Support the integration of the business community into existing community events and festivals.	ED, P&R	<ul style="list-style-type: none"> Along with the focus upon business at Winter Carnival and Maple Sugar Festival, Harvest Festival supported a local business woman in her efforts to organize a “Kegs and Legs” run showcasing/partnering with Buddha Bear/Holy Whale at FCRS. It was a huge success! 	<ul style="list-style-type: none"> Increase sponsorships and partnerships with Riverview and other businesses focusing upon the signature festivals such as Winter Carnival and the Sounds of Summer Concert Series. Expand on the success of Riverview Maple Sugar Festival in 2019 with increased collaboration/partnering and event involvement with businesses and community organizations. Finalize a formal SUNFEST sponsorship package.

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			<ul style="list-style-type: none"> The BB Café and Lady Boss Collective partnered with the Town for Light Up Riverview event. Ten local businesses also financially sponsored this event. 	<ul style="list-style-type: none"> Continue securing partners for Block parties that are a good fit with the Town’s brand. I.e outdoor, trails, etc.
		ED, P&R	<ul style="list-style-type: none"> Local art group was part of summer concert series. Circus Stella was a great addition to Canada Day. 	<ul style="list-style-type: none"> The Department is evaluating the option of hosting two key concerts this summer hosting local artists/artwork. The Parks and Recreation Department will continue to partner with Riverview Arts Centre in 2019.
	<i>“Programming Inclusion”</i>	P&R	<ul style="list-style-type: none"> Changes made to summer programming went very well in 2018. Parents and children were very receptive of the sport & specialty camps. P& R continues to work with residents to facilitate inclusion wherever and whenever possible in all aspects of our programming. Wheelchair basketball available/used at Canada Day event and was very well received. Although all arrangements were made by P&R to have these events “Learn to Play” and the sport camp, ParaNB were unavailable at the time of implementation. Two new aquatic programs were offered to support the integration of persons with disabilities. This will create a stronger market for para-sporting programming. 	<ul style="list-style-type: none"> P& R will continue to partner with ParaNB to bring programs and equipment opportunities to Riverview in 2019, increasing the options for those with a disability to get active. Continue to encourage inclusion through the programming at the PCMAC that allows for participation of persons with disabilities and through continued revision of appropriate departmental policies. P&R will be researching para-sport structures and design program content and evaluation criteria for an entry-level para-swim program.

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2018 Year End Results	2019 Priorities
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"> The Summer Camps were very successful in 2019. The outdoor adventure camps, specialty camps in drama and violin; and the camps held in partnership with provincial sports organizations were well received by participants and parents. The new service delivery model for fitness programs that was piloted was very successful, and this model has continued into 2019. The goal is to continue to partner with fitness instructors in our community to offer safe and affordable opportunities to be active in Riverview. 	<ul style="list-style-type: none"> Expand on summer camp opportunities, offering more program spaces in multi-sport and specialty camps, and creating more partnerships with local community groups to foster these opportunities. Any new fitness programs offered in 2019 will be using the new service delivery model that was piloted in 2018. Complete and issue an RFP for the evaluation of services provided by the Youth Services section of the department with the view of implementing improvements to that service.
	Maintain current special community wide events with a focus on active living	P&R	<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 launched the province's first ever Discovery Day Pack Lending Program. The program 	<ul style="list-style-type: none"> The Snowshoe Adventure series is continuing in the 2019 Riverview Winter Carnival with the addition of fat biking. Increase the availability/opportunities for para equipment at 2019 Riverview Winter Carnival events. Continued partnership with River of Pride for events at 2019 Riverview Winter Carnival. Continue to provide these day packs through the Riverview Library loan program. Approach Scouting to be part of 2019 SUNFEST. The Aquatic Centre hosted Safe Grad events in partnership with the School District. The AC will continue the Safe Grad approach in 2019.

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			<p>was in partnership with the Fundy Biosphere Reserve and the Town of Riverview. Day Packs were displayed, and information shared at each of the Block Parties.</p> <ul style="list-style-type: none"> School partnerships for Safe Grads were successful in 2018, providing youth with a fun alternative on their prom nights. 	
		ED, P&R	<ul style="list-style-type: none"> P& R arranged to include Riverview East School (RES) in the preparation of the lights for the Riverfront. RES joined Riverview Middle School in these preparations. RES was very pleased to be included in the project this year. The continuation of the lights along the Riverfront encouraged more people than ever before to walk along the Riverfront throughout the month of December, increasing the number of visitors to Riverview. 	<ul style="list-style-type: none"> Engage local schools in this event in 2019 with the extension of the Light Up Riverview Project.
	Establish Riverview Art Fund to acquire, promote and display local art	P&R	<ul style="list-style-type: none"> 13 submissions were received by the Art Procurement Committee in 2018. APC purchased 4 pieces of artwork which are displayed in council chambers. The committee also purchased 1 piece from the library art show which is also displayed in council chambers. 	<ul style="list-style-type: none"> The APC will be recruiting 2 new committee members, 1 community and 1 artist, to facilitate 2019 planning.

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Encourage greater awareness and use of public transit.	Increase public transit investment through 2020.	Codiac Transpo, CAO	<ul style="list-style-type: none"> The Town of Riverview was able to upgrade its entire fleet by adding a new bus in 2018. The ongoing maintenance costs for our buses have been reduced as the age of our fleet was dramatically reduced. 	<ul style="list-style-type: none"> Council added funding in the 2019 capital budget to purchase a new bus under the federal and provincial transit infrastructure program to expand transit services in Riverview. Council included additional funds to operate this third bus and will evaluate route options. The Town awaits confirmation of funding availability from the Provincial Government.
Foster civic engagement and volunteerism	Involving community through events, participation, surveys and social media.	P&R, CS	<ul style="list-style-type: none"> Sliq Media was selected as the provider for the live streaming service. Equipment has been installed and first live meeting will be on February 11/19. 	<ul style="list-style-type: none"> Continue to have ballots and surveys to draw feedback from both event partners and event participants. Continue to offer events & festival activities involving all ages, abilities and economic status. Encourage participants of the Junior Leaders Program to volunteer beyond the realm of the P&R Department programs and engage in the activities of community groups and organizations. CS-Increase viewership of Council meetings through the town's various communication sites.
	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 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. This did not happen as the CGC wished to focus on one garden before embarking on another. Very successful event with 24 artists, great feedback i.e.: The Town letting them set up without charge and continue in supporting local artists. Along with the successful spring events, there has been several summer events and work completed to 	<ul style="list-style-type: none"> Continue to engage and include businesses, organizations and citizens to get involved with Riverview Winter Carnival Committee. Work with the CGC committee to recruit new members and support its growth. Work with RCC to host another art show during 2019 SUNFEST. Friends of Mill Creek will continue to meet monthly to advise regarding future Park development and programming. The focus for this committee in 2019 is the installation, using community resources of Fat biking and Mountain biking trails, access to the Lookout from the Dam and increasing the engagement of the community in planning and programming.

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			<p>encourage residents to visit Mill Creek. Local groups. The pollinator gardens were installed, the “Lookout” was completed with much fanfare, and a major Atlantic Provinces event, the Atlantic Outdoor Forum, had events take place.</p> <ul style="list-style-type: none"> The Mill Creek Nature Park winter and summer maps, the Active Transportation map and the Winter Wonderland Park map have been completed and placed on the Town website. 	<ul style="list-style-type: none"> Final design and hard copy of the maps prepared in 2018 will be completed in 2019.
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"> The Deputy Chief of Fire Prevention has completed 164 Inspections in 2018. This is an increase from the 117 in 2017. 	<p>The fire department will:</p> <ul style="list-style-type: none"> maintain the Fire Inspection program as suggested from the NB Fire Marshal’s office. produce at least two new fire safety videos to be made available to the public via You Tube.
	Emergency Measures	FIRE CHIEF	<ul style="list-style-type: none"> The Joint EMO Plan has been completed and improved. The EMO by-law update has been completed and improved. Updates to the radio and antenna system for the Amateur Radio Club has been completed. More will be required in 2019. A table top exercise was conducted on June 13, 2018. The Town’s new Emergency Operations Centre was used for the first time. Staff also used the new Emergency Response Plan. The exercise went well 	<ul style="list-style-type: none"> All three communities will meet again in the new year to review the “Do Not Consume” emergency plan in case it is needed in 2019. We will continue to assess the town resources (water drop points, staff and equipment availability, etc...) to ensure that we can provide an effective response to a water shortage. An Emergency Mutual Aid Contract to be written and presented to all three councils for review and approval. We will be adding an “Alert Notification” to the town’s website to encourage residents to sign up for public notifications. We will also put out a small campaign to promote this system, either through social media or through flyers and publications.

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			<p>and was a great learning experience for all those involved.</p> <ul style="list-style-type: none"> Deputy Fire Chief Robin true is now an Incident Command System (ICS) instructor. He will be able to provide in-house training in ICS in 2019 	<ul style="list-style-type: none"> Town staff will be participating in “Exercise New Brunswick Bravo” this year. This will be a Provincial wide exercise. The Emergency generator for the Coverdale Rec Center requires an automatic transfer switch. This will be installed in 2019. Additional work is required for the Emergency Operations Center (blinds, cabinets, antenna upgrades, etc...) This will be completed before June 2019. Incident Command System (ICS) course ICS 200 will be taught to Town EOC staff prior to June 2019.
	Fire Operations	FIRE	<ul style="list-style-type: none"> The FD Medical Equipment Committee has selected the best defibrillator for our department. Two were ordered and are now in service. The new pagers and radios are in place and working well. A new radio antenna was put in place late this summer. The system seems to be working well. The fire department pre-alert system is now working well. We have seen a faster response to already. 	<ul style="list-style-type: none"> The FD Self Contained breathing Apparatus (SCBA) committee has selected the prefer SCBA for the department. We will purchase these units and put them in service in 2019. The FD Turn-out gear (Fire Fighting gear) committee has selected the prefer Turn-out gear for our department. We will commence purchasing this gear on a need's basis. As one set of gear gets damaged or expired, it will be replaced will the new style gear. A committee will be formed to select a suitable replacement for our Rescue Boat. There will be a new capital request to replace our current boat in 2020. Deputy Mitch Short will take the lead of this committee. The Fire Chief will form a committee inviting representatives for all of the First responder agencies (Fire, ANB NB, R.C.M.P., Provincial EMO) to discuss operational challenges that will occur once the causeway is closed for construction. Courses agreed to by the Labour Management Committee for future Fire Officers will be offered starting in 2019. These courses include: Fire

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				Instructor Course, Safety Related Courses and Incident command Training.
	Development of a Fire Department Strategic Plan	FIRE	<ul style="list-style-type: none"> One of the 2018 objectives were to start making FD videos for public viewing. Three have been completed. More will follow in 2019. There was a commitment in the RFR Strategic plan to start putting in pre-fire planning information in are Dispatch System. This project has started and will continue in the future. The FD form a committee to produce a group charter for the department. The committee has produced the charter and it will be rolled out in 2019. 	<ul style="list-style-type: none"> The Deputy Chief of Training will implement a training program to ensure that all career fire fighters meet the Awareness Level for all Technical rescue Operations conducted by RFR. The Deputy Chief of Training will ensure that all career Fire Fighters meet the minimal core competencies for their trade through training and certification programs. We will be rolling out the FD Charter this spring.
	Safety Awareness Campaigns			<ul style="list-style-type: none"> CS-Launch “Toys for Tickets” campaign to drive positive engagement with the overnight winter parking restrictions. CS-Create responsible pet owner campaign to encourage pet owners to keep their animals on leash and pick up after them. Spring launch on all trails

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	Department Responsible	2018 Year End Results	2019 Priorities
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"> 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 	<ul style="list-style-type: none"> Continue to refine the AMP specifically performing condition assessments on Town owned buildings, roads and streets as well as parks and playground equipment.
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"> The primary work tendered for the Arena, to be completed in 2018 has been completed. However, during the construction phase, several change orders were approved based upon current budget savings and include additional lighting, additional spectator heating, improved ventilation, Zamboni tractor shed roof repair and replacement of the current sound system. The roof repair, ventilation and sound system were not completed in 2018 and are in the process of completion. The Fire Department shingle replacement project has been completed. 	<ul style="list-style-type: none"> Update mechanical room ventilation to current B52 code, replace lower tractor shed roof due to ice damming damage, and mitigate ice damming issues. Replace current sound system. Finalize tender documents and complete reconstruction of the Lions Community Park Pool. CS-The decking boards at the Fundy Chocolate River Station need to be replaced. The tender for the work will be issued in April. Work will commence in May. Complete tender documents and complete repairs to the P&R Administration building on Biggs Drive. CS-Condition assessments will be performed on Town facilities. The data collected will be used to strategically plan future investments within the facilities.

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				<ul style="list-style-type: none"> CS-Continue to establish preventive maintenance schedules to promote proactive maintenance of the Town's facilities.
	Develop a facilities' master plan for the Town's buildings.	CS	<ul style="list-style-type: none"> Multiple preventive maintenance contracts have been implemented in order to properly maintain the Town's facilities and its components within. The facilities Coordinator has successfully completed a course leading to a Professional Certificate in Asset Management Planning. 	<ul style="list-style-type: none"> Obtaining building condition assessments along with energy audits. The reports will pin point opportunities for energy savings along with helping to create a system to manage the building components within the Town's facilities. The Facilities Coordinator will continue to pursue education surrounding Asset Management.
	Development of Mill Creek	P&R	<ul style="list-style-type: none"> The Lookout was redesigned and completed. Installation of shelter, fire pit, extension of trail, drainage for wet areas, leveled and sodded. 	<ul style="list-style-type: none"> Reconstruct the portion of trail from the Runnymede to the Mill Creek Dam. Construct a trail linkage from the Dam to the Lookout area of Mill creek Nature Park. Under advisement of Friends of Mill Creek, construct a Fat bike and Mountain bike trail and a linkage from the north to the south sides of the Park. Develop and implement a plan to separate walkers from the ski trails to limit damage to ski trail by walkers.
	Continuation of plans for Winter Wonderland Park and Playground revitalization	P&R		<ul style="list-style-type: none"> Complete the trail section at Winter Wonderland Park. Trail gates at Ridgeway, Sawgrass and Winter Wonderland Park to be installed in the spring to discourage vehicle access to trails. Initiate a community engagement session and complete a final design toward the reconstruction of the play area at

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				<p>Red Water and Byron Court, using appropriate Town crews and resources.</p> <ul style="list-style-type: none"> Improve pedestrian trail linkage from Wilson Rd. to Trites Rd.
	Continued investment of required infrastructure to support active transportation	P&R, ENG	<ul style="list-style-type: none"> The new trail on Old Coach include gates at the top and bottom of the trail on Old Coach ensuring user safety and eliminating the potential for vehicle access. Sawgrass gravel trail connection to the Coverdale Centre has been completed by Public Work crews in July 2018. The sidewalk construction on Runneymeade was completed on budget and on time as scheduled, July 19, 2018. Ridgeway Park gravel walking trail connection from Fairway Blvd, has been completed by Public Work crews in July 2018. 	<ul style="list-style-type: none"> New sidewalk on Canusa from Waterfall to Whitepine is planned for 2019
	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"> Conditional offers were received on all the properties the Town has listed for sale. The sale of the RCMP station was completed in 2018. 	<ul style="list-style-type: none"> Continue to work with Colliers to market Town owned surplus lands for sale.

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	<i>“Promote Development of Commercial Land”</i>	CAO, ED	<ul style="list-style-type: none"> Two applications to the financial incentive program were received in 2018 for projects at 774 Coverdale Road and 631 Pinewood Road. 	<ul style="list-style-type: none"> Will continue to promote the financial incentive program to the development community. Investigate the potential to swap existing Town owned lands for development opportunities with the Town.
	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"> The recommendation from staff related to the selection of a consultant was accepted by Council and to date the process has advanced to the formation of the Wellness Center Fundraising Steering Committee and the acceptance of the Wellness Committee Steering Committee MOU with the Town of Riverview by Council. Currently HR is in the final stages of selection for the position of Project Coordinator for this initiative. 	<ul style="list-style-type: none"> Complete the on-boarding process of the Project Coordinator and proceed with the planning and implementation of the fundraising process. The Town will complete an rfp for the development of the technical and programming requirements for the facility.
	Upgrade facility energy efficiency through programs/third-party partnerships.	P&R	<ul style="list-style-type: none"> Skatepark lights were replaced with LED lighting. 	<ul style="list-style-type: none"> Replace the two high pole lights in the Skate Park parking lot with LED lights. Ensure applications are applied to NB Power related to their energy efficiency and incentive opportunities and/or rebate programs.
Invest in upgrading local streets and roads	Local Improvement Program and water main renewals	ENG, PW	<ul style="list-style-type: none"> The five local improvement projects (Bloor, Balmoral, Byron, Ealey, Leonard loop) were all successfully completed on time and budget. Water main renewal project on Warren was completed on budget and on time, August 3rd, 2019. Water main 	<ul style="list-style-type: none"> In the fall of 2018, we have continued to advance the design for the 2019 local improvement projects and watermain renewal projects for tendering in the spring 2019. Local Improvement & watermain replacement: <ul style="list-style-type: none"> Berkley Devere Orin

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			<p>Renewal project on Gaskin and Lowell was completed on budget and on time, August 8th, 2019.</p> <ul style="list-style-type: none"> Public Works placed all temporary watermain in 2018. 	<ul style="list-style-type: none"> ○ Weir • Corporate Services to prepare by-laws and notices and coordinate Open House and Public Hearing for the 2019 Local Improvements. • Watermain renewals continue to be a priority to address aging infrastructure in the Town. Along with the 4 LI projects listed above, 2019 will see 4 watermain replacement projects: <ul style="list-style-type: none"> ○ Hillsborough (Hillview to Chesswood) ○ Karolie (Leonard to Chesswood loop) ○ Roseberry ○ Winston • Completed the preliminary survey for the planned 2020 local improvement projects. • Storm Sewer Upgrade on Berkley Dr. to be completed as per the storm sewer study recommendations.
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 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. Council passed a resolution for the expropriation of land located at the corner of Pine Glen Road and Pinewood Road. 	<ul style="list-style-type: none"> Land acquisition at corners of the intersection still under evaluation.

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	Intersection at Coverdale and Gunningsville Bridge	ENG, PW	<ul style="list-style-type: none"> The scope of work was revised to reduce the construction cost to 1.7M+HST. The construction was completed 8 days behind schedule and construction. The total cost of construction was \$1,836,464.42 +HST. The Province contributed \$800,000. 	

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"> CS is adding winter images to the TOR's professional photography database to reflect our brand story through digital channels, community advertisements, festival/event marketing, etc. It will be completed following Winter Carnival in Feb. 2019. Developed new inventory of promotional items/swag to fulfill community requests for donations that aligns with brand identity (outdoor adventure, eco-conscious). 	<ul style="list-style-type: none"> Establish targeted marketing plans for TOR Facebook, Twitter, Instagram and LinkedIn. Increase TOR presence on Instagram; grow following by 200%. Develop a digital advertising program. Complete winter photo library.
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 in partnership with the La Bikery offered guided tours along the riverfront. Completed. The Biosphere received an Envision Riverview micro-grant to install signage in strategic locations to direct people to the various Amazing Places. 	<ul style="list-style-type: none"> Mill Creek Park and the Dobson Trail are both core elements of the Town's tourism promotion efforts in 2019. The P&R Director will continue as a member of the Regional Services Commission's Recreation Advisory Committee.
	Enhance the Town's trail network (including Mill Creek and Riverfront) that would align with a	P&R, ED	<ul style="list-style-type: none"> Additional collaborations with the Fundy Biosphere in 2018 included: the Discovery Daypack Lending Program at the Riverview Public Library, the Mill Creek Social held in conjunction with the Atlantic Outdoor 	<ul style="list-style-type: none"> Continue partnering and collaborating with the Fundy Biosphere regarding appropriate programming and land conservation within Riverview.

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	larger eco-tourism strategy for the region.		<p>Forum, and an upcoming partnership during Riverview Winter Carnival 2019 to be held at the Mill Creek Lookout.</p> <ul style="list-style-type: none"> Fundy biosphere participated in each block party and offered small trees for free, make your own “Button” with various sustainable messages on them, i.e. a plastic bottle with a line through it. Their booth got a lot of traffic and people were very interested in what they are doing. 	<ul style="list-style-type: none"> Continue to identify opportunities to partner with Fundy Biosphere in participating in special events.
	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"> Consultants hired by the City of Moncton were given an expanded scope to explore the concept of a regional destination marketing organization and have completed their report. 	<ul style="list-style-type: none"> The RDMO report will be presented to the SERSC Board at its February meeting and will determine next steps.
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"> Riverview P&R was a key stakeholder and was actively involved in the planning and implementation of the first ever Atlantic Outdoor Forum held in Moncton with sessions offered in Riverview. Although P&R provided the upfront planning for these events, ParaNB was unable to follow through on their commitment. 	<ul style="list-style-type: none"> Continue to collaborate with the Fundy Biosphere on projects and initiatives in 2019. Continued focus on nature-based programming (i.e. Winter Camping workshop planned for January 2019, summer camps, Mill Creek programming, etc.) Continue to integrate accessibility into our events and programs
	Develop a shop local campaign, with the business community, which provides inventive	ED, CS	<ul style="list-style-type: none"> BB Café was tremendously popular throughout the summer months and added to the vibrancy of the riverfront. 	<ul style="list-style-type: none"> BB Café will return in the spring and provide a similar offering of craft beer. ED will be developing a broader shop local campaign in 2019.

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2018 Priorities	2019 Priorities
	ways (i.e. Pop-up retail; Christmas campaign, etc.) to promote Riverview businesses.			
Retain and grow our strong local business community.	Through the Business Collective, collaborate with local entrepreneurs to address issues and priorities	ED & CS	<ul style="list-style-type: none"> With limited resources, the Economic Development Department visited 18 businesses in 2018. With the exception of one business, all targeted businesses are doing well and gearing up for growth and/or expansion. A common theme was the desire to be engaged. Hosted a Riverview Business Connects networking event. With extra funding from Council, the Light up Riverview committee were able to complete maintenance, light in-fill trees and light new trees to the covered bridge. 	<ul style="list-style-type: none"> Plan to host 3 Business Connects events in 2019 and continue to engage with the business community through newsletters etc. CS-Planning for Light Up Riverview 2019 will begin in February to ensure all work is completed and lights can be hung in warmer weather.
	Work collaboratively with Moncton, Dieppe, 3+ Corporation and the business community on sustainable regional economic growth.	CAO, ED	<ul style="list-style-type: none"> Staff turnover at 3+, including the resignation of its CEO, hampered that organizations ability to fulfil its SLA commitment. 2 new staff were added to focus on workforce development. 	<ul style="list-style-type: none"> An RFP to develop a Regional Workforce Development Strategy will be issued, and the strategy developed in 2019.

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 Year End Results	2019 Priorities
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"> AMP completed and endorsed by Council. AMP completed and endorsed by Council. <i>Financial and Capital Plan</i> completed and was used as Council critical guiding tool for the development of the 2019 budget preparation. 	<ul style="list-style-type: none"> Continue to refine the AMP specifically performing condition assessments on Town owned buildings, roads and streets as well as playground equipment. The Long Term Ten (10) Year Capital and Financial Plan shall be reviewed and updated with the latest information related to the assumptions used in the previous iteration.
	For service-focused departments, explore the implementation of a service tracking system.	CS, PW, BY-LAW	<ul style="list-style-type: none"> Service Tracker is being used for the Operation Centre's maintenance activities. 	<ul style="list-style-type: none"> CS-Increase the use of Service Tracker for more of the Town's facilities. P&R to implement Service Tracker in early 2019. P&R to research, select and implement asset management and maintenance tracking software in collaboration with the Facilities Coordinator and Director of Finance that fit the departments operational requirements.
	Complete an annual property tax guide for residents.	CS	<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. 	<ul style="list-style-type: none"> Publish an updated annual property tax guide with most recent information to show the services where tax dollars are being allocated.

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2018 Year End Results	2019 Priorities
	Complete a Municipal Annual Report	Finance, CAO		<ul style="list-style-type: none"> Publish <i>Municipal Annual Report</i>. The revised Local Government Act requires municipalities to prepare an Annual Report which must include, but is not limited to, certain information pertaining to the audited financial statements, grants paid, economic development activities, council members names, salaries and meeting attendance.
	Increase public transparency	CS	<ul style="list-style-type: none"> Following staff training, live streaming will begin at the Regular Council meeting of February 11th. Videos of these meetings will be available for viewing on the town’s website. 	<ul style="list-style-type: none"> Staff will receive refresher training on existing privacy legislation to assist them in completing requests from residents. Develop standard operating procedures for by-law enforcement. Perform a complete review of all by-laws to ensure compliance with the new Local Governance Act.
	For ongoing operations, establish an improvement program with dedicated performance markers.	CLERK, P&R	<ul style="list-style-type: none"> CD-SUNFEST close to 12,000 Harvest 3,500 Concerts 2,000+ Block Parties close to 1,300 Skatepark 3,964 Movies: Sept. & Oct. indoor fall movie attendance doubled the summer movie attendance with over 450. 	<ul style="list-style-type: none"> Increase the numbers of youth attending Town events, festivals and programs.
Provide high quality customer service to	Explore alternative service delivery options	P&R	<ul style="list-style-type: none"> An alternative option for the printing of the Events & Activities Guides that are prepared 3 times annually 	<ul style="list-style-type: none"> Implement future fitness programs based on the pilot model in 2019.

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2018 Year End Results	2019 Priorities
residents and businesses	for certain services where quality would not be affected.		was explored and will be implemented in 2019	<ul style="list-style-type: none"> Implement the planned changes to Events & Activities Guide printing and distribution, resulting in a cost savings of \$5,000 and saving 23 trees.
		CS	<ul style="list-style-type: none"> The new DocuPet system has been in use since November 1, 2018 with an increase in number of licenses sold in November & December of 820% over the same period in 2017. 	<ul style="list-style-type: none"> Continue to work with DocuPet to increase the number of licenses sold through various awareness initiatives. Investigate upgrading sound system in Council Chambers.
		FINANCE, CS	<ul style="list-style-type: none"> Slower than expected growth in uptake for this service offering but gradually increasing through promoting this option for residents and commercial owners. 	<ul style="list-style-type: none"> Continue to explore ways to increase the uptake for e-billing and payments. Explore the option of providing a financial incentive to improve participation.
		HR	<ul style="list-style-type: none"> Unfortunately, this position did not get filled in 2018 as candidate proceeded with another opportunity. 	<ul style="list-style-type: none"> Arranged for HRIS software provider to conduct training for payroll/HR department on software. Looking to have students to help with inputting data into software over the summer.
	Improve and track program quality and service through participant surveys, High Five accreditation and program and staff evaluations	P&R, ED, ENG	<ul style="list-style-type: none"> Quest 2: High Five Principles of Healthy Childhood Development evaluations conducted in all summer camps. 	<ul style="list-style-type: none"> Continue to evaluate programs for ages 6-12 using the Quest 2 tool. Continue to work with HR to evaluate summer students

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2018 Year End Results	2019 Priorities
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"> Developed new packages for when new employees start- Welcome card, material package. An external review was completed in the Engineering Department focused on implementing tools and processes to increase team collaboration and alignment. 	<ul style="list-style-type: none"> Review of town policies to ensure accuracy, relevance and identify gaps. Creation of new policy manual to be consistent and easily navigated. Creation of and training on SharePoint site that can be utilized by all employees. P&R to continue with bi-weekly staff meetings as well as 2 all department meetings per year. P&R staff will host an all department get together once per year. New Performance Management system, introducing new quarterly check-in process for all non-bargaining employees within the town. Align Recruitment practices with new branding to keep attracting qualified candidates. Continue developing on our new employee package to include more information – easy to find information for employees.
Promote a safe work culture	Continue to promote a positive and safe work culture.	DIRECTORS	<ul style="list-style-type: none"> WHMIS training was provided to all Employees in December 2018 3 Representatives of the Town travelled to DEKRA Safety 	<ul style="list-style-type: none"> WHMIS program will move to online system for all Town departments. New ID cards for all Employees to be issued for EMO. Working with our current EAP provider and other experts on developing Mental Health Awareness Plan in particular with our Riverview Fire and Rescue but for all Employees within the Town.

Objectives	Actions – Strategic Plan and Departmental Operational Plans	Department Responsible	2018 Year End Results	2019 Priorities
			<ul style="list-style-type: none"> Conference to learn more proactive health and safety initiatives. CAO attended WorksSafe NB leadership summit in October 	
		HR	<ul style="list-style-type: none"> Wellness Committee – initiated many activities throughout the year (try-it Tuesday, summer bingo, Look and Find Contest, Healthy Workplace Month, Month of Giving back, Fire Fit Challenge) 	<ul style="list-style-type: none"> Continue with the progress done on new programs within Wellness Committee in 2018.
		FIRE, HR	<ul style="list-style-type: none"> We now have three members of our fire department fully trained in the Halifax Peer Support Program. They are members of the provincial Regional CIS team. They already went out twice this year to help other departments in need. They will be another resource available to our members as well as our Fire Chaplin. 	<ul style="list-style-type: none"> The Road to Mental readiness (R2MR) will be rolled out to all career fire fighters in 2019. It will be offered to Volunteer fire fighters as well subject to their availability. All FD Supervisors and Human Resources staff will be offered the R2MR Supervisor course this year. The ASSIST Course (Suicide Prevention Course) will be offered to all career fire fighters and Human Resources Staff. It will also be offered to volunteer fire fighters subject to their availability. FD Mental Health Policy will be written by the FD Peer Support Team and the Fire Chief. P&R to purchasing of more efficient equipment. Implementation of training program for maintenance staff to enhance skills and knowledge.

Metric and Awards

Strategic Themes	Metrics/Awards	Results
A Safe and Welcoming Community	Community Participation at Events	Winter Carnival – 5,000 attendees Canada Day – SunFest – close to 12,000 Harvest Festival – 3,500 attendees Maple Festival – 1,500 attendees Caseley Park Series – 2,100 attendees Fire Prevention Open House – 1,000 attendees Smoke Detector Campaign – 160 homes visited <i>Note: Numbers are approximate.</i>
	Riverview Share of RCMP budget	2017 11.699% 2018 11.418% 2019 11.043% -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
Planning for the Future	Energy Reductions – Byron Dobson Project	- Over \$15,000 in NB Power incentives
	% of Budget invested in infrastructure renewal	2019 General Capital Budget – 87% of budget on renewing existing infrastructure 2019 Utility Capital Budget – 100% of budget on renewing existing infrastructure 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	4 streets to be completed in 2019 5 streets in 2018 6 streets in 2017 3 streets in 2016
	# of local improvement projects remaining	34 streets remain to be completed as local improvement projects
Smart and Sustainable Growth	Building Permits \$ value	\$20.4 million (2018) \$18.9 million (2017)

Strategic Themes	Metrics/Awards	Results		
		\$14.7 million (2016)		
	% of commercial tax base off overall tax base	11.3% Commercial base of overall tax base (2018 – flat to 2016 level)		
	Economic incentive program	Two applications received/discussed in 2018		
	Revenue associated with Holiday Shop Riverview Campaign	2016 - \$175,000 2017 - \$565,000 2018 - \$100,000		
Fiscal Responsibility and Service Excellence	Tax rate in comparison to region	2017	2018	2019
		Riverview - 1.5826	1.5826	1.5926
		Moncton – 1.6497	1.6497	1.6497
		Dieppe – 1.6195	1.6295	1.6295
	Debt ratio	2019 – 9.43% 2018 – 12.16% 2017 – 15.43%		
	Service Tracker Status	2018 – 12 months Public Works – 460 service calls By-Law complaints – 105 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		
	Animal Licenses	2018 – 1335 licenses sold		