

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	Department Responsible	2020 Priorities	2020 Status – Mid-year update	2020 Year-end status
Promote Riverview as an inclusive community with a good quality of life for residents	ED	<ul style="list-style-type: none"> The Tri-communities will begin to implement a variety of the recommendations from the 2020-2025 Immigration Strategy in regional collaboration. 	<ul style="list-style-type: none"> The Director is a member of the Local Immigration Partnership. The Director was recently elected to Chair the Immigrant Entrepreneurship working group to drive related actions from the Immigration Strategy. 	<ul style="list-style-type: none"> Several planned initiatives, job fairs etc. were transitioned to a virtual format. We learned that immigration numbers are down 45% in Greater Moncton but expect with a vaccine and a transition back to normal that those numbers will rebound dramatically as NB is seen to be a safe destination for newcomers.
Design and implement community events and programs to increase community pride, citizens' engagement, and wellbeing	P&R	<ul style="list-style-type: none"> Focus upon developing and enhancing all summer program offerings through the efforts and planned actions of the student position of Outdoor Recreation Facilitator. 	<ul style="list-style-type: none"> Cancelled due to COVID-19 and the cancelation of the summer program. 	<ul style="list-style-type: none"> A free equipment loan service was developed by summer students to encourage residents to get outdoors during Covid. Packages included traditional backyard equipment from the department, such as washer toss, giant connect 4, bird watching kits and non-traditional equipment offerings from community partners such as pickleball paddles and star gazing maps. Educational video series were developed on the following topics and shared via social media: <ul style="list-style-type: none"> General biodiversity of Mill Creek Nature Park and the Fundy Biosphere. Backyard birds. Knot tying and their uses.

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	P&R	<ul style="list-style-type: none"> Focus upon enhancing & increasing the partnerships to enhance the programming and opportunities at Community Garden and Skate Park/Youth Centre. 	<ul style="list-style-type: none"> MAGMA youth and staff were invited and came for a tour/session at the skatepark. Some of their youth bought memberships to the skatepark. Looking forward to seeing them when we reopen to the public. Adelin properties were a Frozen Open sponsor and are looking for other ways to volunteer and become involved in our community. Staff attended numerous virtual meetings with other community gardens while working from home and have been approached to be part of a “tri-community” fruit guild project with fruit trees, berries, beneficial perennials, and educational signage. Summer JL coordinator is working on sponsorships for prizes for youth activities this summer, Five Bridges and Dairy Queen are interested. 	<ul style="list-style-type: none"> COVID-19 limited MAGMA from continuing to come to the skate park during the year. Garden Cities had to postpone the fall planting along our riverfront until the spring. We are looking forward to growing this partnership and being part of this fruit guild project. Sean Robertson from Strategic Technology offered a virtual workshop for youth and their parents on cybersecurity. He will continue to be a resource for us in the J.L program and other youth initiatives. We offered 25 people the opportunity to participate for free in a “That Art Thing” Reindeer paint event. The target group was youth however the average age was 11 years old. Spots filled up very quickly.
Encourage greater awareness and use of public transit	Codiac Transpo	<ul style="list-style-type: none"> A third bus was added to the transit system in January 2020. The additional hours of services budgeted by Council were designed to increase transit frequency on Route 81 with an additional run on Route 82. 	<ul style="list-style-type: none"> The third bus introduced in January 2020 was well received by the users and increased the frequency of services in our community. However, COVID-19 restrictions have had a significant impact on transit services in Greater Moncton and the service has been running at reduced capacity due to seating limits and operational limitations. 	<ul style="list-style-type: none"> Due to Covid 19 restrictions, Codiac Transpo systems was limited to 55% capacity for much of the year. Council endorsed a plan in November to increase hours to bring service up to 70% normal capacity and that level of service continued into 2021.

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Foster civic engagement and volunteerism	P&R & CS	<ul style="list-style-type: none"> • Work with our Library and Art Committee members to host an art show in the Spring of 2020. • Work with Light Up Riverview Committee to further plan and expand the holiday lights. 	<ul style="list-style-type: none"> • Spring Art Show did not happen due to COVID-19 and the library was closed to the public. • Arrange meetings to plan and budget for the 2020 lights. • Installation of lights • 2020 Sponsorship plan 	<ul style="list-style-type: none"> • The Art committee supported the fall library art show and purchased four pieces of artwork on behalf of the town including: Marsh Visitor (acrylic by Dianne Ryan, Transitioning (Stained Glass) by Doreen Tait, World on Fire (Photograph) by Shannon Williams-Moss and Caissie Cape (Watercolor) by Stephen Ritchie. They will be presented and installed in January 2021. • The Community Recreation Worker (CRW) promoted and recruited youth for a “Youth Collective” and the response has been positive encompassing youth from various grades in both middle and high schools in Riverview. • Through the efforts of the CRW and JL Coordinator the Junior Leadership Program was transformed into the “Leading from Home” program this past summer. There were virtual workshops as well as in person volunteer opportunities and activities. • Lighting went well in 2020 despite being in the Orange phase. A video was made to launch the lights and by all account's residents were incredibly pleased and excited.

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				<ul style="list-style-type: none"> • Lights were installed by Town staff at the Community Hall as we could not go into the schools. • Because of the hardship COVID-19 brought to a lot of small businesses there was no sponsorship plan this year.
Promote opportunities to maintain community safety	CS	<ul style="list-style-type: none"> • A complete review of the Animal Control Enforcement Program will take place and will include a review of the by-law, review of existing procedures and processes. Procurement options for a new service provider will occur in 2020. • NEW – Provide resources to assist in the safety of residents and staff during the COVID-19 pandemic. 	<ul style="list-style-type: none"> • Animal Control By-law and Procedures review is complete. • Procurement for a new provider will be investigated in 3rd quarter. 	<ul style="list-style-type: none"> • A new Animal Control By-law and Procedures were created and adopted by Council. • SPCA was chosen as the new provider for Animal Control Services. • An Animal Control Appeal Committee was put into place to review appeals of a muzzle order. One appeal was heard in 2020. • Facilities Coordinator worked with HR to ensure safety measures were put in place to deal with COVID-19. • Director and Communications Coordinator participated in COVID-19 working group to assist with organizing and coordinating the Town’s efforts in keeping residents and staff safe.
	FIRE	<ul style="list-style-type: none"> • Smoke Alarms: We will continue to hold our smoke alarm campaign in Oct 2020. Furthermore, if we get a request from a resident regarding a potentially faulty smoke alarm in their home, we will assist the resident with their concerns within 24 hours or less. 	<ul style="list-style-type: none"> • We may need to cancel the smoke detector campaign to 2021 due to Covid-19 restrictions. We will make the decision in October. 	<ul style="list-style-type: none"> • Smoke detector campaign was cancelled due to COVID-19 restrictions.



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		<ul style="list-style-type: none"> Seniors Fall Safety Program. This is a new program for Riverview Fire and Rescue. The Deputy Chief of Fire Prevention will continue with this program and try to promote it vigorously within the senior's group. 	<ul style="list-style-type: none"> The in-house Seniors Fall Prevention program is on hold due to the Covid-19 physical distancing guidelines. We will look at providing the program on-line. 	<ul style="list-style-type: none"> Two training sessions were completed prior to the COVID-19 situation. All other training has been cancelled until further notice.
	FIRE	<ul style="list-style-type: none"> Riverview Fire and Rescue have started their training program for potential new Captains and Acting Captains. One Fire Instructor course was taught in 2019 with the intent on providing another one by the end of the year. In 2020, the department will teach the Fire Officers Level I course and provide for the OHS Supervisor course as well. By the end of 2020, we should have 6 fire fighters with the minimal pre-requisite to become a Captain or Acting Captain. A new “Acting Captain” package will be produced for 2020. This package will provide information and training to potential Acting Captains that will help them understand their roles and responsibilities when they are in the acting role. 	<ul style="list-style-type: none"> We were fortunate enough to teach this program early this year prior to the pandemic. This priority has been completed. We provided a Fire Officers Level I course earlier in the year. We have completed this priority. The start of the “Acting Captain” package has been delayed due to other priorities that have come up due to the Covid-19 pandemic. We hope to restart the process this summer. 	<ul style="list-style-type: none"> Even though we have been restricted by Covid restrictions, we were still able to hold two Fire Officers courses. The “Acting Captain” package is nearly complete. It should be completed as things are decided during the upcoming negotiations.
	ENG	<ul style="list-style-type: none"> New pedestrian activated red light crosswalk on Hillsborough at Leonard will be introduced in 2020. Solution was recommended by WSP. 	<ul style="list-style-type: none"> Implementation is scheduled for this fall. 	<ul style="list-style-type: none"> Materials expected to be shipped December 17, 2020. Work to be completed by mid-January 2021.

Planning for the 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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Asset Management (AM) Planning	FINANCE	<ul style="list-style-type: none"> The Finance Department will continue to play a key role in the continuous improvement in the Asset Management Planning function. This will include incorporating additional data obtained, through condition assessments of various assets including buildings, roads, underground infrastructure, vehicles, and equipment, into the overall Asset Management Plan for the Town. 	<ul style="list-style-type: none"> Staff is looking at opportunities to utilize available funding for AMP enhancements. Director of Finance is meeting with Facilities Coordinator to discuss and research software availability to facilitate the AM process. 	<ul style="list-style-type: none"> The Director of Finance worked with the Facilities Coordinator to incorporate the findings of the building assessments performed by a third-party engineering firm into the 2021 budget. It was decided to include the action plan for the Town Hall and Fire Station. Further analysis by the Parks and Recreation Department, with respect to the future of their facilities, is required prior to incorporating the action items for those locations. An enhanced AMP software solution for our Town needs has not yet been identified. Staff are continuing to monitor developments by solution providers for this area of expertise.
	CS	<ul style="list-style-type: none"> Implement collected data from Building Condition Assessments in the Town's Asset Management Plan. Identify any new capital projects that will increase the longevity and usefulness of town buildings. 	<ul style="list-style-type: none"> Currently exploring various platforms that would facilitate the implementation of the Town's asset inventory through cross-departmental collaboration. Currently identifying and prioritizing capital projects using the Building Condition Assessment Reports. 	<ul style="list-style-type: none"> Continuing to search for a suitable Asset Management software platform to further develop the Town's Asset Management Plan. The Facilities Coordinator Completed a 10-year Capital Plan for most of the Town Facilities using the data collected from Building Condition Assessments conducted by a third-party engineering firm. Incorporated Capital Projects from the 10-year Capital Plan for the Fire Station and Town Hall into the 2021 budget. Further analysis by the

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				Parks and Recreation Department, with respect to the future of their facilities, is required prior to incorporating the action items for their facilities.
	PARKS	<ul style="list-style-type: none"> Evaluate the condition of all Town owned athletic fields and develop a long-term maintenance plan/vision. Re-grade and level the Web Vance Park baseball outfield. 	<ul style="list-style-type: none"> Preliminary design work has been completed for the leveling of Web Vance Park. Work has been postponed to 2021 due to staffing and workload issues. 	<ul style="list-style-type: none"> Status quo as per the mid-year update. Plan for all Town owned fields remains in development.
Take a well-planned and fiscally responsible approach to building and maintaining public infrastructure	ENG	<ul style="list-style-type: none"> Development of a new material dump site and snow dump site. Redevelopment of the old Niagara dump as permanent site for clean fill. 	<ul style="list-style-type: none"> Work is on-going to prepare both sites. 	<ul style="list-style-type: none"> Complete and has been in operation since late summer.
	ENG	<ul style="list-style-type: none"> Council approved the “<i>Storm Water Study</i>” in 2018, which identified a number of storm sewer improvements needed to prevent flooding in residents’ homes and in Town. During the updated <i>Ten (10) Year Capital Plan</i> review, Council directed staff to include those projects in the Town’s long-term capital plan. The projects planned for 2020 are: <ul style="list-style-type: none"> McAllister Hebron Cosburn 	<ul style="list-style-type: none"> The construction of this work has been awarded and the projects will occur over the summer months. 	<ul style="list-style-type: none"> All done. The storm sewer upgrade on the associated local improvement projects followed the recommendation from the storm sewer study.
	ENG	<ul style="list-style-type: none"> Two new projects identified in the Utility Capital budget for 2020 because of sewer line collapses are the easement across Manning (\$315,000) and an easement to Suffolk (\$160,000). 	<ul style="list-style-type: none"> The Manning project scope has expanded to include a trail. The next step involves public consultation and easement acquisition. The Suffolk project is ready to move to the tender and construction stage in 2020. 	<ul style="list-style-type: none"> The Suffolk sanitary sewer replacement was successfully completed. The Manning sanitary sewer replacement was postponed to 2021 due to the required land

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	FIRE	<ul style="list-style-type: none"> • The Fire Department’s capital budget includes: <ul style="list-style-type: none"> ▪ \$100,000 to replace the department’s 2003 utility truck that has over 145,000 km. ▪ \$45,000 to replace the department’s twenty (20) year old rescue boat. The new boat will be lighter and easier for the firefighters to maneuver and improve access into the river. ▪ \$50,000 to invest in computers in response vehicles to improve emergency response planning and timing. 	<ul style="list-style-type: none"> • Tender for new truck completed. The new truck has been ordered. Delivery date unknown currently due to Covid-19 manufacturing disruptions. • Tender for new boat completed. The new boat has been ordered. It is currently in Nova Scotia. Expecting a delivery date of late June. • Decision of the purchase of the vehicle computers has been delayed to 01 Aug. We will look at the town’s financial situation at that time to determine if we should delay this purchase until 2021. 	<ul style="list-style-type: none"> • New 1 Ton truck has been delivered. It still requires lighting and siren work. It should be in service by Feb 2021. • New boat has arrived. Most of the career firefighters have completed the “Boat Rescue and Familiarization” training. The boat is now operational. • Computers purchase will be delayed until 2021. We require Moncton Fire to write and send the tender.
	P&R	<ul style="list-style-type: none"> • The plan in 2020 is to continue the development of the primary trail network at Mill Creek Nature Park with the addition of washroom facilities at the Lookout area, provide safe access from the Dam area to the Lookout, and construct a bridge access to the south side of the park. 	<ul style="list-style-type: none"> • Washroom facilities have been up and running, however they were subsequently closed due to the COVID-19 pandemic. The trail development is ongoing with trail adjustments completed to accommodate the Bridgedale Blvd. construction and new underground infrastructure in the area. Nolan’s Gully trail has been completed, while another trail construction is ongoing. The bridge drawings have been completed and engineered stamped, as we await the appropriate permits from the province to proceed with construction. 	<ul style="list-style-type: none"> • A single-track trail for mountain biking connecting the lookout to the upper bridge was flagged in partnership with the Regional Service Commission. Youth volunteers started the process of “clearing the corridor.” The 2 bridges have been designed, manufactured, and installed with limited trail improvements on the south side of Mill Creek. A temporary signage plan has been installed. On the North side, the Nolan Gully trail is completed as well as approach trails to the newly installed bridges. Several interpretive

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	P&R	<ul style="list-style-type: none"> \$250,000 has been included in the budget to support the creation of an outdoor skate park. This is an exciting project that is supported by the skate park users in the community. 	<ul style="list-style-type: none"> A Dobson Recreation Site traffic movement & parking lot study/masterplan was recently completed. Although the outdoor skate park initiative would greatly benefit all wheel users and become a destination, focus on the overall recreation site and its ability to provide safe vehicle access is priority before additional recreation amenities are established. The committee formed to guide this process are in the process of evaluating the final report. 	<p>panels have been installed depicting the uniqueness of the Nature Park.</p> <ul style="list-style-type: none"> This was completed, evaluated, and amended by the ad hoc Engineering/Parks & Recreation Committee to reflect the necessary work to reach the goal of a safe and functional parking area for the Dobson Recreation site. Due to questions about the appropriate location and information from the asset management report/capital costs, the outdoor park was not built this year and is no longer on the list of Capital projects for 2021.
		<ul style="list-style-type: none"> Lion’s Park Outdoor Pool - In the spring of 2020, the landscaping is to be completed, facility set-up for a late June start-up, and the facility anticipating an increase in the number of users. Continuous improvements to Town owned playgrounds with the renovations to the Irving Road play space, as well as the adult gym equipment. 	<ul style="list-style-type: none"> Lion’s Pool on track to be open for the Summer 2020 season. An online public consultation process was established for the Irving playground area, because of the COVID-19 group gathering restrictions, to garner input from area residents. To date feedback has been slow, however the feedback is valuable. Plans are in place to have this play space completed in 2020. The adult gym equipment has been ordered and received. This is also due to be installed in 2020. 	<ul style="list-style-type: none"> Lion’s Pool opened during the month of August and was well-received by all visitors. The adult gym equipment was ordered and installed in its new location next to the playground on Riverfront Park. The old equipment was dismantled and sent to the recycler. All Irving Rd. Playground equipment and materials have been purchased and stored for a spring 2021 installation. The playground ground shaping work has been completed at the Irving Playground site.

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	P&R	<ul style="list-style-type: none"> Continue to support the efforts of the Riverview Recreation Complex Steering Committee. In 2020, the Town will focus on further developing the detailed plans for the facility so that the project will remain on schedule for construction in 2022. Included in this process will be completing the economic impact study so that our Federal and Provincial Infrastructure application can be completed. The Town will need to increase its advocacy for federal and provincial financial support for this project or other capital projects as our financial modeling assumes a level of support from both levels of government. 	<ul style="list-style-type: none"> Volunteer committees for the Riverview Recreation Complex remain engaged with facility planning and fundraising. Drafts of a facility business plan and economic impact assessment will be completed by end of June. A review of economic recovery funding streams and additional presentations to the province are underway. 	<ul style="list-style-type: none"> Advocacy for funding at the provincial and federal level has continued throughout the year, with funding applications expected to open in the coming months. Volunteer committees remain focused on facility planning, design and fundraising. A facility business plan, economic impact study and geotechnical investigation of the proposed site have been completed and yield positive results for the complex.
	ENG	<ul style="list-style-type: none"> \$210,000 will be invested in active transportation initiatives, through sidewalk development on Irving Road (Phase 1) and Coverdale Road (Trites to Colton). 	<ul style="list-style-type: none"> The sidewalk projects have been awarded and construction will start this summer. 	<ul style="list-style-type: none"> Work completed as per schedule and within budget.
Invest in upgrading local streets and roads	ENG, PW	<ul style="list-style-type: none"> The following three streets will have local improvement and watermain renewal projects: <ul style="list-style-type: none"> Nowlan Hebron Cosburn In the Utility Capital Fund, the following watermain renewal projects will be completed: 	<ul style="list-style-type: none"> The local improvement and utility projects had been awarded (under budget) and construction will start this summer. The pavement projects will start on June 1. 	<ul style="list-style-type: none"> Local improvement projects on Nowlan, Hebron and Cosburn were all successfully completed within budget. The utility projects on Sanford, Diligente, Belfast and Nowlan were completed as per schedule and within budget. The scheduled pavement projects (seal and resurfacing) were all completed as per schedule and within budget.

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		<ul style="list-style-type: none"> ▪ Sanford ▪ Diligente ▪ Belfast ▪ Nowlan (Point Park to Avondale) • \$ 0.9 million will be invested through the Town’s Street Pavement Program on the following streets: <ul style="list-style-type: none"> ▪ Asphalt Seal: <ul style="list-style-type: none"> ▪ Devere (Pine Glen to Montgomery) ▪ Weir ▪ Berkley (Pine Glen to McAllister) ▪ Orin ▪ Resurfacing <ul style="list-style-type: none"> ▪ Berkley (McAllister to McAllister) ▪ Callowhill (Trites to Goldsboro) ▪ Patricia (Coverdale to 54 Civic Address) 		
	ENG	<ul style="list-style-type: none"> • In 2020, the Town will complete phase one of Bridgedale Boulevard that will connect Gunningsville Blvd to Runneymeade Road. The Town moved ahead with this road in 2020 due to the future impact of the Causeway project that will have on Town road congestion in 2021 due to the closure. 	<ul style="list-style-type: none"> • The construction started in May. • Gunningsville Blvd will be closed to traffic for a period of 6 weeks or more in May/June to allow for the construction of the new roundabout. The roundabout was opened on June 26. 	<ul style="list-style-type: none"> • The project was successfully completed within budget. • The link from Runneymeade to Gunningsville was opened to traffic on December 10, 2020.

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		<p>This will not mitigate all the traffic issues but will be a way to help move traffic from east and west Riverview.</p>		
<p>Invest in maintaining and growing Town's road network to attract business investment and support economic growth</p>	<p>ED</p>	<ul style="list-style-type: none"> Will undertake a secondary planning initiative for the lands surrounding Bridgedale Blvd to allow for storm water management using natural assets. 	<ul style="list-style-type: none"> Staff have been working with the SERSC to develop this strategy. Once complete it will become integrated into the Town's Municipal Plan. 	<ul style="list-style-type: none"> To continue work on this initiative in 2021 and staff have begun to meet with landowners in the surrounding area to discuss the future development plans they may have and how existing wetland may impact development.

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	ED, CS	<ul style="list-style-type: none"> ED will produce a series of sector specific attraction videos to employ through a variety of social media platforms. (neutral sites) 	<ul style="list-style-type: none"> Staff have engaged a local marketing agency and videographer to carry out the production of a general attraction video as well as sector-specific campaigns - all of which are underway. The storyboard has been approved and we have now moved into casting calls. Casting and production will follow guidelines set out by the Department of Health. 	<ul style="list-style-type: none"> The Envision Riverview lure video was completed and will now serve as a strategic attraction tool to support marketing initiatives in 2021.
Increase tourism opportunities in Riverview through growth of Fundy trail network	P&R, ED	<ul style="list-style-type: none"> Will participate in the establishment of a Regional Destination Marketing Organization. Re-visit the feasibility of a hotel development in proximity to proposed recreation complex. Implementation of a new Riverview Maple Festival 2020 promotional campaign roll out. 	<ul style="list-style-type: none"> The MapleFest promotional campaign roll out, although completed and ready to go, was cancelled due to COVID-19. However, things look good for future endeavours as the Town partnered with the Foods of the Fundy group to expand the festival to the Southeast region. 	<ul style="list-style-type: none"> Status quo as per the mid-year reporting.
Attract investment in the eco and	P&R	<ul style="list-style-type: none"> Increase the quality & quantity of youth programming in general and specifically at the Skate Park and Community Hall through the introduction of a teen drop-in 	<ul style="list-style-type: none"> Drop ins were started at the Community Hall and there were several engaged youths participating and assisting with trivia nights, game nights, etc. They were stopped in March 	<ul style="list-style-type: none"> Drop in did restart once we were in yellow phase and followed PH guidelines, with pre-registrations and sign-in screening. Momentum was affected when we returned to orange phase, however numbers continue

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sports tourism sectors		program and the addition of an outdoor skateboarding area.	<p>when the facility was closed due to Covid-19 restrictions. Staff are working on starting up a sign-in type drop-in program that will conform to the Covid-19 guidelines of numbers allowed to gather, and procedures to keep everyone safe while having fun.</p> <ul style="list-style-type: none"> The skatepark staff produced a few “webisodes” to engage youth and their patrons virtually. They were well received. 	<p>to increase. Introductory sports are offered for youth who are seeking non-competitive recreation.</p> <ul style="list-style-type: none"> The skatepark facility continues to receive very positive feedback on social media and in person with regards to the level of service they provide.
Retain and grow our strong local business community	ED	<ul style="list-style-type: none"> The Shop Local campaign will be introduced in 2019 and executed throughout 2020 to expose residents to the variety of shopping choices to be found in Town and to encourage community support for those businesses. The Regional Service Commission Planning Department has taken over the Town’s planning and inspection services as of January 1, 2020. The CAO will work with the planners and other staff to support their transition to Town’s operations. In 2020, we will begin the process to look at updating the Town’s overall municipal development plan and zoning by-law. In collaboration with the Light Up Riverview Committee, continue to grow this program and work towards completing the next phase of the seasonal lights and 	<ul style="list-style-type: none"> Staff have been working with a marketing agency and a business consultant to create a loyalty program for small business owners operating in the Town of Riverview. After a series of software demos, we have decided to take a simpler approach that can launch quickly given the current situation. The campaign was formally announced at the State of the Tri-Communities in 2019, and again during Light Up Riverview. 	<ul style="list-style-type: none"> Riverview Rewards was launched in the fall and will serve as the foundation for a year-long shop local campaign that evolves strategically around events and with the seasons. The tri-community single bag by-law was introduced in the Fall and was supported by an extensive public communication plan.



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		involving more of our residents and business community. <ul style="list-style-type: none"> • Continue to support the local business community as the tri-community implements the single-use plastic bag ban in July 2020. The public campaign in 2020 will include paid advertising to promote alternative options to single-use plastic bags to consumers, as well as a retailer resource guide to train employees on the reasons for and objectives of the program. 		

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	Department Responsible	2020 Priorities	2020 Status - Mid-year update	2020 Year-end Status
Provide high-quality customer service to residents and businesses	P&R	<ul style="list-style-type: none"> • Identify training opportunities & encouraging staff to attend as courses/training becomes available. Investigate the potential of hosting an Atlantic regional ice-making course in August 2020. • Aquatics Team to implement plans to increase turnover in daytime and aqua fitness participants (new participation). • P&R with the support of Economic Development to develop a strategy and series of policies and procedures for implementation regarding an advertising revenue generation program. • P&R to continue the process, where deemed appropriate (schedules, available skills, available equipment. etc.), of coordinating outside work with Engineering & Public Works. • The Town of Riverview is dedicated to creating a healthy, sustainable natural environment. Tree planting provides a variety of environmental benefits such as reducing soil erosion and cleaning our air. In 2020, the Parks & Recreation Department will plan, implement, and evaluate a pilot 	<ul style="list-style-type: none"> • Aquatic programming has been reduced due to COVID-19. • Ongoing • Meetings are ongoing between the 2 departments related to opportunities for collaboration. • The pilot tree planting program entitled “Taking Root Riverview” has been developed and ready for implementation. Due to budgetary concerns related to COVID-19, the program has been postponed to 2021. 	<ul style="list-style-type: none"> • Although training opportunities have been limited for 2020, there has been a variety of Webinar sessions and face-to-face seminars that staff have been attending. As examples, the Atlantic Facilities Conference provided several educational opportunities that some staff attended on-line and there was a provincial Water & Wetlands training opportunity that the Manager of Recreation Assets attended. • Aquatic programming has been reduced due to COVID-19. • The development of an overall advertising strategy remains an ongoing process, with an anticipated completion in 2021. • Monthly meeting between representatives of the Engineering and Parks & Recreation Departments remains ongoing with much success. • Taking Root Riverview tree planting program will be implemented in 2021. Information regarding the program will be posted to the Town’s website in January.

Objectives	Department Responsible	2020 Priorities	2020 Status - Mid-year update	2020 Year-end Status
	CS, BY-LAW	<p>tree planting program for areas not covered through the current sub-division tree planting program.</p> <ul style="list-style-type: none"> • With the anticipated temporary closure of the causeway by the Government of New Brunswick expected in June 2021, the Town is planning a community conversation with residents and business owners for Fall 2020 to gather feedback and ideas for solutions to problems caused by the temporary closure before 2021. • Continue to create updated by-laws and detailed procedures to ensure consistency. • Creation of a new Records Management and RTIPPA term position will allow for faster access to records for both citizens and staff. 	<ul style="list-style-type: none"> • Staff are looking into options for a community engagement session to be held virtually using a facilitator given the current restrictions and circumstances. Econ Dev and Comms have met to form a plan for wider communications about the Causeway Closure and this will ramp up at the end of summer/beginning of Fall ahead of the engagement session in October. • To date amendments have been made to Payment to Council by-law, Planning Advisory By-law, Zoning By-law, Municipal Plan by-law, and Reduction of Single-Use Plastic Bags by-law. New/revamped by-laws are 2020 Local Improvement by-laws, Health, Safety & Welfare By-law, Street Trees, Police Protection, Flyer Distribution, Fire Protection, and Animal Control By-law. • A review of remaining by-laws to be completed in 3rd quarter. • Records Management & RTIPPA position created and goals put in place for the remainder of year. 	<ul style="list-style-type: none"> • 15 by-laws have been created or modified so far this year. <ul style="list-style-type: none"> ○ Payment to Council ○ Local Improvements – 3 streets ○ Municipal Plan Amendment ○ Planning Advisory Committee ○ Controlled Access Streets ○ Fire Protection ○ Animal Control ○ Health & Safety ○ Excessive Noise ○ Plastic Bag Amendment ○ Riverview Street Trees ○ Police Protection ○ Flyer Distribution ○ Water & Sewer ○ Traffic • Records Management Policy completed and approved by Council. • Parks & Rec Files have been inventoried. • Ops Centre’s boxes transferred to Town Hall for review. • Coverdale Rec Centre records transferred to Town Hall for review. • 50 boxes were identified and prepared for transfer to Provincial Archives.

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	ENG	<ul style="list-style-type: none"> Continue to transfer data using multiple sources such as CAD drawings, As-builts, Spreadsheets, Google, and orthophotos of various assets such as roads, water, and sewer data into GIS in support of the Town's Asset Management Planning. 	<ul style="list-style-type: none"> Due to COVID-19, the hiring of a summer student was delayed by a month. 	<ul style="list-style-type: none"> Information now being entered into Laserfiche for retention schedules. 12 RTIPPA requests received in 2020. Some field survey information was gathered, and the project will resume in 2021.
	HR	<ul style="list-style-type: none"> HR Department is working on streamlining the HRIS filing process and record management. In 2020, we will be moving to transferring all Employee Files from paper to electronic. This will allow for more efficient process for public inquiries for information, recruitment files, and current and past employee data information than what exists today. 	<ul style="list-style-type: none"> All active employee's files have been converted electronically and an electronic employee file is now located on the DMS filing system accessed only by HR staff. 	<ul style="list-style-type: none"> Project was completed for all Full-time employees. Employees files can now be viewed on our DMS filing system for HR employees.
	FINANCE	<ul style="list-style-type: none"> The Finance Department will be exploring enhanced technology opportunities to improve efficiencies in connection with both internal and external customers. These include the implementation of a new <i>HRIS Payroll Time Reporting</i> system and reviewing various administrative processes to drive efficiencies and streamline the flow and reduce the volume of paperwork. 	<ul style="list-style-type: none"> We are making considerable progress on the setup, training, and implementation of the electronic <i>HRIS MyWay</i> payroll time sheet application. Those involved to date are very excited about this enhanced technology application. On schedule. 	<ul style="list-style-type: none"> The <i>HRIS MyWay</i> time tracking system was successfully implemented in all departments. Ongoing review of alternatives for automating the accounts payable invoice approval system currently in place. The goal is to reduce/eliminate the need for paper shuffling between departments/locations.

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	ENG & P&R	<ul style="list-style-type: none"> Monitoring cost of the AVL devices to help manage the winter fleet resource during snow plowing (Phase 1). The long-term plan would see every equipment fitted with similar devices to help manage the maintenance and better usage of the equipment. 	<ul style="list-style-type: none"> 100% of the PW fleet has been outfitted with AVL. 	<ul style="list-style-type: none"> AVL technology has been budgeted for implementation for the Parks & Recreation Department for 2021.
Foster a positive and engaging work environment for employees	HR & DIRECTORS	<ul style="list-style-type: none"> Increase training opportunities on harassment and violence in the workplace training for all staff. A focus will be on front line staff for training. 	<ul style="list-style-type: none"> On-going training, updated policy handbook is being completed for all employees. Looking at other options for training due to limitation with COVID-19. 	<ul style="list-style-type: none"> CS-Monthly staff meetings to ensure we connect as a team. CS-Encourage staff to seek educational opportunities. CS-Encourage staff to participate in various charity and fun days. HR-The Town provided support with our EAP provider and with Canadian Mental Health throughout the year, increased communications monthly on different topics and reminder on contact numbers.
Promote a safe work culture	HR & DIRECTORS	<ul style="list-style-type: none"> HR Department has completed a Violence and Harassment Risk Assessment for all departments within the TOR, this has resulted in changes for employees - (Example, reconfiguring the front desk at Town Hall, staff leaving meetings at night in groups, AVLS etc.). Will be rolling out proposed plans for all departments. Wellness Initiatives, increased partnership working within our community, giving back to our community (Rebecca Schofield Play Park), Blood Donor Clinics, Food Drives, Toy Drives etc. In addition, continued 	<ul style="list-style-type: none"> Working on recommendations from risk assessment, physical barriers installed for COVID-19 have helped elevate the risks for some departments – example Municipal payment desk. Increased Wellness activities for Mental Health – (Example the Town Hall Meeting with Matt Kinnie as a guest speaker). In addition, the program from Mental Health Canada - “Not Myself Today.” 	<ul style="list-style-type: none"> CS-Delivered monthly safety topics that supplemented required topics and were relevant to an office environment. HR-The Town provided support with our EAP provider and with Canadian Mental Health “Not Myself Today” throughout the year, increased communications monthly on different topics and reminder on contact numbers. HR- In addition, increased communication was provided to all employees in response to every changing regulations and phases due to the Pandemic and COVID-19.



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		development of Managers and Directors on fostering employees' relationships by providing training.		<ul style="list-style-type: none"> • HR-scheduled and arranged the annual flu clinic in the Fall. • HR-with the support of our Facilities Coordinator, all locations of Town facilities met or exceeded regulations for each activity for COVID-19 – (Example arena, pool, offices, Fire station, meeting rooms etc.).