



STRATEGIC PLAN **PROGRESS REPORT**

2017-2018



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 enjoy a good quality of life and have pride in their community.



PLANNING FOR THE FUTURE:

Riverview plans, builds and maintains 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 / DEPARTMENTS RESPONSIBLE

By-Law Enforcement
Chief Administrative Officer
Corporate Services
Economic Development
Fire & Rescue
Finance
Engineering
Human Resources
Parks, Recreation & Community Relations
Public Works

BY-LAW
CAO
CS
ED
FIRE
FINANCE
ENG
HR
P&R
PW



A SAFE & 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.

COUNCIL STATUS UPDATE – YEAR END AND PLANS FOR 2018

OBJECTIVES	ACTIONS Strategic Plan and Departmental Operational Plans	2017 YEAR END STATUS UPDATE	2018 PRIORITIES
<p>Promote Riverview as an inclusive community with a good quality of life for residents.</p>	<p>Promote greater diversity and inclusion through all aspects of the Town's decision-making.</p> <p>ED</p>	<ul style="list-style-type: none"> The Envision Riverview Tent was featured at the four ward block parties throughout 2017 and engaged residents with discussions on being an inclusive welcoming community. 	
	<p>Support the development of a Greater Moncton Immigration Initiatives</p> <p>ED</p>	<ul style="list-style-type: none"> The Town supported Greater Moncton's regional immigrations committee's development of a new website that will provide resources to newcomers. Due to technical issues, the website's launch has been delayed until 2018. 	<ul style="list-style-type: none"> The Town provided funding to support the Greater Moncton Diversity Champion Coordinator position which was an outcome of the Local Immigration partnership welcoming communities committee.
	<p>Support the integration of the business community into existing community events and festivals.</p> <p>ED, P&R</p>	<ul style="list-style-type: none"> The Atlantic Presenters Association partnered with the Town to showcase Canada 150 series performances. P&R partnered with RAC, Southeast eco360 and many private businesses during 2017 events. Twenty-four (24) organizations assisted with Winter Carnival, as well as numerous other businesses. 	<ul style="list-style-type: none"> In 2018, P&R and ED plan to collaborate further to make further connections with local businesses to participate and support the Town's 2018 events and festivals.
	<p>ED, P&R</p>	<ul style="list-style-type: none"> Riverview Arts Collective was integrated into Sunfest. Town events such as Sunfest, Winter Carnival, Light up Riverview, etc. had significant sponsorship or in-kind contributions. There were too many businesses that provided support to our community events to fairly list each and everyone in this space. 18 businesses sponsored the Light Up Riverview Campaign. 31 locations businesses participated in the Holiday Shopping Campaign. 	<ul style="list-style-type: none"> P&R will investigate potential for partnerships for the Sounds of Summer Concert Series. Further integration of the Arts Community in Town events is a goal of the P&R Department in 2018. The annual Sustaina-Palooza will be held in April. This year's theme will highlight the activity of citizens and groups in the region that contribute to the Town's sustainability goals.

A SAFE & WELCOMING COMMUNITY

COUNCIL STATUS UPDATE – YEAR END AND PLANS FOR 2018



OBJECTIVES	ACTIONS Strategic Plan and Departmental Operational Plans	2017 YEAR END STATUS UPDATE	2018 PRIORITIES
	<p>Discovery Leaders to integrate children with disabilities into summer programs</p> <p>P&R</p>	<ul style="list-style-type: none"> The integration of children with disabilities into summer programs caused some challenges to the overall success of the program. Participant needs outweighed capacity of the Discovery Leaders, impacting program quality and participant safety. 	<ul style="list-style-type: none"> P&R will complete a review to ensure our integrated programs align with how school boards and other recreation facilities address participants with exceptional needs (i.e. EA or support person to be provided by registrant). This review will determine next steps in the provision of this service and our ability to provide it.
<p>Design and implement community events and programs to increase community pride, citizens' engagement and wellbeing.</p>	<p>Continue to deliver popular recreational programs.</p> <p>P&R</p>	<ul style="list-style-type: none"> Program participation levels for youth, adult and senior were consistent or higher than other levels in previous years in 2017. As an example, our aquatic programs have seen an increase of 15% in 2017 revenue. 	<ul style="list-style-type: none"> P&R is determining the format of Children's Summer Programs for 2018 and plans to increase the frequency of the Outdoor Adventure Camps, as there is a high demand, and it fits with the Town's Strategic Plan to promote a welcoming and safe community. The second initiative for Summer Camps are specialty camps. These would diminish the need for participant transportation, which has escalated in cost this year, and may include music and drama camps. These day camps would be implemented in partnership with local community groups. The department is investigating other delivery models for the fitness program offerings (private, private/public partnering, etc.).
	<p>Maintain current special community wide events with a focus on active living.</p> <p>P&R</p>	<ul style="list-style-type: none"> Overall recreation programs for youth, adults and seniors saw consistent participation numbers compared to previous years or saw an increase. As an example, our aquatic programs have seen an increase of 15% in 2017 revenue. 	<ul style="list-style-type: none"> Continue to provide special community events, targeting civic pride and active living with a focus on community partnerships. Emphasis on inclusivity for all citizens and visitors. P&R is investigating the potential for an annual themed banner project with art community partners and ED. <p>(continued)</p>

A SAFE & WELCOMING COMMUNITY

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<p>Design and implement community events and programs to increase community pride, citizens' engagement and wellbeing.</p>	<p>ED, P&R</p>	<ul style="list-style-type: none"> The Light Up Riverview event was a success in 2017. This partnership with the Riverview Business Collective started in 2016 to brighten the downtown with a welcoming landscape of outdoor light displays. Additional financial support for this beautification project was received by the PNB Regional Development Corporation's Program for Municipal Development to Commemorate Canada's 150th Anniversary. <p>The Riverfront now has 20,000 Christmas lights for residents, businesses and visitors to enjoy.</p>	<ul style="list-style-type: none"> The Light Up Riverview Committee will continue adding lights and electrical to Riverfront Park with the goal of reaching the bridge by 2019. P&R to continue to support the committee and play an active role in the Light Up Riverview campaign, including engagement with schools and dressing up other areas of Town to complement the work at Riverfront Park.
	<p>Establish Riverview Art Fund to acquire, promote and display local art.</p> <p>P&R, CS</p>	<ul style="list-style-type: none"> Council approved the Town's first art procurement policy and funding in October 2017. The Town acquired three pieces of local art on display during the library's art show to put on display at Town Hall. The selected art was purchased at the recommendation of the Art Procurement Jury/Committee. 	<ul style="list-style-type: none"> The Art Procurement Jury will advertise its first formal call for local artists to submit proposed pieces to be considered by the Town of Riverview.
<p>Encourage greater awareness and use of public transit.</p>	<p>Increase public transit investment through 2020.</p> <p>P&R, CS</p>	<ul style="list-style-type: none"> The new bus for Route 81 was introduced in Riverview on October 23, 2017. Council members celebrated the arrival of the new bus by joining riders on its first day of operations. 	<ul style="list-style-type: none"> Council approved funding in the 2018 budget for a second new bus for Route 80. The new bus will arrive and is targeted to be operational by February 2018.
<p>Foster civic engagement and volunteerism</p>	<p>Involving community through events, participation, surveys and social media.</p> <p>P&R, CS</p>	<ul style="list-style-type: none"> At community events the Town collects feedback from participants through surveys, participant feedback forms, etc. The Town evaluated the sign by-law with respect to temporary, electronic and advertising signs. Over 200 participated in an online survey. That feedback was part of the input to update the by-law in 2018. 	

A SAFE & WELCOMING COMMUNITY

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<p>Foster civic engagement and volunteerism</p>	<p>Further encourage the engagement of the community groups and citizens on events and festivals organizing groups/committees</p> <p>P&R</p>	<ul style="list-style-type: none"> Over 200 students at Riverview Middle School played an active role in supporting the Riverview Light Up Campaign and have taken ownership in promoting this initiative. 	<ul style="list-style-type: none"> The Town continues to support and enable increased community group support including support for the Community Garden Committee, Friends of Mill Creek Advisory Committee, Winter Carnival Committee, Sustainability Committee, Public Art Committee, Light up Riverview Committee and the Business Collective. Work is planned with the Friends of Mill creek and La Bikery as well as the tri-communities to provide appropriate and accurate Active Transportation mapping.
	<p>Enhance current volunteer recognition programs</p> <p>P&R</p>	<ul style="list-style-type: none"> A meeting was hosted with representatives of the Sports Wall of Fame Committee, volunteer Recognition Committee and Youth Appreciation Committee. It was determined by this group that there was no need to bring these efforts together but there was a perceived need for additional community awards. 	<ul style="list-style-type: none"> The department will investigate the potential for youth and adult (male and female) sport award categories to be housed with the Sport Wall of Fame Committee.
<p>Promote opportunities to maintain community safety</p>	<p>Execution of Fire inspections of Commercial Occupancies to meet or exceed the provincial standard</p> <p>FIRE</p>	<ul style="list-style-type: none"> The Deputy Fire Chief of Fire Prevention completed 168 inspection in 2017 including 77 commercial inspections. 	
	<p>Emergency Measures</p> <p>FIRE CHIEF</p>	<ul style="list-style-type: none"> The Town improved EOC operations by making enhancements to a board room at Town hall to function as the Emergency Operations Centre, and made improvements to the Town Hall generator. 	<ul style="list-style-type: none"> Collaboration between PW, FIRE and CS on a tri-community communication plan related to a compromised drinking water system. A full review and update of the Town's Emergency Response Plan is proposed in 2018 including a planned table top exercise.

A SAFE & WELCOMING COMMUNITY

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Promote opportunities to maintain community safety	Fire Operations FIRE		<ul style="list-style-type: none"> The Town is investing \$90,000 to upgrade fire services equipment to continue delivering quality services to the community (equipment include defibrillators and radio equipment)
	Development of a Fire Department Strategic Plan FIRE	<ul style="list-style-type: none"> The Deputy Chief of Training has lead the efforts to develop a strategic plan for the Town’s Fire Department. The Plan has been reviewed by all members of the department and has been fully endorsed. 	



PLANNING FOR FUTURE

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	2017 YEAR END STATUS UPDATE	2018 PRIORITIES
<p>Complete an asset management plan regarding infrastructure needs.</p>	<p>Complete infrastructure asset management plan by 2018 and work from the framework that is established.</p> <p>FINANCE</p>	<ul style="list-style-type: none"> The first iteration of Town's Asset Management Plan was completed. A brief presentation to Council was made by the Consultant in November 2017. The plan document, along with a policy document on this topic, was submitted to the AMP Committee before the end of the year. 	<ul style="list-style-type: none"> The AMP Committee will finalize any outstanding items in the draft plan and policy and present it to Council in 2018. An AMP plan is a constantly evolving document. In 2018 it will be incorporated as an integral part of the Financial Plan as it relates to Capital Projects. This will include a breakdown between investment in existing assets and new additional assets.
<p>Take a well-planned & fiscally responsible approach to building and maintaining public infrastructure</p>	<p>Investing in maintaining existing assets of the Town.</p> <p>P&R, FIRE</p>	<ul style="list-style-type: none"> Over \$700,000 was invested in the Byron Dobson Arena to upgrade electrical, mechanical, fire safety and building interior systems. Included in those improvements were energy efficiency improvements result in the Town receiving an Energy Efficiency grant from NB Power for over \$25,000 and a projected decline of 5% on the energy costs for the facility. 	<ul style="list-style-type: none"> \$1.7 million is included in the capital budget to focus on additional upgrades to the Byron Dobson Arena, including a new ice pad and boards for the upper rink. The lighting in the lower rink will be upgraded with energy efficient lighting as well. To address maintenance and safety issues funds have been allocated to replace the roof of the P&R Admin. Office. \$165,000 will be invested to shingle the roof of the Fire Station to address current deficiencies.
	<p>Develop a facilities master plan for the Town's buildings.</p> <p>CS</p>		<ul style="list-style-type: none"> In 2018 the Town will hire a Facilities Coordinator to develop an ongoing and preventative maintenance plan to help in the development of a long range management plan for the Town's facility assets.

PLANNING FOR FUTURE

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OBJECTIVES	ACTIONS Strategic Plan and Departmental Operational Plans	2017 YEAR END STATUS UPDATE	2018 PRIORITIES
<p>Take a well-planned & fiscally responsible approach to building and maintaining public infrastructure</p>	<p>Development of Mill Creek.</p> <p>P&R</p>	<ul style="list-style-type: none"> Phase 4 of the Mill Creek Nature Park project was completed to add 2 km of trail. The focus was to ensure safe passage over the existing stream and to separate walkers and skiers during the winter months. 	<ul style="list-style-type: none"> The Town will invest another \$200,000 in the development of Mill Creek primary trail network in 2018. The planning of this work will be done in partnership with the Friends of Mill Creek.
	<p>Continuation of plans for Winter Wonderland Park and Playground revitalization.</p> <p>P&R</p>	<ul style="list-style-type: none"> The \$175,000 upgrade and replacement of Ridgeway Park was completed. Phase 3 Winter Wonderland Park was completed and it includes a direct link to the Dobson Trail via a boardwalk. 	<ul style="list-style-type: none"> An additional \$30,000 is planned for Winter Wonderland to complete work executed in 2017. An additional \$20,000 is budgeted to complete work at Ridgeway Park.
	<p>Continued investment of required infrastructure to support active transportation</p> <p>P&R, ENG</p>		<ul style="list-style-type: none"> \$32,000 to connect Old Coach via a trail to Gunningsville Boulevard. \$25,000 to connect Sawgrass via trail to Coverdale Centre and splash pad. \$140,000 invested in a sidewalk on Runneymeade.
	<p>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.)</p> <p>CAO, ED</p>	<ul style="list-style-type: none"> Land at corner of Gunningsville and Pine Glen Road secured a tentative purchase sale and agreement, however the potential purchaser was not successful in securing the business it wanted. Rezoned land on Runneymeade Road to residential in early 2017. There is interest but no formal offer has been made. 	<ul style="list-style-type: none"> The Town plans to list the former site of public works with a commercial broker in 2018. The Town has not listed the Fundy Chocolate Riverview Station and other properties in Town but is always prepared to listen to potential offers.
	<p>Develop an infrastructure/ economic development plan to develop commercial land off Gunningsville/ Bridgedale area.</p> <p>CAO, ED</p>		<ul style="list-style-type: none"> The Town will explore the development of an economic development incentive program designed to stimulate commercial investment in the community with the new authorities included in the new Local Government Act. The proposal will be presented to Council in 2018.

PLANNING FOR FUTURE

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<p>Take a well-planned & fiscally responsible approach to building and maintaining public infrastructure</p>	<p>Continue collaboration with Wellness Centre Committee and other community groups to ensure recreation facilities and programs meet residents' needs.</p>	<ul style="list-style-type: none"> A fundraising feasibility study was completed by BNP Philanthropic and concluded with two key findings: there is potential for a \$3 million fundraising campaign for a Wellness Centre; there is strong leadership potential in the community to lead the campaign. 	<ul style="list-style-type: none"> \$250,000 is included in the 2018 operating budget to support a Community-led Fundraising Initiative (with objective of securing \$3 million in community funding) as well as further program development and design specifications for this facility and project management requirements.
	<p>Upgrade facility energy efficiency through programs/ third-party partnerships.</p> <p>P&R, CAO</p>	<ul style="list-style-type: none"> Significant energy efficiency improvements completed on the Byron Dobson Arena this year including new lighting and a new low e-ceiling. The Fall Brook Centre completed an energy assessment of the FCRS, Fire Station and Town Hall. 	<ul style="list-style-type: none"> Additional energy efficiency improvements to the lower arena are planned for 2018, in particular lighting upgrades.
<p>Invest in upgrading local streets and roads</p>	<p>Local Improvement Program and water main renewals.</p> <p>ENG, PW</p>	<ul style="list-style-type: none"> All six local improvement projects were successfully completed on schedule and within budget: Hawkes, Ashburn, Wentworth, Prescott, Olive and Fatima. ENG advanced the design for the 2018 local improvement projects, which are proposed to include Bloor, Balmoral, Byron, Ealey and Leonard Loop Street. These projects will be tendered early spring 2018. Water main renewals to address aging infrastructure will be occurring on Warren, Gaskin and Lowell Roads. ENG advanced the design for tendering in the spring of 2018. A small section of sanitary sewer was upgraded on Old Coach Road in 2017. ENG completed the preliminary survey for the planned 2019 local improvement projects. PW placed and maintained all temporary water mains in 2017. 	<ul style="list-style-type: none"> Local Improvement & water main replacement <ul style="list-style-type: none"> - Bloor - Balmoral - Byron - Ealey - Leonard Loop - Water main Replacement - Warren - Gaskin & Lowell An updated Local Improvement By-law and guidelines will be completed early in 2018 in order to align with current practices and the new Local Government Act.

PLANNING FOR FUTURE

COUNCIL STATUS UPDATE – YEAR END AND PLANS FOR 2018



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<p>Invest in upgrading local streets and roads</p>	<p>Pine Glen Road Improvements</p> <p>ENG, PW</p>	<ul style="list-style-type: none"> The final phase of Pine Glen road improvements from Gunningsville Boulevard to the Town boundary was completed with financial contributions from the Federal and Provincial governments. 	<ul style="list-style-type: none"> The Town has set aside funding to purchase land to consider a future roundabout at Pine Glen and Pinewood Road.
	<p>Intersection at Coverdale and Gunningsville Bridge</p> <p>ENG, PW</p>		<ul style="list-style-type: none"> The Town plans to invest \$1.6 million (50/50 split with province) in upgrading the intersection at Coverdale and Gunningsville Bridge east bound and south bound. This plan will address current congestion issues faced at that intersection today, plus it will help alleviate the additional congestion problems anticipated in 2020 when the causeway is closed.



SMART & 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.

OBJECTIVES	ACTIONS Strategic Plan and Departmental Operational Plans	2017 YEAR END STATUS UPDATE	2018 PRIORITIES
<p>Riverview Brand Development</p>	<p>Approve and implement a new three-year marketing and communication strategy that would help grow investment and communicate opportunities to community.</p> <p>ED, CS</p>	<ul style="list-style-type: none"> New website launched in December offers improved digital services and accessibility. New self-service applications make it easier to communicate and do business with the Town. <p>Residents and utility customers can now make secure payments online, including water and sewer bills, parking tickets, and Town invoices. More than a dozen existing paper have been converted to online applications.</p> <p>A revamped events calendar allows members of the public to submit listings and subscribe to updates. Data is hosted exclusively in a secure Canadian Tier2+ data centre.</p>	<ul style="list-style-type: none"> Continue to focus on implementing the three year marketing strategy. Centred on the new website efforts will focus on three themes: Moving to Riverview, Doing Business in Riverview, Visiting Riverview. These ads will be placed strategically, based on analytics and placed either geographically or demographically. The Town will produce sector specific business case documents (e.g. retail, tourism, hotel, clean-tech). These one page sales tools will communicate Riverview's value proposition to new investors.
<p>Increase tourism opportunities in Riverview through growth of Fundy trail network</p>	<p>Enhance the Town's trail network to align with eco-tourism strategy for the region.</p> <p>P&R, ED</p>	<ul style="list-style-type: none"> The Town hosted the "Trails Town Conference" in 2017 to discuss the economic development opportunities for Riverview and the region related to trail development and tourism. This event was attended by a number of staff from P&R and ED as well as business and community groups who are engaged in trail tourism. 	<ul style="list-style-type: none"> The Town plans to implement an Eco-Bike Tour. Featured as an experience in the NB tourism Guide, the Town will partner with La Bikery, Fundy Biosphere Reserve and Petitcodiac Watershed Alliance. P&R will continue discussions with the Regional Service Commission regarding the Regional Recreation Masterplan implementation process.

SMART & SUSTAINABLE GROWTH

COUNCIL STATUS UPDATE – YEAR END AND PLANS FOR 2018



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<p>Increase tourism opportunities in Riverview through growth of Fundy trail network</p>		<ul style="list-style-type: none"> The linkage to the Dobson Trail, and subsequently the Fundy Trail, is complete. This was accomplished in partnership with the provincial Departments of Forestry, Transportation and Environment as well as Trans Canada Trail and NB Trails, in late 2016. Winter Wonderland Park signage plan was installed in 2017. 	
	<p>Enhance the Town's trail network (including Mill Creek and Riverfront) that would align with a larger eco-tourism strategy for the region.</p> <p>P&R, ED</p>	<ul style="list-style-type: none"> Mill Creek Nature Park was added to the Fundy Biosphere Reserve's list of Amazing Places. 	<ul style="list-style-type: none"> Continue partnership with Fundy Biosphere Reserve to add an "Amazing Places" in Riverview at lookout in Mill Creek Nature Park. Amazing Places are the FBR's list of the best hiking destinations in the biosphere reserve.
	<p>Continue to develop Riverview's tourism strategy as the book end community to the Fundy Trail tourism development.</p> <p>P&R, ED, CAO</p>	<ul style="list-style-type: none"> The Kitchen Incubator Program run out of the Coverdale Centre kitchen facility engaged 5 businesses looking to start food-based business or grow their markets. \$13,667 in revenue was generated from this program in 2017. Council approved funding in the 2018 budget process to support the Regional Service Commission plan to develop a Regional Destination Marketing Tourism Strategy. 	<ul style="list-style-type: none"> Town staff to work with Moncton, Dieppe, Sackville, Shediac and the Regional Service Commission to develop the action plan for the development of the RDMO organization. Continue to promote and establish Riverview as the gateway to the Fundy Region. Champion the Greater Moncton Food Tourism Strategy to support Riverview business and entrepreneurs to meet the market ready criteria. Continue involvement in the implementation of the Regional Recreation Masterplan.

SMART & SUSTAINABLE GROWTH

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<p>Attract investment in the eco and sports tourism sectors</p>	<p>Increase eco-tourism through outdoor opportunities for residents</p> <p>P&R</p>	<ul style="list-style-type: none"> During the winter of 2016-17, the P&R department facilitated several new programs and activities including, Learn to Hike, Learn to Bike, Hike Leader Course, Learn to Snow Shoe, and Bush Craft Basics. All programs were full with waiting lists. The Town offered Outdoor Council of Canada (OCC) Outdoor Leader certificate Course (hiking and winter modules). Mill Creek Mondays ran throughout the summer for adults ages 60+ with much success. 	<ul style="list-style-type: none"> Collaborate with Recreation NB to facilitate their implementation of further OCC programming. Continue focus on nature-based programming (i.e. Summer camps, snowshoe tours, etc.) Integrate sport tourism strategy into accessible programs (i.e. ParaSport).
	<p>Develop a shop local campaign, with the business community, which provides inventive ways (i.e. Pop-up retail; Christmas campaign, etc.) to promote Riverview businesses.</p> <p>ED, CS</p>	<ul style="list-style-type: none"> The investment in Light Up Riverview from the Canada 150 Fund has been seen as a positive promotion of Riverview and its business communities. 18 businesses also financially contributed to the light up campaign that has now resulted in over 20,000 Christmas lights on the Town riverfront. Buddha Bear Café was established in the shipping container installed at FCRS after a successful bid through a call for submissions. Over 30 businesses participated in the Town's Holiday Shopping Campaign. The Holiday Shopping Passport promotion enticed shoppers to support locally-owned Riverview businesses and this year was another successful campaign. This year there were 2,925 shopping passports submitted as part of the campaign and the revenue value associated with those passports was \$585,000. 2016 campaign passports were equal to \$172,800 in revenue for Riverview Businesses. 	<ul style="list-style-type: none"> In 2018, the Town will expand the Shop Riverview Campaign to a year-long program. Buddha Bear Café will be a positive asset in the Town's tourism strategy.

SMART & SUSTAINABLE GROWTH

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<p>Attract investment in the eco and sports tourism sectors</p>	<p>Encourage energy development opportunities such as Dobson Landing and its smart grid development concept. Other opportunities could include energy development uses on Town owned land.</p> <p>CAO, ED</p>	<ul style="list-style-type: none"> <p>Dobson Landing is a first-of-its-kind community in Atlantic Canada that combines smart technology and innovative energy efficiency in contemporary homes. Dobson Landing partners with NB Power pilot program on a 5 year energy storage project.</p> <p>Home owners can lease solar panels and install a smart home storage battery free of charge, as a research opportunity for NB Power.</p> <p>ED played a key role in bringing these two partners together. The Town continues to support the development of this unique subdivision concept within and outside Riverview.</p> <p>In partnership with QPA Solar, Inc., the Town of Riverview submitted a proposal to NB Power through its REOI for Renewal Power Generation, for a solar farm on the Town's old dump site off Pine Glen Road.</p> <p>The application was not successful but did provide the Town a good learning opportunity by going through the application and evaluation process.</p> 	

SMART & SUSTAINABLE GROWTH

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<p>Retain and grow our strong local business community.</p>	<p>Through the Business Collective, collaborate with local entrepreneurs to address issues and priorities</p> <p>ED & CS</p>	<ul style="list-style-type: none"> The Business Collective has started to work with the Albert County Chamber of Commerce to leverage resources, guest speakers and training for the best interest of all the area's businesses. The Town's website promoted local businesses through online business profiles of great local businesses that may not be known to everyone. (Old Time Meat Market, Lollipop & Gumdrops, etc.) Furthermore, the Town's new website has been designed with the objective of promoting local Riverview shopping and eating establishments. 	<ul style="list-style-type: none"> Continue to support the Business Collective's activities including lighting and beautification plans as well as educational workshops.
	<p>Work collaboratively with Moncton, Dieppe, 3+ Corporation and the business community on sustainable regional economic growth.</p> <p>CAO, ED</p>	<ul style="list-style-type: none"> Council approved a memorandum of understanding on regional economic development outlining how the Town is prepared to work in collaboration with Moncton and Dieppe on promoting and developing the region. The Town, in collaboration with Moncton and Dieppe, also established a service level agreement for 3+ Corporation, as the regional development agency, to be used to direct and measure their performance in delivering on our shared economic development objectives. 	<ul style="list-style-type: none"> 3+ Corporation will report on defined metrics as set out in the service level agreement to provide greater clarity around the value of that investment.



FISCAL RESPONSIBILITY & 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.

OBJECTIVES	ACTIONS Strategic Plan and Departmental Operational Plans	2017 YEAR END STATUS UPDATE	2018 PRIORITIES
<p>Provide high-quality customer service to residents and businesses.</p>	<p>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</p>	<ul style="list-style-type: none"> The first iteration of our AMP was completed. A brief presentation to Council was made by the consultant who facilitated the development of the plan. The plan document, along with a policy document on this topic, has been delivered to the AMP Committee. 	<ul style="list-style-type: none"> Town to update its 10-year capital budget plan in 2018 and the asset management plan will be used as a guiding framework for that renewal exercise.
	<p>For service-focused departments, explore the implementation of a service tracking system. CS, PW, BY-LAW</p>	<ul style="list-style-type: none"> The Town implemented a new service tracker system for residents' call for services and assistance. The system was first introduced during the year with PW and BY-LAW. Over 587 service calls for the year were tracked for PW issues and 45 BY-LAW complaints/issues have been tracked in the system. 	<ul style="list-style-type: none"> P&R to implement service tracker for 2018.
	<p>Complete an annual property tax guide for residents. CS</p>	<ul style="list-style-type: none"> The property tax guide was integrated into the home page of the Town's updated website. 	<ul style="list-style-type: none"> Annual property tax guide will be updated for 2018
	<p>Increase public transparency. CS</p>	<ul style="list-style-type: none"> With the new eScribe agenda management system, the public agenda and Council meeting packages are easily accessible to residents. Riverview Council is one of the few municipal councils in NB that make their council packages available online. Proposal for live streaming & included in 2018 budget. 	<ul style="list-style-type: none"> The Civic Engagement Committee will begin preparations of RFP to purchase a live streaming solution – cameras, screens and software.
	<p>For ongoing operations, establish an improvement program with dedicated performance markers. CLERK, P&R</p>	<ul style="list-style-type: none"> CLERK introduced eScribe system for creating and managing Council agenda packages. The system was successfully rolled out and is being used by all attendees at Council meetings. As well the online agenda package is easy to access and use for residents. 	<ul style="list-style-type: none"> P&R to report quarterly on demographic (age, location) and program participant metrics for decision-making purposes.

FISCAL RESPONSIBILITY & SERVICE EXCELLENCE

COUNCIL STATUS UPDATE – YEAR END AND PLANS FOR 2018



OBJECTIVES	ACTIONS Strategic Plan and Departmental Operational Plans	2017 YEAR END STATUS UPDATE	2018 PRIORITIES
<p>Provide high quality customer service to residents and businesses</p>	<p>Explore alternative service delivery options for certain services where quality would not be affected.</p> <p>P&R</p>	<ul style="list-style-type: none"> During the year, three groups became self-organized (Pickleball, Volleyball and Basketball). This resulted in a move from direct service delivery to a facilitating role for P&R. 	<ul style="list-style-type: none"> Investigate the potential of alternate program delivery models (fitness). Continue to identify areas where facilitation of programs is feasible and more appropriate than direct service delivery.
	<p>CS</p>		<ul style="list-style-type: none"> Town to assess options to see if a third party provider can improve the Town's ability to increase pet licenses.
	<p>FINANCE, CS</p>	<ul style="list-style-type: none"> The new web site includes a section for rate payers to pay for utility and other service related fees online. 	<ul style="list-style-type: none"> FINANCE will explore opportunities to provide a more efficient and user friendly experience for residents and businesses. Options include providing more opportunities to pay or interact with FINANCE online.
	<p>HR</p>		<ul style="list-style-type: none"> The HR Department plans to implement increased functionality of a HRIS Software to improve record keeping, streamline HR processes and improve internal collaboration.
	<p>Improve and track program quality and service through participant surveys, High Five accreditation and program and staff evaluations.</p> <p>P&R, ED, ENG</p>	<ul style="list-style-type: none"> In P&R, the department used QUEST evaluations completed on all summer children's programs. Businesses through the Business Collective were encouraged to complete the online survey regarding the Town's assessment on what needs to be done to update and modernize the Town's sign by-law. Due to the specific challenges in planning the local improvement project on the Leonard Loop, residents were encouraged to provide feedback on possible options to the Engineering Department. 	<ul style="list-style-type: none"> P&R will continue to evaluate recreation programs with High Five criteria. The Town will continue to track participation rates at events through surveys, ballots. Collaborate with HR to develop an improved summer staff evaluation tool to be implemented in 2018.

FISCAL RESPONSIBILITY & SERVICE EXCELLENCE

COUNCIL STATUS UPDATE – YEAR END AND PLANS FOR 2018



OBJECTIVES	ACTIONS Strategic Plan and Departmental Operational Plans	2017 YEAR END STATUS UPDATE	2018 PRIORITIES
<p>Foster a positive and engaging work environment for employees</p>	<p>Establish processes and operational activities to improve internal collaboration among departments.</p> <p>DIRECTORS</p>	<ul style="list-style-type: none"> • There were a number of employee engagement events that occurred in 2017 including: <ul style="list-style-type: none"> • The Town’s first ever Employee Town Hall occurred in January where employees were provided an overview of the strategic plan and priorities for 2017. • Each department held employee engagement meetings to review key corporate and departmental initiatives. • Two employee roundtable sessions were held with a small group of employees and the CAO. 	<ul style="list-style-type: none"> • Corporate employee engagement session scheduled Feb. 6. WorkSafeNB will give staff an overview of the Safety Leadership program directors attended in 2017. • Departments will continue to have ongoing and regular scheduled events with employees to inform them of ongoing activities. • The Town will be converting to Office 365 in 2018 and that conversion will provide the Town the opportunity to provide all employees email access and develop an internal share point site for corporate information. • Interdepartmental (All Staff) engagement event. P&R managers to host/serve breakfast (October) at the Coverdale Centre. • The Town will review and evaluate the Town’s current employee recognition initiatives.

FISCAL RESPONSIBILITY & SERVICE EXCELLENCE

COUNCIL STATUS UPDATE – YEAR END AND PLANS FOR 2018



OBJECTIVES	ACTIONS Strategic Plan and Departmental Operational Plans	2017 YEAR END STATUS UPDATE	2018 PRIORITIES
<p>Promote a safe work culture</p>	<p>Continue to promote a positive and safe work culture.</p> <p>DIRECTORS</p>	<ul style="list-style-type: none"> All sessions of the Safety Leadership Pilot Program have been completed. WorkSafeNB completed on-site visits with all participants of program to provide coaching and guidance. Governance Committee are continuing on overseeing the program and ensure the momentum and progress continues. 	<ul style="list-style-type: none"> Continue with Leadership safety initiatives with leadership team. Schedule a safety leadership session for all employees in 2018. Safety Leadership Governance Committee will continue to integrate the safety leadership program into day to day operations of the Town. Senior Management to remain accessible and evaluate safety concerns in a timely manner. Town Hall Meeting will include an update from WorkSafeNB facilitator, all employees will be given an update on the program and what has been accomplished in 2017.
	<p>HR</p>	<ul style="list-style-type: none"> Applied the new incident and investigation form for a small number of incidents. It presented a great learning opportunity on the process. HR took the lead on new wellness activities including Happy Lights, Give Back Month, etc. 	<ul style="list-style-type: none"> Continue training and reviewing the process for all incidents or investigations needed. Continue growing the Wellness Activities in which we would like employee participation.
	<p>FIRE, HR</p>	<ul style="list-style-type: none"> In partnership with the career firefighters/paramedics, the FIRE developed a post traumatic peer support program for the department. The team has accessed excellent services and training through the Halifax Regional Municipality and is developing its own program. Early indications show the training and support have already been beneficial to members. 	<ul style="list-style-type: none"> Continue with partnership with Halifax Regional Municipality on training with career firefighters/paramedics. Work with EAP on providing 1st Responders additional support for when needed. Looking for an expert in our local area for support.



METRIC AND AWARDS

STRATEGIC THEMES	METRICS/ AWARDS	RESULTS
A Safe and Welcoming Community	Community Participation at Events	Winter Carnival – 5,000 attendees Canada Day – 5,500 attendees Sunfest all events -8,000 attendees Harvest Festival – 3,000 attendees Maple Festival – 1,500 attendees Caseley Park Series – 2,100 attendees Ward Parties -1,290 attendees Note*approximately
	Riverview Share of RCMP budget	2017 11.699% 2018 11.418% <ul style="list-style-type: none"> share of budget declined due to lower number of RCMP service calls in Riverview. (trend)
	Population Growth – 2016 Census	19,667 population – 2.8% growth compared to 2011
	Recreation NB Award	Town of Riverview was awarded Recreation NB’s Award of Merit in 2017 for our work with HIGH FIVE Program.

METRIC AND AWARDS

COUNCIL STATUS UPDATE – YEAR END AND PLANS FOR 2018

METRIC AND AWARDS

STRATEGIC THEMES	METRICS/ AWARDS	RESULTS
Planning for the Future	Energy Reductions – Byron Dobson Project	<ul style="list-style-type: none"> • 5% reduction in 2018 Energy consumptions budget for facility • 503 eCO2 tonnes reduced with implementation of project • Over \$25,000 in NB Power incentives
	% of Budget invested in infrastructure renewal	2018 General Capital Budget – 74.5% of budget on renewing existing infrastructure 2018 Utility Capital Budget – 100% of budget on renewing existing infrastructure
	# of local improvements completed	6 streets in 2017 3 streets in 2016
	# of local improvement projects remaining	44 streets remain to be completed as local improvement projects
Smart and Sustainable Growth	Building Permits \$ value	\$18.9 million (2017) \$14.7 million (2016)
	% of commercial tax base off overall tax base	11.3% Commercial base of overall tax base (2017 – flat to 2016 level)
	Revenue associated with Holiday Shop Riverview Campaign	2016 - \$175,000 2017 - \$565,000
	Award – Environmental recognition	2017 Municipal ECO 360 Municipal Award winner

METRIC AND AWARDS

COUNCIL STATUS UPDATE – YEAR END AND PLANS FOR 2018

METRIC AND AWARDS

STRATEGIC THEMES	METRICS/ AWARDS	RESULTS	
Fiscal Responsibility and Service Excellence	Tax rate in comparison to region	2017	2018
		Riverview - 1.5826	1.5826
		Moncton – 1.6497	1.6497
		Dieppe – 1.6195	1.6295
	Debt ratio	2018 – 12.16% 2017 – 15.43%	
	Service Tracker Status	Public Works – 587 service calls By-Law complaints – 45 requests	
	Work safe statistics	0 lost time claims in 2017 2 lost time claims in 2016	



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