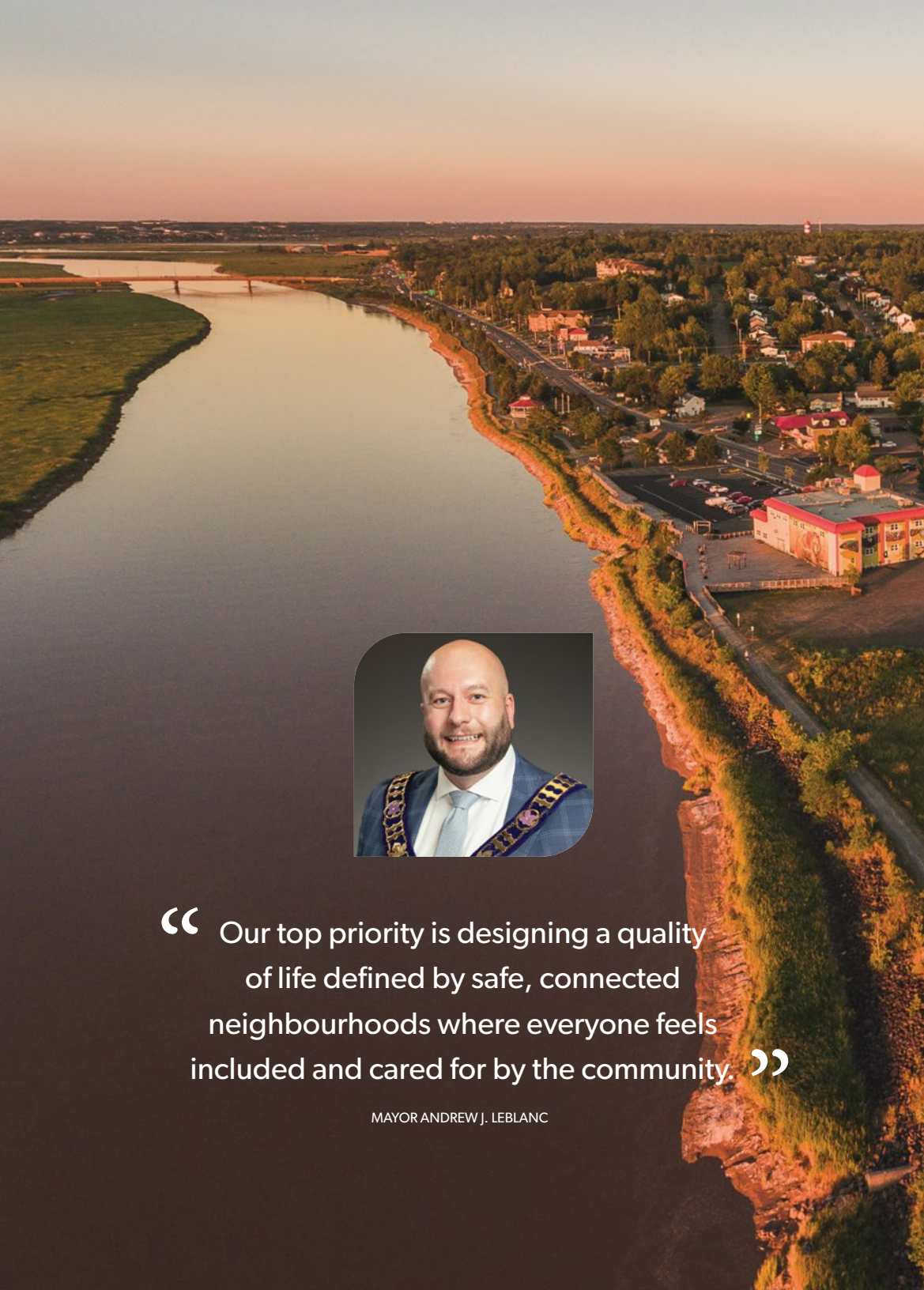


An aerial photograph of a dense forest with a winding river. The trees are mostly green, with some yellowing, suggesting early autumn. The river is dark and flows through the center of the forest. The text is overlaid on the river.

TOWN OF RIVERVIEW
STRATEGIC PLAN
2021-2026





A MESSAGE FROM THE MAYOR

The Town of Riverview provides services and programs to 20,000+ residents, businesses and visitors. As one of the fastest-growing census metropolitan areas (CMA) in Canada, that number is expected to grow as more people discover the quiet luxury of living in Riverview.

Our 2021-2026 Strategic Plan recognizes those growth opportunities and sets clear actions for Council to allocate sufficient human and capital resources to meet the changing needs of our community. Our top priority is designing a quality of life defined by safe, connected neighbourhoods where everyone feels included and cared for by the community.

During the period covered by this plan, we will reach a significant milestone in the Town's 10-year capital plan: Construction of the Riverview Recreation Complex, a 71,000 square-foot space for sports, events, public meetings, as well as cultural and community activities. The complex will include an eight-lane 25-metre pool, a separate leisure pool, a 200-metre walking track, a turf field house, multi-purpose rooms, and connections to Mill Creek Nature Park. Council has planned and steadily accumulated funding for this project since 2012.

The priorities we've established aim to improve sustainability across many areas—the economy, the environment, transportation, community development and our organization—while working towards improved community well-being.

This is the Town of Riverview's most important plan as it shapes our organization and the municipal services and programs we deliver to citizens. It guides decision-making at budget time and gives direction to internal departments to align their work with our community goals.

Progress toward the achievement of strategic results is reviewed, discussed, and shared on an annual basis with the community and Council.

On behalf of Riverview Town Council and staff, thank you to everyone who contributed to the development of this plan.

Mayor Andrew J. LeBlanc



TOWN COUNCIL: (Left to right)
John Coughlan (Councillor, Ward 2)
Sarah Murphy (Councillor, Ward 1)
Jeremy Thorne (Councillor, Ward 3)
Mayor Andrew J. LeBlanc
Russell Hayward (Councillor-at-large)
Heath Johnson (Councillor-at-large)
Wayne Bennett (Councillor, Ward 4)
Cecile Cassista (Councillor-at-large)

“ Our top priority is designing a quality of life defined by safe, connected neighbourhoods where everyone feels included and cared for by the community. ”

MAYOR ANDREW J. LEBLANC



VISION

To be a thriving, safe and inclusive community where present and future generations live well and share a sense of belonging, and the local economy prospers.

MISSION

The Town of Riverview provides strong leadership, good governance and quality municipal services that make for a vibrant, active 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 well-being 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.

Collaboration – We engage in meaningful collaboration that is built on mutual respect and a shared focus for success with stakeholders including residents, the business community, neighbouring municipalities, health and education institutions, community-based organizations 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.

Inclusive – We offer services in ways that reduce barriers, foster connection and invite everybody to participate.

Transparency – We are committed to being open and transparent in the decisions that are made for our community.



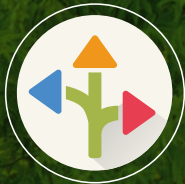
STRATEGIC THEMES

The Town has established five strategic themes for this four year plan:



Safe and Inclusive Community

Riverview is an inclusive community that is free of barriers, where trust is present, and all residents enjoy a good quality of life and a sense of belonging.



Building a Sustainable Community

Riverview plans, builds, and maintains public infrastructure to sustain it for today and future generations. And it establishes policies, practices and programs that focus on the sustainability of the community and environment we operate in.



Thriving Community

Riverview creates a supportive and attractive environment where local businesses, developers, entrepreneurs and residents can thrive.



Active and Engaged Community




Riverview is a community where residents are physically, socially and mentally engaged, and have a sense of belonging and support in our community.







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.





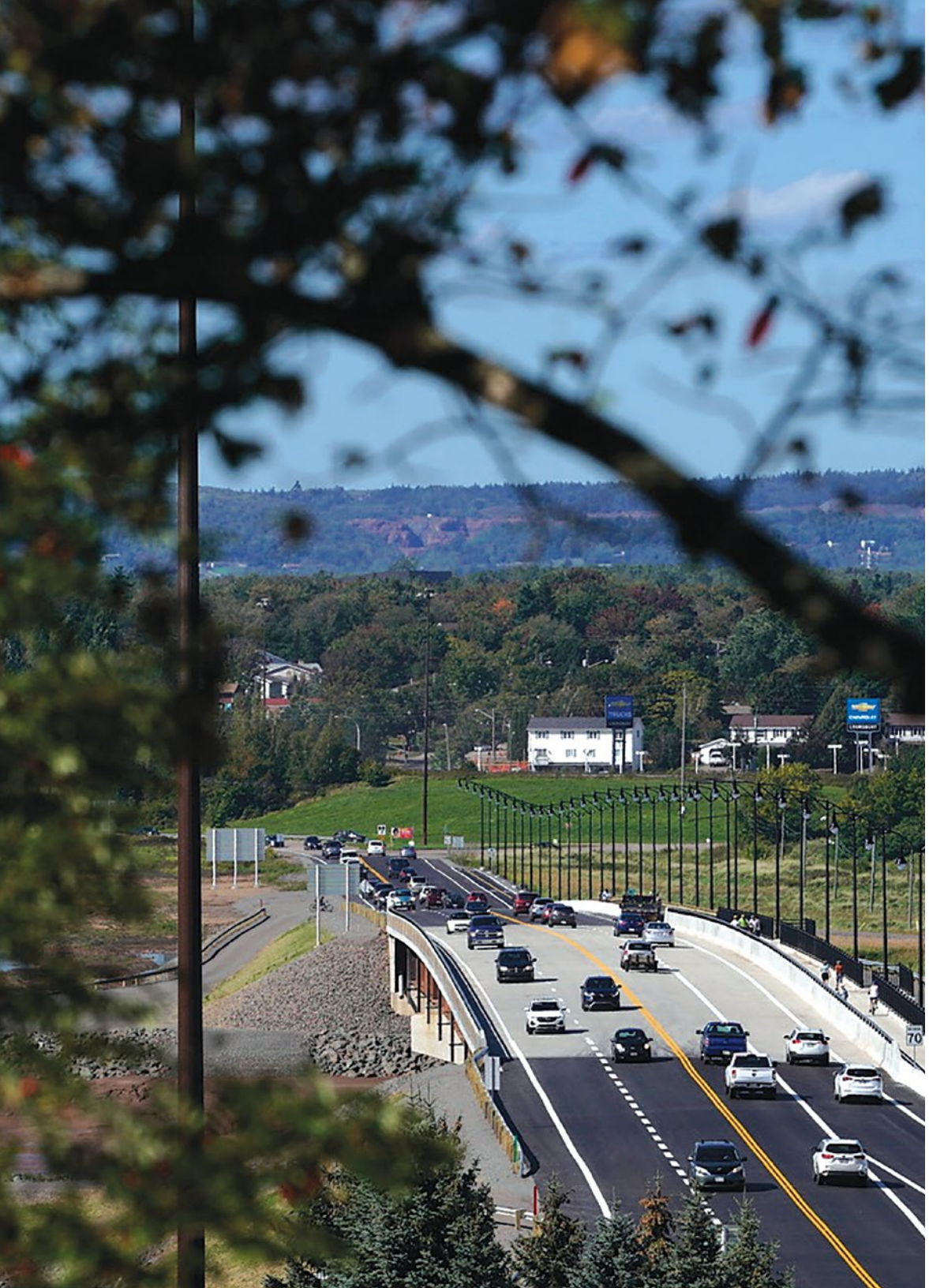
STRATEGIC THEME	OBJECTIVES	MEASURES	INITIATIVES	ACTIONS	
 <p>SAFE & INCLUSIVE COMMUNITY</p> <p>Riverview is an inclusive community that is free of barriers, where trust is present, and all residents enjoy a good quality of life and a sense of belonging.</p>	<p>Trust is present in the community and all residents enjoy a good quality of life and sense of belonging.</p>	<ul style="list-style-type: none"> Census data on population growth, diversity of community, language diversity, etc.) 	<ul style="list-style-type: none"> Create an Inclusion and Equality Committee in 2021. Develop a Town response to the Truth and Reconciliation recommendations. Attract and retain immigrant populations 	<ul style="list-style-type: none"> Recommendations of Inclusion and Equality (IE) Committee to be endorsed by Council to be implemented over the five-year term. Town to lead a Riverview Youth Network with Community groups and School District to address youth issues in the community (i.e. drug use, bullying, youth engagement etc.). Council to review and update Town grant program. Council to participate in regional discussions on affordable housing and homelessness. Council to continue to support local organizations that advocate for multiculturalism, 2SLGBTQ+ communities and vulnerable populations. Educate staff on Indigenous history, residential school system, the TRC's Calls to Action. Designate community flag pole to Mi'kmaq Grand Council flag. Continue active engagement in the Greater Moncton Immigration Partnership. Support programs and recreation facility development that reflect the growing needs of a diverse population (i.e. a cricket field as an example). Organize meetings or connect with key officials to discuss systemic barriers once a year. 	
	<p>Barrier-free access to Town programming and events</p>	<ul style="list-style-type: none"> Use of mobility aids, accessible equipment services Participant surveys Two under-represented groups are asked to review program planning of each new event 	<ul style="list-style-type: none"> Engage the Town's advisory committee on disabilities to review accessibility of town facilities, events, and programming. 	<ul style="list-style-type: none"> Consult advisory committee in advance of all planned community events and implement recommendations to reduce barriers. Seek funding to support additional resources (such as accessible equipment) to enhance service delivery of community events and recreation programming. 	
	<p>Residents feel their families and property are safe.</p>	<ul style="list-style-type: none"> Fire Department response time and service metrics EOC (EMO) training metrics RCMP metrics on number of calls, responsiveness, etc. RCMP survey – measure of community safety 	<ul style="list-style-type: none"> Deliver protective services that minimizes public safety risks for the community Maintain response times for public safety services 	<ul style="list-style-type: none"> Council to support the development and uptake of RCMP app 'Citizens on Patrol'. Continue development of a live fire training area. Work with RCMP to increase police engagement and presence in community. Invest in equipment, training and mental health support services to allow the Fire Department to deliver quality services to the community. Complete a Fire Department Operational Review to ensure the department can respond to changing risks in community. Annual review and testing of the Town's emergency management plan. Continue to invest in training for EMO members. Work with Moncton & Dieppe to review policing service delivery options. 	

STRATEGIC THEME	OBJECTIVES	MEASURES	INITIATIVES	ACTIONS
 <p>BUILDING A SUSTAINABLE COMMUNITY</p> <p>Riverview plans, builds, and maintains public infrastructure to sustain it for today and future generations. And it establishes policies, practices and programs that focus on the sustainability of the community and environment we operate in.</p> 	Sustainable asset management	<ul style="list-style-type: none"> • % of capital budget invested in renewing infrastructure 	<ul style="list-style-type: none"> • Plan for facilities and equipment that meet current and future needs • Review and update ten- year capital plan annually 	<ul style="list-style-type: none"> • Continue to invest in upgrading and replacing equipment to deliver to today's municipal service standards. • Build the Riverview Recreation Complex before the end of our term (proceed once Fed/Provincial support confirmed). • Continue to develop the Town's Asset Management Plan. • Execute plan to upgrade the neighbourhood parks included in the ten-year capital plan. Investigate options to connect Riverfront trail west of the new bridge. • Review lighting requirements for Coverdale Road and Gunningsville Blvd.
			<ul style="list-style-type: none"> • Municipal Plan Review to be completed in 2022/23 	<ul style="list-style-type: none"> • Update Municipal Plan to factor in benefits and opportunities of natural infrastructure assets. • Update Municipal Plan with key findings from Climate Adaptation Plan. • Consider including affordable housing requirements during the permitting process, including introduction of density bonusing or inclusionary zoning.
		<ul style="list-style-type: none"> • Trail counts • Town events in park • Community Groups activities integrated into the park 	<ul style="list-style-type: none"> • Continue development of Mill Creek Nature Park 	<ul style="list-style-type: none"> • Town investments in the development of Mill Creek Nature Park. • Friends of Mill Creek Committee and Parks Department to complete updated plans for infrastructure, operations and programs to be reviewed and approved by Council. • Assess and determine if additional land is needed for future expansion of Mill Creek Nature Park.
		<ul style="list-style-type: none"> • Pavement Index Measurement (change over time) • Number of local improvements completed • Number of local improvements remaining 	<ul style="list-style-type: none"> • Street, road and underground infrastructure upgrades 	<ul style="list-style-type: none"> • Engineering to present to Council annually an explanation on the current ranks of local improvement projects. • Review and update the Town's ten-year capital and fiscal plan each year. • Continue to follow the Local Improvement and Pavement Plans. • Traffic Committee to continue to assess street infrastructure requirements based on traffic patterns. • Begin planning for Coverdale Road upgrade anticipated in 2034. • Complete Pinewood Road roundabout.
Reduce the Town's operational greenhouse gas emissions and use of energy	<ul style="list-style-type: none"> • Municipal water usage • Energy performance of facilities • Codiac Transpo ridership numbers 	<ul style="list-style-type: none"> • Water conservation promotion/practices • Increase use of public transit services 	<ul style="list-style-type: none"> • Implement actions identified in updated Water Master Plan. • Promote water conservation practices during peak usage times of year (summer). • Implement key infrastructure solutions identified in the Climate Adaptation Plan. • Promote public transit as convenient commuting option. • Explore transit service expansion option. 	

STRATEGIC THEME	OBJECTIVES	MEASURES	INITIATIVES	ACTIONS
 <p>THRIVING COMMUNITY</p> <p>Riverview creates a supportive and attractive environment where local businesses, developers, entrepreneurs and residents can thrive.</p> 	<p>Businesses receive support from residents and customers from surrounding region</p>	<ul style="list-style-type: none"> Local business engagement with Town activities/ events # of Riverview rewards program card holders Traffic counts at bridge crossings in relation to different time of day (measures to show how Riverview businesses are drawing customers from Moncton) 	<ul style="list-style-type: none"> Develop the Town's advertising policy/ program to align with opportunities for the local business community. Integrate local Riverview business engagement activities with the Community Development Team of the Dept. of Parks, Recreation and Community Relations. 	<ul style="list-style-type: none"> Use Town channels to promote community awareness of Riverview shops, services and restaurants. Explore idea of developing an annual awards/showcase event for Riverview businesses, community leaders, youth and volunteers. Seek business community's input on Riverview Rewards program and growth. Promote easy accessibility of Riverview's retail, business and dining to Greater Moncton and Albert County regions. Complete an annual review of the economic impact of the Town's development incentive program. Continue to utilize the development incentive program to increase commercial use/development in Town. Continue to grow the Light Up Riverview Program.
	<p>Riverview is a desirable place to live, shop, visit and play</p>	<ul style="list-style-type: none"> Level/Growth in Commercial development Vacancy rates of commercial space Tracking visitor information # 	<ul style="list-style-type: none"> Economic and Community Growth 	<ul style="list-style-type: none"> Invest in a third transit bus to increase ridership in Riverview. Continue to develop Riverview's tourism approach of trail tourism. Ensure during municipal plan review process, the Town has available land for commercial development. Ongoing evaluation and updating of the Town's commercial incentive development program.
	<p>Riverview benefits from regional economic success</p>	<ul style="list-style-type: none"> 3 + Corporations quarterly statistics for region and Riverview Number of development projects accessing incentive program Dollar value and amount of additional commercial space added because of incentive program 	<ul style="list-style-type: none"> Active engagement in GM labour partnership. Active engagement in GM regional economic team. 	<ul style="list-style-type: none"> Provide Council quarterly updates on positive impact of labour partnership strategy overall and for Riverview. Provide Council quarterly updates on GM regional economic team meetings. Explore the Southeast Regional Economic Model in partnership with Moncton, Dieppe and Southeast Regional Service Commission. Active engagement in GM immigration partnership. Provide Council annual updates on positive impact of strategy overall and for Riverview.

STRATEGIC THEME	OBJECTIVES	MEASURES	INITIATIVES	ACTIONS
 <p>ACTIVE & ENGAGED COMMUNITY</p> <p>Riverview is a community where residents are physically, socially and mentally engaged, and have a sense of belonging and support in our community.</p> 	<p>Healthy community</p>	<ul style="list-style-type: none"> • NB Health Council Report for Riverview (health behaviors, social behaviors and sense of belonging metrics) – improved metrics over time (measure progress) • Programming hours available with users tracked by age groups • The health and wellness metrics for our community improve over time. 	<ul style="list-style-type: none"> • Ensure recreation programming meets current community needs 	<ul style="list-style-type: none"> • Complete a Strategic/Operational Plan for Parks and Recreation in 2022 and have it endorsed by Council <ul style="list-style-type: none"> – Include plan for youth centre and skate park; and the Coverdale and Bridgedale centres. • Update the bi-lateral service agreement between the Town and the school district over shared spaces and resources. • Define and measure the level of Town support provided to youth sports and recreational activities in the Town. What level are they subsidized by taxpayers and is there equity with the level of subsidy? • Partner with community groups to provide community recreational activities in Riverview. Past examples include: <ul style="list-style-type: none"> – Pickleball Association – Cricket NB • Continue to support the Friends of Mill Creek engagement in the development of that park. • Investigate new opportunities for pet owners, such as off-leash trails for dogs.
	<p>Engaged community</p>	<ul style="list-style-type: none"> • Monthly meeting of Riverview Youth Network • Number of community groups and organizations active in Riverview • Organize meeting with senior group to discuss issues at least once per year 	<ul style="list-style-type: none"> • Assess food security 	<ul style="list-style-type: none"> • Examine current and potential food security policies such as backyard chickens, community gardens, gardening approaches on residential properties, etc. as part of a municipal plan review process. • Establish a Riverview Youth Network to assess challenges facing our youth. • Recognize volunteer contributions • Host community celebrations • Achieve GNB’s Age-Friendly Community status • Develop action plan for Riverview Youth Network in collaboration with stake holders (schools, community groups, community leaders, parents and relevant agencies). <ul style="list-style-type: none"> – Execute actions that are specifically led by Town • Explore establishing a community celebration to honour volunteers, businesses, community groups, etc. • Continue to explore ways to foster and support the local arts and culture community. • Continue to financially support the Riverview Arts Centre and the Capitol Theatre. • Develop programming to celebrate the Town’s 50th anniversary (2023). • Enlist Seniors Roundtable to provide resolution for Council’s consideration on submission to GNB for designation as Age-Friendly Community.

STRATEGIC THEME	OBJECTIVES	MEASURES	INITIATIVES	ACTIONS	
 <p>SERVICE EXCELLENCE</p> <p>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.</p> 	<p>Maintain an affordable tax rate in Greater Moncton</p>	<ul style="list-style-type: none"> • Tax rate comparison • Employment professional development hours 	<ul style="list-style-type: none"> • Strong financial management of Town’s assets 	<ul style="list-style-type: none"> • Council will be engaged in the local government reform process and advocate for reforms that respect Riverview’s identity as a municipality. • Manage the Town’s key financial metrics including debt ratio; expenditure growth; tax rate; etc. • Actively explore all external funding opportunities available to support the Town’s capital budget priorities. 	
	<p>Deliver quality services to residents and businesses</p>	<ul style="list-style-type: none"> • Service call volume – response time, etc. 	<ul style="list-style-type: none"> • Focus on process and service delivery efficiency and effectiveness 	<ul style="list-style-type: none"> • Review the Town’s model for IT service delivery and complete a needs assessment. • Continue to explore options on where technology can improve and enhance the services offered by the Town. • Continue to participate in regional collaboration initiatives for the best interest of Riverview residents (i.e. solid waste; Trans Aqua; Capitol Theatre; Codiac RCMP; water purchases agreement; etc.). • Work with regional organizations that Riverview supports to improve public reporting on performance to Council and residents. 	
	<p>Employer of Choice</p>	<ul style="list-style-type: none"> • WorkSafe NB metrics 	<ul style="list-style-type: none"> • Supporting, engaging and developing the Town’s workforce 	<ul style="list-style-type: none"> • Expand the communication capacity with more internal resources in 2022/2023. • Improve internal communication approaches, including implementing technology solutions. • Develop an annual leadership and development program for Town employees. • Continue to foster a safe and healthy work culture. • Complete a Fire Department Operational Review. • CUPE negotiations in 2021. • Provide employee education and training on Truth and Reconciliation. 	



30 Honour House Court, Riverview, NB E1B 3Y9
info@townofriverview.ca | Telephone: (506) 387-2020

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