



Strategic Plan

2009 – 2011

Context

The Town of View Royal crafted its first strategic plan in 2006. This draft document is our first cut at an update to cover the three year mandate of the current, newly elected Council.

The Strategic Plan is the highest level policy of the Town of View Royal. It defines the parameters within which we do our work: mission, vision, values and operating philosophy. It identifies the strategic priorities of the current Council; priorities based on citizen feedback, existing plans, and opportunities to move forward. For each priority, we have outlined the outcomes or results that we are ultimately striving to achieve and the tangible deliverables that we have committed to for 2009, 2010 and 2011.

Progress will be reviewed regularly. The Strategic Plan will be updated annually as part of the budget guideline process.



VISION View Royal

The Town of View Royal is determined to be one of the best places to call home: **liveable, green and sustainable.**

- LIVEABLE**
- friendly, small town character imbedded in the full service Greater Victoria area
 - committed to nurturing both quality of life and social diversity
 - attractive - with residents, businesses, neighbourhoods and governments working together to create a unique, visually appealing town 'with attitude'
 - safe and secure – our protective services appropriately resourced, coordinated and positioned for effective emergency response
 - village-like neighbourhoods that work for all ages: supportive, walkable, with a range of housing options and nearby opportunities to shop and recreate
- GREEN**
- our waterfronts and sensitive natural environments both protected and accessible
 - our distinctive coastal, seaside character enhanced
 - pedestrian/cyclist friendly streets and greenspace corridors that connect our neighbourhoods, reduce automobile dependency, support active/healthy lifestyles and encourage access to our special natural places
 - an environmentally conscious and responsible community
- SUSTAINABLE**
- protective of our heritage crossroads assets and foundations
 - the impact of major flow-through transportation minimized
 - traditional appeal supported by modern, well maintained infrastructure and services
 - appropriate economic development providing local services and employment while diversifying and strengthening the tax base
 - an informed and involved community, thoughtfully shaping its future

MUNICIPAL MISSION

The Town of View Royal fosters the social, environmental and economic well-being of the community, providing for:

- **good government**
- **services, laws and other matters for community benefit, and**
- **effective stewardship of public assets.**

VALUES and OPERATING PHILOSOPHY

Town of View Royal Council members, staff and committees will be:

- **vision driven** – our primary responsibility is to make community ambition become reality
- **committed to the common good** - attuned to overall community need and regulatory requirements
- **proactive, progressive and innovative** - open to opportunity and better ways of doing business
- **ethical, fair and honest**
- **citizen driven** - friendly, responsive and respectful of diverse views
- **excellent communicators** – consultative, transparent, open and accessible
- **collaborative and cooperative** – building alliances with community organizations and regional partners towards shared outcomes
- **informed and evidence driven** - balancing opinion with fact and intelligence
- **accountable and fiscally responsible** - making best and most efficient use of all resources entrusted to us
- **professional** – committed to consistent application of policy and best practices, to due diligence and to the orderly conduct of municipal business.

Town Priorities – 2009 to 2011

Virtually every municipal function is a priority in the sense that stakeholders need the service and that many services are mandated or required by provincial law. In that context, your Town Council has identified five strategic priorities – each a theme or area that requires extra emphasis, effort or investment in the one to three years ahead. Each of the five areas is presented in the graphic below, along with the visionary outcomes or long term results that we would like to see for View Royal.

Sustainable View Royal

We manage View Royal in challenging times and continue to be progressive about our economic, social and environmental sustainability. Together, over the next three years we will build a strong community identity; take steps to ensure economic and fiscal health into the future; and continue our commitment to environmental stewardship; and responsibly maintain our existing infrastructure.

Well Planned, Livable Community

View Royal must take advantage of every opportunity in the next three years to ensure a healthy, liveable and balanced town that supports the lifestyles and provides the services that our residents require.

Transportation

View Royal is a regional transportation and utilities hub. We will have many opportunities over the next three years to systematically solve persistent traffic problems, embrace active and green transportation alternatives, and influence regional transportation policy for the benefit of our residents and businesses.

Safe and Protected Community

Safety and security of our residents and property is always of paramount importance. Given the potential risks that face the community. Optimal police, fire and ambulance service is a desired outcome.



Organizational Excellence

We must constantly strive to provide optimal governance, administrative and operational services. Over the next three years, our priority will be on improving communications, financial stewardship, and upgrading business systems.

Details about related projects, initiatives or activities can be found on following pages.

Moving Forward – Our Intentions (2009 to 2011)

Council and staff are committed to making a real difference in each of the strategic priority areas by the end of the current three year term. The tables below address each priority:

- providing an overview of the long term outcomes or results desired
- listing specific commitments and initiatives for the 2009 to 2011 period, and
- identifying potential projects or activities that require further review before making related commitments.

Strategic Priority – Sustainable View Royal		
Desired Outcomes	Initiatives and Commitments 2009, 2010 and 2011	Explorations/Possibilities
<ul style="list-style-type: none"> ▪ strong identity – a unique town with its own attitude, character and common purpose ▪ economic and fiscal health – the sustainability foundation ▪ environmental stewardship – green lifestyles and operations, ecological protection ▪ social diversity – a welcoming an accessible town ▪ well maintained infrastructure 	<ul style="list-style-type: none"> ▪ complete community Energy and Emissions Plan by spring 2010 ▪ complete corporate Energy and Emissions Plan by summer 2009 ▪ adopt stormwater bylaws by year end 2009 ▪ complete a review of subdivision servicing standards by mid-year 2011 ▪ develop a long-term infrastructure maintenance plan by year end 2010 ▪ develop a Sustainability Checklist for use in Development Application Reviews by December 2010 	<ul style="list-style-type: none"> ▪ capitalize on anticipated federal and provincial stimulus grants, including investment in sustainable infrastructure ▪ explore feasibility of urban agriculture initiatives ▪ participate in CRD Regional Growth Strategy Review – will have a sustainability focus ▪ strengthen relationships with neighbouring communities and agencies ▪ develop civic pride through cultural and historical awareness (e.g. lime kiln)

Strategic Priority – Well Planned, Liveable Community		
Desired Outcomes	Initiatives and Commitments 2009, 2010 and 2011	Explorations/Possibilities
<ul style="list-style-type: none"> ▪ a complete and balanced community ▪ well serviced neighbourhoods ▪ active, healthy lifestyles ▪ increased housing options to support social diversity ▪ linked and integrated plans – RGS, Strategic Plan, OCP, Parks Plan, Transportation Plan, 	<ul style="list-style-type: none"> ▪ adopt Official Community Plan update by September 2010 ▪ complete Official Community Plan- related Land Use Bylaw update by summer 2011 ▪ revise Transportation Plan and Sidewalks Plan based on approved OCP by year end 2010 ▪ revise and adopt Parks Plan Implementation Schedule by summer 2009 ▪ complete site plan for View Royal Park by end of March 2010 ▪ develop integrated Capital Implementation Plan based on approved plans 	<ul style="list-style-type: none"> ▪ work with CRD to influence and link to regional issues of importance to View Royal (e.g. RGS, transportation, liquid waste/sewage, stormwater, emergency preparedness, affordable housing, homelessness, arts, regional parks) ▪ explore the possibility of a Town Centre through the OCP process ▪ solicit community feedback on recreation needs

Trails Plan, Sidewalk Plan etc.	<p>(Transportation, Trails, Sidewalks, Parks, Sewers) by December 2009 – to inform next budget cycle</p> <ul style="list-style-type: none"> ▪ resolve outstanding untitled parks ownership questions progressively to year end 2011 ▪ develop a land acquisition and disposition policy by year end 2011 ▪ develop and adopt an urban forest strategy (inventory, replanting and protection) by year end 2010 ▪ create Heritage Plan and Community Heritage Registry for View Royal 	
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Strategic Priority – Transportation		
Desired Outcomes	Initiatives and Commitments 2009, 2010 and 2011	Explorations/Possibilities
<ul style="list-style-type: none"> ▪ commitment to active and green transportation ▪ efficient regional hub (TCH, Island Highway, E&N rail) ▪ safe, calm and efficient movement of commuter traffic ▪ viable alternatives for commuters currently using Island Highway ▪ a walkable town 	<ul style="list-style-type: none"> ▪ complete Island Highway Improvement Project by year end 2010 ▪ complete sidewalk and cycling lane projects (Colwood border to Parson's Bridge) by year end 2010 ▪ develop E&N Rail Trail Connectors in 2010 and 2011 ▪ complete Helmcken Road project north of TCH – improvements to traffic calming in 2009, and, contingent on funding, complete larger project by 2011 ▪ update parking standards and bike facility requirements in Land Use Bylaw by spring 2010 ▪ implement traffic calming and pedestrian measures on Watkiss Way in 2009, and, contingent on funding, in 2011 ▪ develop sidewalk and trail implementation plan and priorities by year end 2009 	<ul style="list-style-type: none"> ▪ work with CRD and neighbouring jurisdictions to systematically address regional transportation challenges ▪ work with Saanich to improve Burnside/Helmcken intersection and approaches ▪ consider options surrounding electric vehicles ▪ advocate the appointment of two Western Community representatives to BC Transit

Strategic Priority – Safe and Protected Community		
Desired Outcomes	Initiatives and Commitments 2009, 2010 and 2011	Explorations/Possibilities
<ul style="list-style-type: none"> ▪ effective, rationalized and coordinated emergency and disaster response ▪ improved sense of safety and security ▪ a community committed to crime 	<ul style="list-style-type: none"> ▪ move forward on Fire Hall replacement – location determined, design complete and voter approval for funding sought in 2010 ▪ complete Town of View Royal Risk Assessment by year end 2009 ▪ update Emergency Plan by year end 2009 ▪ update Bylaw Enforcement policies, 	<ul style="list-style-type: none"> ▪ encourage community policing programs (COP, Neighbourhood Watch, SpeedWatch) ▪ conduct a Street Lighting Review ▪ explore options for boat access to Portage Inlet

<p>prevention and emergency preparedness</p>	<p>procedures and plans by year end 2009</p> <ul style="list-style-type: none"> ▪ adopt Fire Department Operational Plan by spring 2009 ▪ strive to improve response times to fire, rescue and medical emergencies 	<ul style="list-style-type: none"> ▪ work with regional agencies to coordinate effective planning, preparation and response capacity ▪ enhance policing visibility and presence ▪ work with CRD Parks, RCMP etc. to develop a strategy for policing of trails (E&N, Galloping Goose)
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Strategic Priority – Organizational Excellence		
Desired Outcomes	Initiatives and Commitments 2009, 2010 and 2011	Explorations/Possibilities
<ul style="list-style-type: none"> ▪ effective and strategic allocation of financial and human resources ▪ financial sustainability and stewardship of municipal assets ▪ effective internal and external communications ▪ municipal facilities and business systems that support outstanding service and high productivity 	<ul style="list-style-type: none"> ▪ complete a Financial Sustainability Review by year end 2010 ▪ complete Communications Strategy by year end 2009, including newsletter review ▪ develop system for tracking and reporting on correspondence, enquiries and Council requests by year end 2009 ▪ launch new Town website in 2009 – electronic Home Owner Grant capability in 2009, e-commerce capability in 2010 ▪ complete Long Term Capital/Financial Plan by year end 2010 ▪ update Policies and Procedures by 2010 ▪ implement Geographical Information System in 2010 ▪ complete upgrade of Records Management System by year end 2011 ▪ complete review of standing and advisory committee structure by June 2009 	<ul style="list-style-type: none"> ▪ Perform Town facilities needs assessment ▪ develop web-based platform to support internal communications

Next Steps – the Ongoing Planning Cycle

This Strategic Plan is in draft form. Once it has gone through the appropriate review, due diligence and approval processes, it will form the foundation for more specific operational planning for each strategic priority, business plans for each department, related budget submissions, and performance management activity to ensure progress and compliance. The Town of View Royal will report to the community annually to keep stakeholders informed and up-to-date.

The graphic below provides a generalized overview.

