



Strategic Plan

2009 – 2011

CONTEXT

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

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 – 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	Completed Initiatives and Commitments 2009 & 2010	Remaining Initiatives and Commitments for 2011	Status
<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 Corporate Energy and Emissions Plan by spring 2010 • Develop a Sustainability Checklist for use in Development Application Reviews by December 2010 	<ul style="list-style-type: none"> • S1 Complete Community Energy and Emissions Plan 	Underway. Completion anticipated winter 2011 – 2012.
		<ul style="list-style-type: none"> • S2 Adopt Stormwater Bylaws 	2012 Budget.
		<ul style="list-style-type: none"> • S3 Complete a review of Subdivision Servicing Standards 	Underway. Road standards being developed.
		<ul style="list-style-type: none"> • (NEW ITEM ADDED) Economic Development Strategy/Plan 	No Progress. No budget for this project.

STRATEGIC PRIORITY - WELL PLANNED, LIVABLE COMMUNITY

Desired Outcomes	Completed Initiatives and Commitments 2009 & 2010	Remaining Initiatives and Commitments for 2011	Status
<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, Trails Plan, Sidewalk Plan etc. 	<ul style="list-style-type: none"> ▪ Complete site plan for View Royal Park by end of March 2010 ▪ Identify and select priorities from Parks Plan by December 2010 (workshop spring/summer 2010) ▪ Resolve outstanding untitled parks ownership questions progressively to December 2011 ▪ Create Community Heritage Register for View Royal by December 2010 	<ul style="list-style-type: none"> ▪ W1 adopt Official Community Plan update 	Adopted October 4, 2011.
		<ul style="list-style-type: none"> ▪ W3 create Heritage Plan, budget contingent 	No budget for this project.
		<ul style="list-style-type: none"> ▪ W4 revise Transportation Plan and Sidewalks/Trails Plan based on approved OCP (incl. implementation plan based on priorities)* <p>*Note Transportation Plan to include issue of speed on North Helmken and additional traffic calming on Watkiss Way</p>	Underway. Feb 2012 Committee of the Whole meeting. Transportation Master Plan Update – 2012 Budget.
		<ul style="list-style-type: none"> ▪ W5 complete Official Community Plan- related Land Use Bylaw update, budget contingent 	Deferred to 2012.
		<ul style="list-style-type: none"> ▪ W7 develop a land acquisition and disposition policy 	Initiated.
		<ul style="list-style-type: none"> ▪ W8 develop and adopt an urban forest strategy (inventory, replanting and protection) (to follow Transportation Plan work) 	No budget.
		<ul style="list-style-type: none"> ▪ (NEW ITEM ADDED) Implement View Royal Park Plan 	Underway.

STRATEGIC PRIORITY - TRANSPORTATION

Desired Outcomes	Completed Initiatives and Commitments 2009 & 2010	Initiatives and Commitments Remaining for 2011	Status
<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 additional parts of Helmcken Road project north of TCH –some minor work to be done when multi-family at Conard/Camden develops, and, contingent on budget, complete larger project by 2011 ▪ Implement traffic calming and pedestrian measures on Watkiss Way, contingent on budget, in 2011 <p>*See Well Planned, Liveable Community for additional work on the two above items proposed to be covered in Transportation Plan review.</p>	<ul style="list-style-type: none"> ▪ T1 Update parking standards and bike facility requirements in Land Use Bylaw 	Will be included in Land Use Bylaw Update.
		<ul style="list-style-type: none"> ▪ T2 Complete sidewalk and cycling lane projects (Colwood border to Parson’s Bridge) 	Completed.
		<ul style="list-style-type: none"> ▪ T3 Develop E&N Rail Trail Connectors (Burnett Road sidewalk) 	Completed. More in future year budgets.
		<ul style="list-style-type: none"> ▪ T4 Complete Island Highway Improvement Project 	Completed in 2011.

STRATEGIC PRIORITY - SAFE AND PROTECTED COMMUNITY

Desired Outcomes	Completed Initiatives and Commitments 2009 & 2010	Initiatives and Commitments Remaining for 2011	Status
<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 prevention and emergency preparedness 	<ul style="list-style-type: none"> ▪ Complete Town of View Royal Risk Assessment by year end 2009 ▪ Update Emergency Plan by year end 2009 ▪ Update Bylaw Enforcement policies, procedures and plans by year end 2009 	<ul style="list-style-type: none"> ▪ SP1 Complete Business Continuity Plan, contingent on budget 	<p>In final review stages; to be presented at upcoming Committee of the Whole meeting.</p>
		<ul style="list-style-type: none"> ▪ Adopt Fire Department Operational Plan by spring 2010 ▪ Move forward on Fire Hall replacement – location determined and voter approval for funding sought in 2010 	<ul style="list-style-type: none"> ▪ (NEW ITEM ADDED) Fire Hall Design

STRATEGIC PRIORITY – ORGANIZATIONAL EXCELLENCE

Desired Outcomes	Completed Initiatives and Commitments 2009 & 2010	Initiatives and Commitments Remaining for 2011	Status
<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"> ▪ Update Policies and Procedures in 2010 (ongoing) ▪ Complete review of standing and advisory committee structure by June 2009 ▪ 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 spring 2010 ▪ Add e-commerce capability to website in 2010 	<ul style="list-style-type: none"> ▪ O2 Implement Geographical Information System, contingent on budget 	Ongoing. New maps created.
		<ul style="list-style-type: none"> ▪ O3 Complete a Financial Sustainability Review 	Not in 2011 budget.
		<ul style="list-style-type: none"> ▪ O4 Complete Long Term Capital/Financial Plan 	The Master Plans for Transportation, Drainage and Sewer all require updates in detail before a Long Term Plan can be completed.
		<ul style="list-style-type: none"> ▪ O5 Complete upgrade of Records Management System, contingent on budget 	Dealing with changeover in software provider; work continues on paper records.

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.

