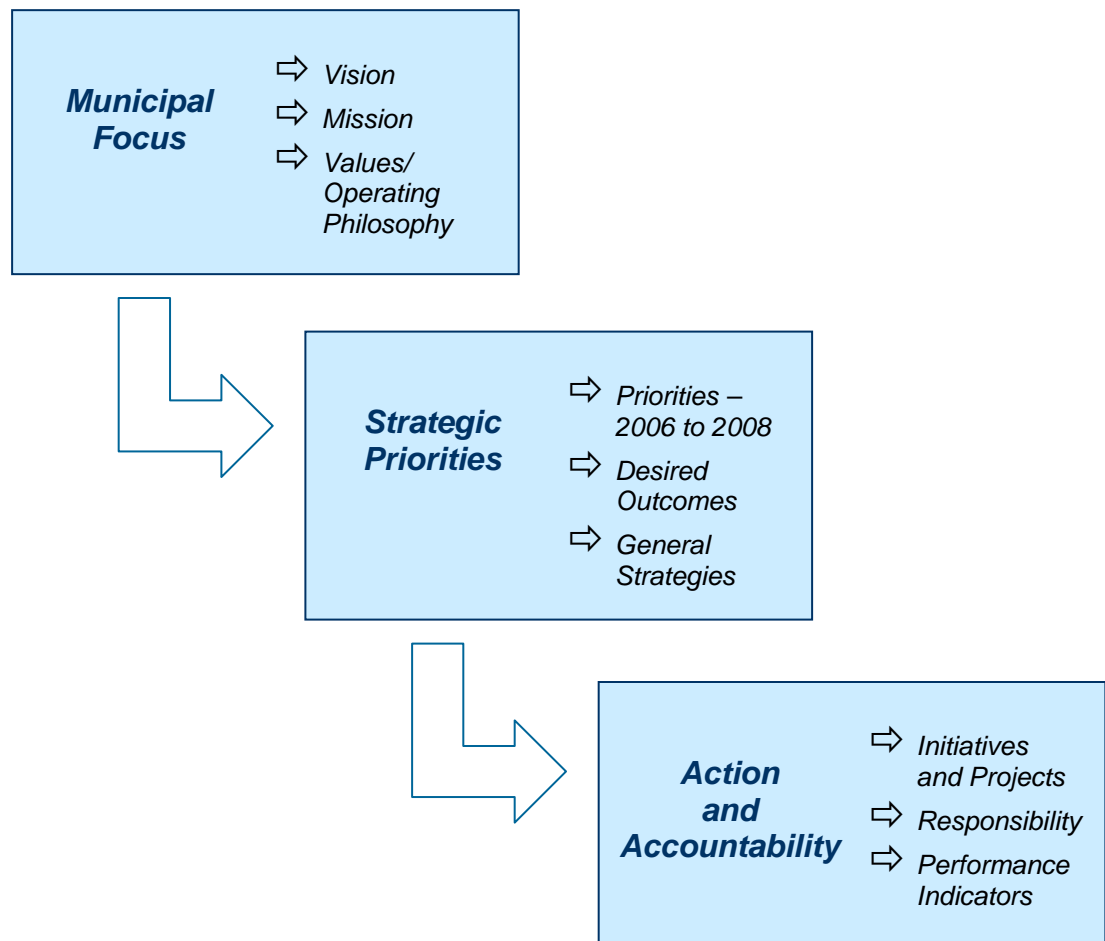




VIEW ROYAL STRATEGIC PLAN

2006-2008





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 response
 - village-like neighbourhoods that work for all ages: supportive, walkable, with a range of housing options, and nearby shopping and recreation
 - a thriving town centre - providing local services and amenities, a gathering place that strengthens our sense of community

- GREEN**
- our waterfronts and sensitive natural environments both protected and accessible
 - our distinctive coastal character enhanced
 - pedestrian/cyclist friendly streets and greenways to 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
 - the impact of major flow through traffic is 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 economic, social and environmental 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:

- **ethical, fair and honest**
- **vision driven** – our primary responsibility is to make community ambition become reality
- **committed to the common good** - attuned to resident and business needs
- **proactive, progressive and innovative** - open to opportunity and better ways of doing business
- **customer 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.



STRATEGIC PRIORITIES – 2006 to 2008

PRIORITY	Desired OUTCOMES	Proposed/Potential STRATEGIES
Emergency Preparedness	<ul style="list-style-type: none"> ▪ effective, coordinated disaster response ▪ effective, rationalized and coordinated fire and emergency medical response ▪ enhanced policing visibility and presence in View Royal ▪ a community committed to prevention and preparedness 	<ul style="list-style-type: none"> ▪ implementation of local disaster response plan/recommendations ▪ collaboration towards development of effective regional disaster response plans and infrastructure recovery/business continuation plan for Town Hall systems ▪ review police service options ▪ complete Fire Hall strategic & operational plan, building on View Royals' commitment to a sustainable volunteer fire department ▪ implement facility needs assessment including feasibility analysis of co-location of fire, EMS and community policing services ▪ address capacity building to ensure retention of and access to vital information ▪ increased emergency training for Council and staff ▪ encourage community participation in prevention and protection – local & neighbourhoods
Transportation	<ul style="list-style-type: none"> ▪ safe, calm and efficient movement of vehicular traffic through View Royal ▪ viable alternatives to commuters currently using the Island Highway corridor ▪ a walkable, pedestrianized town 	<ul style="list-style-type: none"> ▪ complete/implement VR Transportation Masterplan ▪ implement Local/Corridor Plans for Island Highway, North Helmcken Road, Atkins, and Burnside Road to reduce risk, beautify, and enhance business appeal ▪ improve pedestrian/cycling infrastructure (eg. Sidewalks, Westside Trail) ▪ maximize local benefits of E & N corridor redevelopment ▪ increase regional advocacy for public transportation and improved traffic planning and management ▪ investigate traffic diversion options ▪ initiate demand management discussions with major employers (i.e. Hospital, DND, Royal Roads) ▪ maximize local benefits of both the Galloping Goose and the Rail Trail Corridor
Environmental Stewardship	<ul style="list-style-type: none"> ▪ natural green/blue resources protected, enhanced and effectively managed ▪ our streams restored and protected ▪ waterfront access increased 	<ul style="list-style-type: none"> ▪ completion and implementation of Parks Plan ▪ continue implementation of Greenways Plan ▪ revitalize View Royal Park in conjunction with restoration of Craigflower Creek ▪ embrace/commit to implementation of Riparian Legislation and Regulations – work with partners to enhance habitat in both Craigflower and Millstream Creeks ▪ capitalize on opportunities to acquire or negotiate access to waterfront lands for public parks/trails ▪ proactive collaboration with CRD to act on the

<p>Environmental Stewardship (continued)</p>		<p><i>Regional Green/Blue Strategy in View Royal</i></p> <ul style="list-style-type: none"> ▪ undertake pesticide and invasive species initiatives ▪ initiate a by-law review/update based on OCP environmental policies (ASAP after approval) ▪ establish dialogue with First Nations on local environmental protection plans & opportunities ▪ encourage CRD to address Thetis Lake issues (eg. pistol range contamination and old growth forests) ▪ work with DND, CRD & Colwood on harbour issues ▪ complete and implement the Urban Forest Stewardship Strategy
<p>Land Use/ Development</p>	<ul style="list-style-type: none"> ▪ a complete and balanced town at 'build out' ▪ increased housing options to support social diversity ▪ well serviced neighbourhoods ▪ a Town Centre – a special gathering and focal point for VR 	<ul style="list-style-type: none"> ▪ a vision driven OCP; review focused on challenges associated with anticipated build out and our commitment to recreation, stewardship of environmental and heritage resources ▪ consideration during OCP review of increased densities at commercial nodes, Town Centre and at anticipated LRT stops ▪ Local Area Plan for proposed Town Centre – selective land assembly on an opportunity basis ▪ DCC review and update to ensure adequate financing for infrastructure, sidewalks/trails, parks ▪ Implementation of secondary suites program ▪ maintain principles of Regional Growth Strategy ▪ promote LEED principles ▪ Initiate Land Use action plans for vacant lands in North View Royal
<p>Economic Development</p>	<ul style="list-style-type: none"> ▪ retention and development of business consistent with the Town's vision ▪ an attractive, revitalized and viable 'Colwood Strip' ▪ a viable 'electronic cottage' industry – information age home offices/ telecommuting 	<ul style="list-style-type: none"> ▪ build a strong, positive town image, identity and brand ▪ commit to a 'business friendly' Town Hall ▪ revisit/revise economic development plan with Town vision foremost in mind ▪ identify & facilitate partnership initiatives to support a viable and expanding Casino operation (with 'interested' local authorities, operator, and potential related businesses) ▪ collaborate with regional municipalities and the CRD on cross boundary economic development opportunities ▪ creation of opportunities through OCP review (e.g. Town Centre, neighbourhood service nodes) ▪ increase support for a Business Revitalization Zone on the 'Colwood Strip' ▪ facilitate strong enforcement of bylaws that limit any negative impacts related to business operation and development ▪ ensure aggressive marketing of development opportunities to businesses having a natural link to the Town Vision ▪ complete review of incentives possible under Community Charter to devise an appropriate policy/program for View Royal

		<ul style="list-style-type: none"> ▪ <i>promote our natural settings and heritage resources</i> ▪ <i>promote and market the Town's economic opportunities to the business community</i>
<i>PRIORITY</i>	<i>Desired OUTCOMES</i>	<i>Proposed/Potential STRATEGIES</i>
<i>Municipal Governance and Operations</i>	<ul style="list-style-type: none"> ▪ <i>effective and strategic allocation of financial and human resources</i> ▪ <i>financial sustainability and stewardship of municipal assets</i> ▪ <i>well informed stakeholders/ effective communications</i> ▪ <i>contemporary information systems driven by market expectations</i> ▪ <i>municipal facilities that support outstanding customer service and high productivity</i> 	<ul style="list-style-type: none"> ▪ <i>commit to a process that links strategic/corporate and departmental plans to budget and performance management</i> ▪ <i>commitment to vision driven leadership</i> ▪ <i>focus on strategic priorities – Council and management partnered to focus on priorities and related resourcing/workload management issues</i> ▪ <i>complete a communications strategy and policy (internal and external)</i> ▪ <i>implement a formal newsletter policy to capitalize and build on current success</i> ▪ <i>enhance interactive municipal web site (more information, improved access to key documents, online payments, etc.)</i> ▪ <i>development of a GIS system responsive to the priority needs of residents, businesses, developers</i> ▪ <i>facilitate space review with the goal to adequately accommodate current and projected needs of municipal operations.</i> ▪ <i>ensure a well maintained infrastructure</i>