



2015 - 2018

# VIEW ROYAL STRATEGIC PLAN

## EXECUTIVE SUMMARY

View Royal Council and senior staff have worked together to develop a strategic plan, setting the course for Council's term which completes in the fall of 2018.

The process included discussions between a consultant and the Chief Administrative Officer and Corporate Officer to develop a workshop and a pre-workshop survey for completion by Council and senior staff. This pre-workshop survey focused on the strengths, weaknesses, opportunities and threats facing the municipality. Survey results were shared at the outset of the workshop held in mid-February 2015.

Council spent significant time on three main themes at the workshop – fiscal sustainability, economic growth, and regional issues. Stemming from these themes, four key strategic priorities were identified.

These key strategic priorities are as follows:

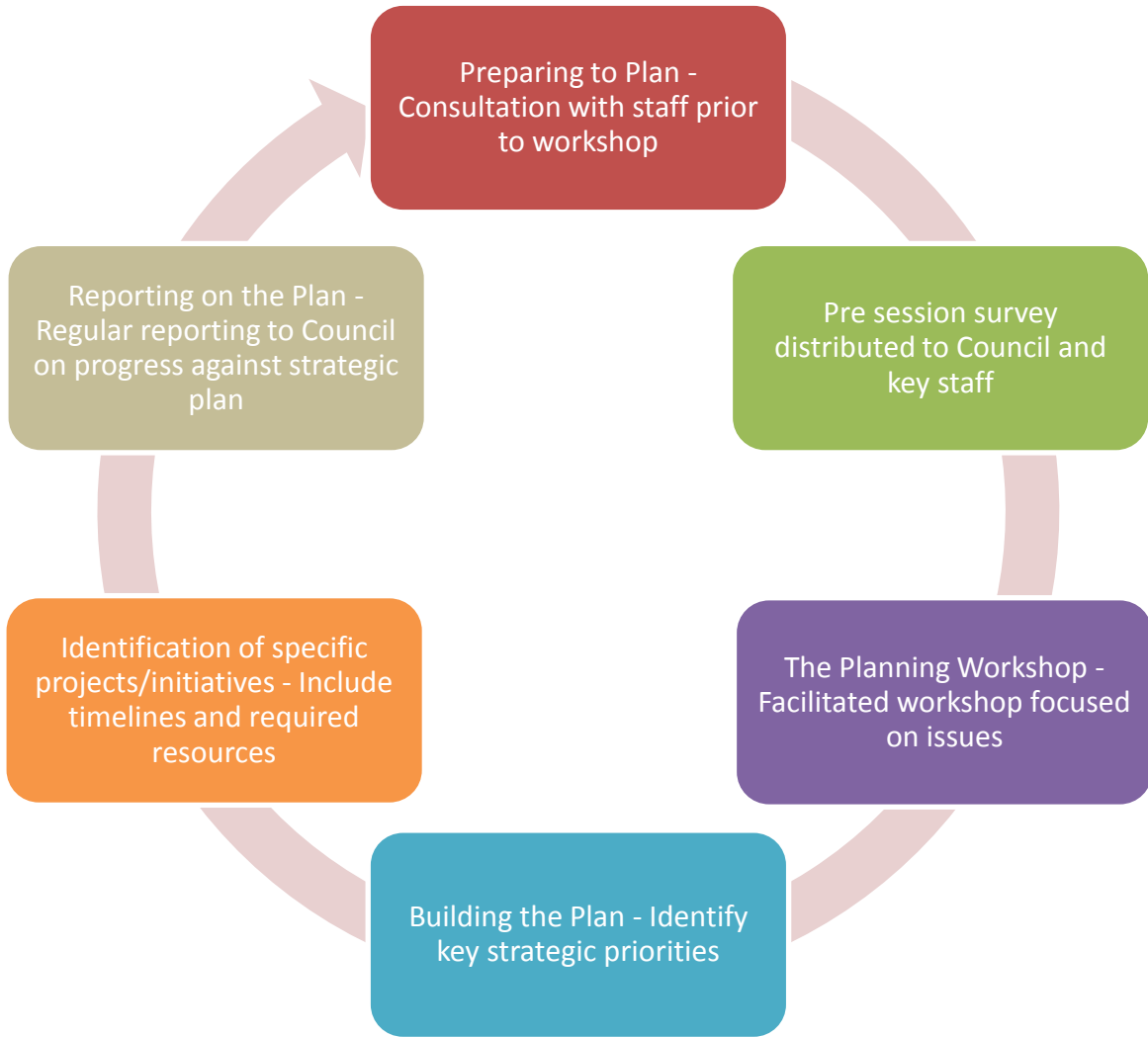
1. Financial Sustainability & Service Excellence
2. Enhance Liveability
3. Community & Economic Growth
4. Maintain Strong Relationships with our Neighbours

It is notable that the themes and resultant priorities align with current priorities and activities already underway pursuant to the previous Strategic Plan (2012 – 2014).

Identification of specific projects/initiatives, timelines, and required resources are provided for each of these key strategic priorities.

As is current practice, reporting on the strategic plan will occur quarterly during the term.

# STRATEGIC PLANNING SESSION 2015



## WHAT DOES THE TOWN OF VIEW ROYAL STAND FOR?

### MISSION

TO BUILD A RESILIENT, VIBRANT COMMUNITY THAT FOSTERS AND BALANCES SOCIAL, ENVIRONMENTAL AND ECONOMIC WELL-BEING

### VISION

LIVEABLE VIEW ROYAL – SIMPLY THE BEST PLACE TO CALL HOME!

### VALUES

THE TOWN OF VIEW ROYAL PURSUES COMMUNITY GOOD THROUGH A CORPORATE CULTURE THAT IS:

- accountable
- respectful
- ethical
- collaborative
- innovative
- proactive
- efficient and effective

### ORGANIZATIONAL EXCELLENCE

THE TOWN OF VIEW ROYAL IS COMMITTED TO PROVIDING THE BEST POSSIBLE LOCAL GOVERNMENT FOR OUR RESIDENTS AND BUSINESS COMMUNITY. THIS COMMITMENT DRIVES CONSTANT IMPROVEMENT, WITH PARTICULAR EMPHASIS ON:

- providing strong, strategic policy-based governance
- demonstrating collaborative leadership and effective shared decision-making within the community, with our regional partners, including First Nations
- nurturing productive working relationships at the legislative and executive level
- pursuing excellence founded on core values, approved plans, policies and our commitment to innovation
- decision-making processes to be transparent and responsive
- integrating strategic planning, business planning, budgeting and performance management systems
- embracing evidence-based best practices for professionalism
- enhancing customer service and related communications capacity
- positioning sustainability as the foundation of our municipal culture

## STRATEGIC THEMES

Through the online survey and discussion at the workshop, the following themes have been identified. Each “theme” has a series of priorities within it as described on the next page. Finally, specific project/initiatives – with timelines and resource implications – are attributed to each priority. Many of these align with current priorities and activities already underway pursuant to the previous strategic plan.



## STRATEGIC PRIORITIES 2015 - 2018



### FINANCIAL SUSTAINABILITY AND SERVICE EXCELLENCE

- ENSURE WE ARE PROVIDING QUALITY SERVICES TO OUR RESIDENTS ON A COST EFFECTIVE BASIS
- FOCUS ON CAPITAL ASSET MANAGEMENT PROGRAM



### ENHANCE LIVEABILITY IN VIEW ROYAL

- PROCEED WITH PARKS IMPROVEMENTS IN ACCORDANCE WITH THE PARKS MASTER PLAN
- ENSURE KEY BYLAWS AND POLICIES REFLECT COMMUNITY'S NEEDS
- INCREASE COMMUNITY CONNECTIVITY AND ENGAGEMENT



### COMMUNITY AND ECONOMIC GROWTH

- EXPLORE CREATIVE WAYS TO ENCOURAGE REDEVELOPMENT OF EXISTING LANDS
- LEAD BY EXAMPLE THROUGH INVESTING IN A HIGH QUALITY PUBLIC REALM
- SUPPORT OPPORTUNITIES FOR LOCAL SERVICES AND EMPLOYMENT



### MAINTAIN STRONG RELATIONSHIPS WITH OUR NEIGHBOURS

- WORK WITH OTHERS TO IDENTIFY COST EFFECTIVE SEWAGE SOLUTIONS
- PARTICIPATE IN DISCUSSIONS ABOUT IMPROVING REGIONAL GOVERNANCE
- UPGRADE REGIONAL TRANSPORTATION SYSTEM AND INFRASTRUCTURE TO MEET GROWING NEEDS

# STRATEGIC PRIORITIES 2015 - 2018

## FINANCIAL SUSTAINABILITY AND SERVICE EXCELLENCE

### Desired Outcomes/Results:

- Optimized corporate efficiencies
- Confidence in the fiscal health and financial sustainability of the Town
- Diversified revenue base
- Predictable property tax and user fee increases

Actions/Behaviours	Specific Projects/Initiatives	Timing	Resources Required	Status
Ensure we are providing quality services to our residents on a cost effective basis	Complete service review to define service levels and resource requirements for each municipal function	2015/ 2016	Staff	
	Complete Fees and Charges Bylaw review to ensure alignment with selected service levels	2015/ 2016	Staff	
Focus on Capital Asset Management Program	Complete comprehensive asset plan through three linked steps:			
	1. Complete the update/revisions to master plans for:			
	a) Transportation	a) 2015	a) \$10,000	
	b) Drainage	b) 2015	b) \$55,000	
	c) Parks	c) 2015/ 2016	c) \$20,000 in 2015 and \$20,000 in 2016	
d) Sanitary Sewer Systems	d) 2016/ 2017	d) \$50,000		
	2. a) Establish a Capital Asset Management System that examines all tangible capital assets, including parks, land improvements, municipal buildings, vehicles, machinery and equipment, and engineering structures b) Develop a Long Term Financial Plan and decision making framework for capital projects c) Complete the DCC Bylaw review d) Develop a surplus policy e) Reserve funds review	2015 - 2017	Consultant \$15,000 for Long Term Financial Plan (initial work); additional budget will be required	
	3. Financial Sustainability Review to project future finance requirements and determine optimum reserve levels and annual contributions	2017/ 2018	Consultant \$40,000	

## STRATEGIC PRIORITIES 2015 - 2018

### ENHANCE LIVEABILITY IN VIEW ROYAL

#### Desired Outcomes/Results:

- Stewardship of valued parkland
- Alignment of community values with enforcement tools
- Build relationships and engagement through community events
- A strong and growing volunteer corps, investing in View Royal

Actions/Behaviours	Specific Projects/Initiatives	Timing	Resources Required	Status
Proceed with parks improvements in accordance with the Parks Master Plan	Update Parks Master Plan and explore partnerships with post-secondary institutions in this update work	2015/ 2016	Student-led \$20,000 in 2015 and \$20,000 in 2016	
	Establish an Invasive Species Management Program	2015	Consultant/Eng staff \$10,000; additional \$4,400 for Portage Park	
Ensure key bylaws and policies reflect community's needs	Review key public safety related bylaws:			
	a) Streets & Traffic;	a) 2015	a) Dev and Eng staff	
	b) Business Licensing	b) 2016	b) Dev Services staff	
	c) Public Places	c) 2016	c) Dev Services staff \$8,000	
	d) Noise	d) 2017	d) Dev Services staff	
	Review Subdivision and Development Services Standards Bylaw	2015	Consultant/Eng staff \$33,300	
	Develop tree canopy and urban forestry policy	2016	Consultant/Eng staff \$10,000	
Increase community connectivity and engagement	Identify events to enhance neighbourhood and community connections (e.g. Neighbourhood Nights by WSPRS; Music in the Park; Community Clean-up Day/Pitch-in Week; Community Celebration Day)	2015/ 2016	Eng staff \$15,000 in 2016 for Pitch-in Week; pre- planning in 2015	WSPRS's N'hood Nights in progress
	Recognize and support the volunteer sector in View Royal		Council	
	Explore the development of a heritage policy	2016	Dev Services staff	



## STRATEGIC PRIORITIES 2015 - 2018

### COMMUNITY AND ECONOMIC GROWTH

#### Desired Outcomes/Results:

- Private investment in the redevelopment of strategic sites on significant community corridors and at gateways to View Royal because Town seen as desirable place to be
- Engagement with business community to understand how the Town can support economic development
- Diversified revenue base
- Strategic municipal investment in the public realm
- Continued implementation of the Official Community Plan (2011)

Actions/Behaviours	Specific Projects/Initiatives	Timing	Resources Required	Status
Explore creative ways to encourage redevelopment of existing lands	○ Engage a consultant to research current land economics based on possible OCP densities	2015/ 2016	Consultant \$15,000	
	○ Identify development barriers for key redevelopment sites	2016/ 2017	Dev Services staff	
	○ Identify possible “carrots” and “sticks” to encourage redevelopment of key sites	2015/ 2016	Dev Services staff	
	○ Meet with key property owners	2015/ 2016	Dev Services staff	
Lead by example through investing in a high quality public realm	Work toward completion of Island Hwy. Project including the establishment of a timeline for Island Hwy. redevelopment	2016 - 2018	Consultant \$150,000-\$200,000 for design	
	Upon completion of review of Subdivision and Development Services Standards Bylaw, develop urban design standards to support municipal investment in the public realm	2016/ 2017	Consultant for urban design plan \$75,000	
Support opportunities for local services and employment	○ Focus on business retention and explore ways to make doing business in View Royal easier	2015/ 2016		
	○ Identify missing local services in neighbourhoods and significant lands where new business might consider locating	2015/ 2016		
	○ Develop an Economic Development Strategy, including tourism opportunities	2017		

## STRATEGIC PRIORITIES 2015 - 2018

### MAINTAIN STRONG RELATIONSHIPS WITH OUR NEIGHBOURS

**Desired Outcomes/Results:**

- Continue to be a “bridge” between the “core” and “western” communities
- Respected participant in the region
- Recognized as a progressive and innovative municipality

Actions/Behaviours	Specific Projects/Initiatives	Timing	Resources Required	Status
Work with others to identify cost effective sewage solutions	Complete Westside/Eastside Solutions program for sewage treatment	2015	CAO and Eng staff; this project will take significant time away from regular responsibilities of staff	
Participate in discussions about improving regional governance	<ul style="list-style-type: none"> <li>○ Educate our residents on our existing successful shared services</li> <li>○ Establish View Royal’s role/participation in governance studies</li> </ul>	2015/ 2016	Staff	
	Ensure CRD’s RSS meets View Royal’s and region’s needs	2015/ 2016	Staff	
	Strengthen our relationship with Capital Regional District and First Nations through: <ul style="list-style-type: none"> <li>○ MOU for Hallowell with EFN</li> <li>○ Develop relationship protocol agreements</li> </ul>	2015 - 2017	Council and staff	
Upgrade regional transportation system and infrastructure to meet growing needs	Advocate for improvements to regional transportation: <ul style="list-style-type: none"> <li>○ Formation of regional transportation authority</li> <li>○ Focus on transit park and ride</li> <li>○ McKenzie interchange</li> <li>○ Participate in update to CRD’s Transportation Master Plan</li> </ul>	2015 - 2017	Council and staff	