



TOWN OF VIEW ROYAL STRATEGIC PLAN 2023 – 2026

V. March 6, 2024

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We're working together to make View Royal better every day. We're focusing on what's important to the citizens of View Royal, constantly improving how we do business and ensuring we plan for our future to build a strong, healthy, and thriving View Royal.

This Strategic Plan details what we hear from citizens about what is important to them and what they want the Town to do on their behalf.

The Plan is based on ongoing public input – as it is a “living document” – and specifically includes input from a survey conducted in Spring 2019. What also shapes the Plan has been dramatic changes experienced across many sectors due to both the COVID-19 pandemic and the growing affordability crisis including housing, food, energy, and taxation. There are plans to comprehensively survey View Royal residents again which will inform future iterations of the Strategic Plan and serve to check-in on the benchmark data received in 2019, noting the impacts of change over time.

This Plan lays out a long-term strategy for the organization that reflects what citizens said is important to them and it will guide the decision making of Council and the work of staff.

VISION

“The following statement sets out the community’s aspirations for what View Royal should be in 20 years and beyond. It describes the state of the community in the future as residents wish it to evolve. The Vision was developed through extensive consultation with the community and is the guiding force behind the policies of the Official Community Plan.

View Royal is a dynamic and inclusive community that manages growth, while retaining the charm of its traditional neighbourhoods. It is home and workplace to people from all walks of life. Its neighbourhoods are attractive, affordable, walkable, safe people places. Each neighbourhood has an identifiable character and is connected to nearby centres through greenspace corridors and pedestrian/cyclist-friendly streets. Some centres are parks for families to gather and youth to play sports. Others are bustling, mixed-use places with a range of services, amenities, businesses, and housing.

View Royal recognizes the impacts of climate change, and is responding by actively promoting energy-efficient, sustainable development, and environmental protection. Well-designed compact housing ensures choice, affordability, and better use of land. Infill and redevelopment near neighbourhood centres and transit corridors provides jobs and services closer to where people live – minimizing the need for commuting and creating pedestrian-friendly streets and destinations.

The local economy is diversified and strong, providing employment, shopping, and service options to local and regional residents. Heritage

tourism and eco-tourism are promoted as sustainable ways to stimulate the economy and showcase View Royal's environmental and cultural assets.

Getting around safely by foot, bike, bus, and train is convenient and enjoyable, and a viable alternative to car travel. Train, light rail, and other forms of rapid transit are supported by development that facilitates ridership and walkable places.

The Town is endowed with unique natural environments – Thetis Lake Park, Millstream Creek, Craigflower Creek, Esquimalt Harbour and Portage Inlet. The integrity and beauty of these natural amenities are protected and enhanced, while public access to recreation and natural areas is improved. The Town's vast recreation assets are well promoted and integrated into the community. Environmental stewardship and better use of resources – such as alternative energy generation and enhanced waste management – are pursued.” (Official Community Plan Bylaw 2011)

Livable View Royal – simply the best place to call home!

MISSION

View Royal is committed to building a resilient, safe, healthy, and vibrant community that provides services and good governance while maintaining Town assets and fostering economic, environmental, and social wellbeing. *(BC Community Charter, Sec. 7)*

VALUES

The Town of View Royal pursues community excellence through a corporate culture that is:

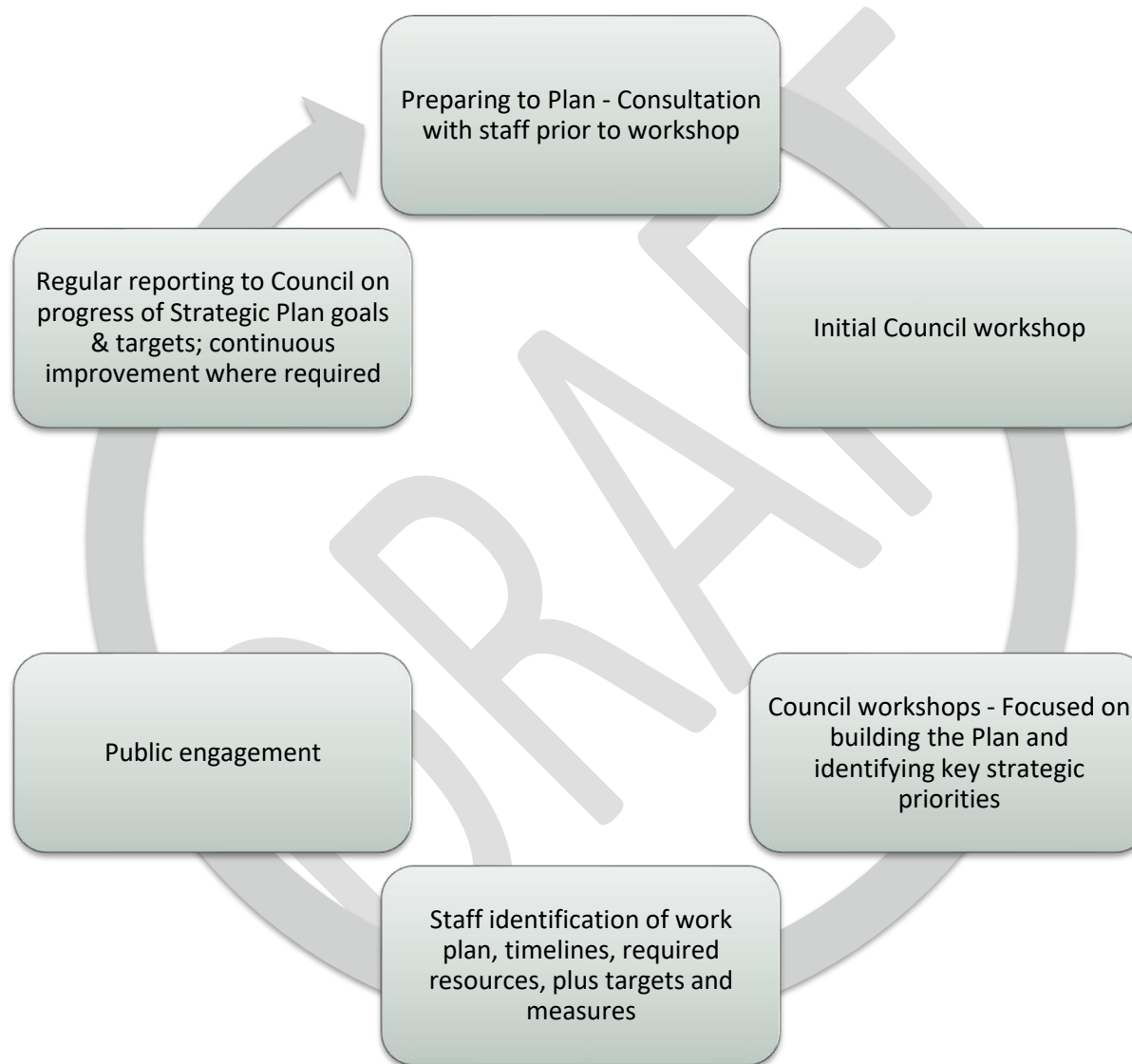
- accountable
- respectful
- open and transparent
- inclusive
- ethical
- collaborative
- innovative
- proactive
- efficient and effective

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 and data-based governance;
- demonstrating collaborative leadership and effective shared decision-making within the community and 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 engagement capacity; and
- positioning sustainability as the foundation of our municipal culture.

STRATEGIC PLANNING PROCESS



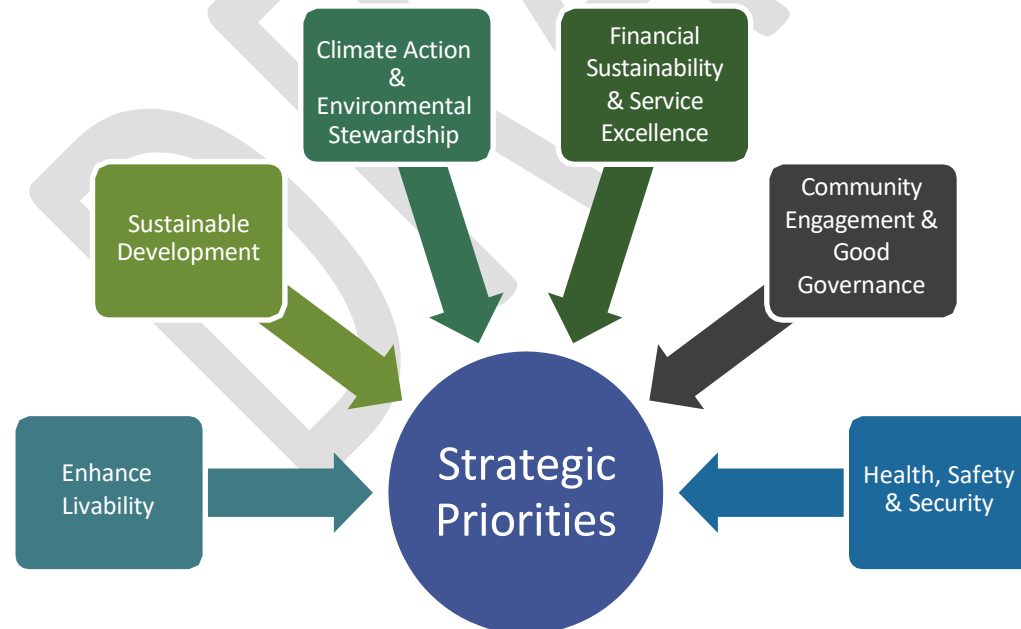
STRATEGIC PRIORITIES

Six strategic priorities have been identified as shown in the chart below.

Tied to each of the priorities are a series of goals and an associated staff work plan that are further described in the tables below.

To measure progress on our goals over time, targets are identified where possible. In the early stages of the Strategic Plan, staff time will be spent gathering benchmark or measurement data for these targets. While some data will be available in 2024, some will only be available once it is collected or after Census 2021 data is analyzed. As well, more targets and associated measurement data may be listed over time. It is important to note that some of the actions taken today will not show a measurable result for years to come!

We recognize that over the term of this Strategic Plan (2023-2026), the staff work plan will change as initiatives are completed and new or pressing items come forward. 2024 will be an opportunity to fine-tune and recalibrate our goals and associated work plan to set the Town of View Royal up for success for the next iteration of the Strategic Plan. Monitoring of our targets will be on-going.



A. ENHANCE LIVEABILITY

What we heard from citizens

Citizens told us they want to:

- be able to move around the community efficiently
- have a range of housing options close to services
- participate in community events and have a sense of belonging
- celebrate View Royal's unique history

Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
1. Shift primary transport mode within View Royal away from vehicles to walking, cycling and transit	25%	Percentage of trips to work and school by transit/walking/cycling (Census data)	a) Identify and implement improvements to enhance existing infrastructure that facilitates improved safe routes to schools and Walking School Bus opportunities (2023/2024 Ready Step Roll)			View Royal is currently enrolled in CRD's Ready Step Roll program, in partnership with Eagle View Elementary School. Report to be provided to View Royal with recommendations.
			b) Engage BC Transit to pursue commitment for a higher level of transit service, including improvements to underserved areas, bus shelters, & specifically proposed Route 40 (UVic to Dockyard via Admirals/McKenzie)	2024-2026	\$135,000 (\$45,000 each year & \$800/yr. operating costs)	Complete; considered at Feb. 21, 2023 Council meeting and decision to support advocacy – follow-up letters sent Feb. 23, 2023. Engineering proceeding with bus shelter installation program as set out in Project Summary C-139.
			c) Undertake Off-Street Parking Review (N-099)	2026	\$75,000	Some aspects to be addressed in 2024 (tied to new Provincial legislation/bylaw updates), but comprehensive review in 2026 required for broader issues.

Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
2. Improve accessibility options			a) Develop accessibility plan with partners (N-101)	2024	\$10,000 in 2024 and \$12,500 in 2027	In progress; "Accessibility & You" survey available for month of March 2024, hosted by partner, City of Langford. Plan to be updated in 2027.
3. Access to a broad range of housing options to meet the needs of various ages, family types and incomes	10%	Increase number of non-market housing units	a) Interim Housing Needs Assessment (N-040)	2024	\$22,500	As per report to Jan. 16, 2024 Council; project included in the 2024-2028 Financial Plan.
	10%	Increase number of rental units (Census data)	b) Develop a Housing Strategy (N-092)	2027	\$75,000	Project included in the 2024-2028 Financial Plan.
			c) Establish Tenant Assistance Policy	2023	In-house	Completed: Policy #6400-042 adopted July 4, 2023 (C-93-23).
			d) Explore noise abatement options from TransCanada Highway			Discussed in 2024 budget deliberations – not supported (C-179).
4. Ensure proximity to services	<5%	Percentage of residential properties more than 800m from commercial node or mixed-use centres	a) Work with Westshore communities to develop performing arts facility			Coun. Lemon TVR appointee to committee.
			b) Update Transportation Master Plan (N-105)	2025	\$200,000	Project included in the 2024-2028 Financial Plan.
			c) Explore options for GVPL			

Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
			library services			
			d) Undertake planning for community gathering places on Town owned lands			Can be incorporated as component of Parks Master Plan Review.
5. Build strong relationships and engagement through community events and celebrations	10%	Increase number of participants in community events	a) Engage a Communications and Engagement Coordinator to enhance current events and/or devise new community-building initiatives	2024	\$56,755	Communications and Engagement Coordinator supported as 0.5 FTE at this time (N-103).
			b) Develop Helmcken Centennial Park Master Plan	2026	\$55,000	N-064 included in the 2024-2028 Financial Plan. Phase 1 mapping from N-089, project currently underway, will help to inform N-064.
			c) Explore bylaws to allow food trucks, entertainment, and commercial activities in public spaces			Report presented to Oct. 10, 2023 CoW meeting; staff to engage stakeholders to determine if level of interest sufficient to conduct a pilot.
6. Sufficient and appropriate parks and open space		Revised Plan	a) Update Parks Master Plan b) Develop a trails master plan	2026/ 2027		Projects could be combined into one “Parks and Trails Master Plan”; Development Services to provide preliminary scope, cost estimate and more definitive timing. Project summary will be provided in 2025-2029 Financial Plan.
			c) Explore partnership with West Shore Parks & Recreation Society for programming in View Royal’s parks	2024	In-house	In progress; CAO and JDF CAO exploring use of two parks for various programs.

Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
			d) Explore options for a memorial cenotaph for fire, police, and military with relevant agencies for funding and location	2025		N-108 was removed from the 2023 Financial Plan at Feb. 15, 2023 budget meeting. Coun. Brown to explore grant opportunities – can be discussed during 2025 budget deliberations once grant opportunities have been identified.
7. Heritage protection			a) Explore heritage designation options for historical properties in View Royal	2027		Development Services to provide options report; timing dependent upon staff capacity.

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B. SUSTAINABLE DEVELOPMENT

What we heard from citizens

Citizens told us they want:

- controlled growth
- implications of growth considered

Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
1. Managed growth			a) OCP review to align with Housing Needs Report and Zoning Bylaw, update Development Permit Area design guidelines, and other aspects of OCP (N-025)	2024/2025	\$100,000 in 2024 and \$300,000 in 2025, scope dependent	As per report to Jan. 16, 2024 Council; project included in the 2024-2028 Financial Plan.
			b) Update sustainability checklist	2024	In-house	In progress.
2. Increase skilled employment	2%	Increase in jobs by type (Census data)	a) Explore attractors for primary care providers to work in View Royal			Presentation by Westshore Primary Care Society at Nov. 7, 2023 Council meeting with decision for staff to explore funding options with proponents that would not increase property taxes. Society could apply for grant in aid.
3. Business retention/attraction	20	Number of new	a) Review potential to use tax incentives to attract business, including hotels, to View Royal			Finance Dept. to provide options report.

Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
		businesses	b) Hold a visioning session for the employment corridor (“Western Gateway”)	2024/2025		Can be incorporated into OCP update.
	80%	Licences issued annually Percentage of business licence renewals annually	c) Review home-occupation business zoning regulations and licencing	2024	In-house	Can be undertaken by new Community Planner.
4. Strategic investment in public realm			a) Placemaking Urban Design Plan to facilitate distinct identity for View Royal’s public realm (N-067)	2026-2027	\$50,000 (\$25,000 each year)	Project included in the 2024-2028 Financial Plan.

C. CLIMATE ACTION & ENVIRONMENTAL STEWARDSHIP

What we heard from citizens

Citizens told us they want to:

- focus on community action around climate change

Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
1. Respond to the declared climate action emergency by reducing greenhouse gas emissions in our community		Decrease per capita GHG emissions for buildings and transportation by 2030 based on 2012 Community Energy and Emissions Inventory Report				Capital Regional District produces regional greenhouse gas inventories.
2. Support climate change mitigation and adaptation measures with an emphasis on transportation systems and energy efficient buildings			a) Follow the Province's timelines for Stage 4 Energy Step Code		In-house	Complete; BC Energy Step Code implementation incorporated into Building Bylaw No. 1111.

Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
			b) Zero Carbon Step Code implementation	2024	In-house	Complete; on Sept. 5, 2023, TVR implemented following timeline for Level 4 Zero Carbon Step Code implementation: <ul style="list-style-type: none"> - Nov. 1, 2023: New Part 9 Buildings (houses, duplex, multiplexes & townhouses) - June 1, 2024: New Part 3 Residential Buildings of 6-storeys or less - Nov. 1, 2024: New Part 3 Residential Buildings greater than 6-storeys, and commercial buildings
			c) Implement building energy audit to improve the energy efficiency of Town buildings, with supplementary funding from BC Hydro/Fortis (C-172)	2025, 2027, 2028	\$20,500	Project included in the 2024-2028 Financial Plan.
			d) Implement resident owner program to improve energy efficiency of existing housing stock (i.e., oil or gas furnace, window replacement)	On-going – while program exists	\$25,000	Grant program for heat pump conversions began Oct. 1, 2021 and continuing while provincial program in place and annually while funded.
			e) Review implications of potential demolition and deconstruction bylaw	2025/2026	In-house	Discussed by Council Oct. 3, 2023; report to be prepared on considerations and implications of potential bylaw.
3. Support community		% of tree canopy	a) Develop an Urban Forest Strategy (N-074)	2024	\$82,500	Project approved to proceed Jan. 16, 2024; project included

Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
preparation for climate change impacts with respect to sea level rise, storm surge, forest fires, and other extreme weather events						in the 2024-2028 Financial Plan.
			b) Update Tree Protection Bylaw to mitigate loss of tree canopy in land development and set tree canopy target	2024/ 2025	In house	
			c) Undertake coastal adaptation mapping as phase 1 in overall plan to develop a sea-level rise and storm surge mitigation and adaptation policy.	2024	\$95,000	In progress; grant provided and decision to proceed with award to contractor made Dec. 5, 2023.
			d) Develop and implement a community wildfire resiliency plan (N-076)	2024	\$32,010	Project included in the 2024-2028 Financial Plan.

D. FINANCIAL SUSTAINABILITY & SERVICE EXCELLENCE

What we heard from citizens

Citizens told us they want to:

- receive good value for tax dollars
- fund the continuation of current service levels through taxation (52% of survey respondents said “Increase taxes to maintain services at current levels”)
- fund future large projects through putting aside funds annually (68% of survey respondents indicated “Put aside funds each year to fund future large projects”)

Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
1. Confidence in the fiscal health and financial sustainability of the Town	Minimize	Infrastructure deficit	a) Complete Sustainable Infrastructure Replacement Plan (N-042)	2024	\$4,000 in 2024 and \$20,000 in 2027	First iteration to be completed in 2024, to be updated in 2027; SIRP presentation received at Dec. 13, 2022 CoW meeting.
			b) Complete strategic asset management plan (N-096)	2024	\$4,000	Asset management strategic plan presented at Jan. 9, 2024 CoW meeting.
			c) Implement asset management program improvements (N-111)	2024-2028	\$180,000 (\$80,000 in 2024, \$25,000/yr for 2025 to 2028)	Project included in the 2024-2028 Financial Plan.

Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
2. Diversified revenue base	30% commercial/ light industrial assessments	Ratio of commercial assessments to total assessments	a) Continue to improve relationships with business community to build business friendly reputation— consider expanded Home Occupation definition; engage with South Island Prosperity Project annually, explore amendments to West Shore Chamber of Commerce funding model; engage with Destination Victoria, advocate with the Film Commission	On-going	In-house	In progress; co-hosted business mixer booked for mid-March 2024.
	TBD	Reduce percentage of revenue from property taxes	b) Develop an investment program (policy, contracts, relationships (Municipal Finance Authority)) to increase return on investments (N-066)	2024	\$25,000	Project included in the 2024-2028 Financial Plan.
			c) Develop Amenity Cost Charges Bylaw and Update DCC Bylaw (N-117)	2025	\$75,000	As per report to Jan. 16, 2024 Council; project included in the 2024-2028 Financial Plan.

Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
3. Anticipate property tax and user fee increases		Minimize percentage difference between future years' anticipated tax increase and actual	a) Include future staffing level requirements for all five-years in financial plan	On-going	In-house	Complete; future staffing requirements reflected in five-year financial plans.
			b) Initiate a long-term facilities management plan	2025	In-house, consultant and funding to be determined	Project summary will be provided in 2025-2029 Financial Plan.
4. Citizen satisfaction with services and value	90% +	Maintain or increase citizen satisfaction levels from 2019 survey	a) Engage community on priorities/guidelines for use of developer contributions (e.g., amenity contributions)	2025	In-house	Can be undertaken by new Communications and Engagement Coordinator.
			b) Conduct a statistically valid citizen satisfaction survey (N-037)	2027	\$40,000	Project included in the 2024-2028 Financial Plan.

E. COMMUNITY ENGAGEMENT AND GOOD GOVERNANCE

What we heard from citizens

Citizens told us they want:

- transparency in decision-making
- respectful meetings

Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
1. Strong and active citizen participation in community engagement in Town of View Royal meetings, open houses, surveys, budget development	10%	Increase number of participants in municipal engagement events	a) Develop a community engagement and communication tool	2024	\$80,000	Project included in the 2024-2028 Financial Plan.
			b) Review website	2026		Last review proposed in 2019 and removed from budget. Anticipated that Accessibility Plan will identify that website changes are required. Project summary will be provided in 2025-2029 Financial Plan.
			c) Examine the role of both Council and advisory committees in View Royal	2024/2025	In-house	
2. Strong constructive relationships with			a) Host at least one Council to Council event with each First Nation	2025	In-house	

Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
neighbouring municipalities, Songhees Nation, and Esquimalt Nation in the CRD			b) Arrange intermunicipal events celebrating connections between Colwood, Esquimalt, Langford, Saanich, CRD Parks and View Royal	2024	In-house \$56,755	Communications and Engagement Coordinator supported as 0.5 FTE at this time (N-103).
			c) On-going Truth and Reconciliation awareness initiatives (N-068)	On-going	\$7,500	As it is on-going initiative, shift to taxation after 2024.
3. Respectful, constructive Council relationships			a) Review Council code of conduct	2024	In-house	

F. HEALTH, SAFETY AND SECURITY

What we heard from citizens

Citizens told us they want to:

- live and work in a safe community prepared for emergencies (96% and 89% of survey respondents said they are very or somewhat satisfied with fire and police services respectively)

Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
1. A real and perceived safe community			a) Consider Fire Department Staffing Plan (N-085)	2024		Project included in the 2024-2028 Financial Plan.
			b) Engage West Shore RCMP for a community update			Completed; RCMP hosted event on Jan. 10, 2024.
			c) West Shore RCMP building expansion – design validation (N-116)	2024	\$186,720	In progress; project included in the 2024-2028 Financial Plan; CRD has been asked to create a subregional service.
2. Prepared for emergencies	100%	Well-trained staff available for EOC	a) Encourage employees and volunteers to complete at least one Justice Institute of BC Emergency Operations Centre course or equivalent	On-going	In-house	On-going.
			b) Update Business Continuity Plan, integrating IT Business Continuity Plan	2025		Project summary will be provided in 2025-2029 Financial Plan.
			c) Update Emergency Response and Recovery Plan, based on new legislation, the <i>Emergency and Disaster Management Act</i> (N-072)	2024	\$20,000	Project included in the 2024-2028 Financial Plan.

Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
			d) Apply for Emergency Support Services equipment funding	2024	In-house	In progress.
			e) Conduct tabletop exercise with Council (“Policy Group”)	2024	In-house	Emergency Program staff to prepare and conduct exercise.

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