



TOWN OF VIEW ROYAL Finance & Administration Report

TO: Committee of the Whole

DATE: February 6, 2020

FROM: J. Crockett, Interim Exec. Assistant
S. Jones, Dir. Corp. Administration

MEETING DATE: February 11, 2020

2019 – 2022 STRATEGIC PLAN

RECOMMENDATION:

THAT the Committee recommend to Council that the 2019 – 2022 Strategic Plan be approved in principle;

AND THAT the Committee recommend to Council that the 2019 – 2022 Strategic Plan be made available for public information.

CHIEF ADMINISTRATIVE OFFICER'S COMMENTS:

I concur with the recommendation.

PURPOSE OF REPORT:

To provide the 2019 – 2022 Strategic Plan.

BACKGROUND/DISCUSSION:

Fall 2018

After the October 2018 local government elections, View Royal Council held an initial workshop to identify desired components of the next corporate Strategic Plan.

At the workshop, there was confirmation of the values and commitments to organizational excellence from the existing Strategic Plan but agreement to refine the mission to match the municipal purposes set out in section 7 of the *Community Charter* and to align the vision with that of the Town's Official Community Plan. The existing key priorities or theme areas were discussed and the desired outcomes for each reviewed.

Council discussed areas of priority currently in the minds of citizens as:

- traffic congestion including concern regarding the impact of new large developments on existing traffic issues;
- maintaining the attractive appearance of View Royal;

- keeping taxes low;
- housing affordability;
- protecting green spaces; and
- climate action.

It was agreed that the Community Satisfaction and Engagement Survey set for early 2019 would provide excellent feedback in shaping the update for the 2019 – 2022 Strategic Plan and that the Plan would begin to incorporate measures and targets.

Winter/Spring 2019

The Community Satisfaction and Engagement Survey initiative was undertaken in January – May 2019 (telephone survey to 401 respondents in second half of February with final report, including verbatim responses, to Council in May). The survey echoed much of what Council had heard and previously discussed at the workshop in December. It was beneficial to identify services that the community values, learn what could be bettered, and to clearly hear the strong levels of satisfaction that residents have for View Royal.

With this information, Council participated in a second workshop to set the framework for the 2019 – 2022 Strategic Plan.

Summer 2019

At the summer 2019 workshop, Council further discussed the concept of moving away from a Strategic Plan that was a “task list” to a more aspiration or visionary document – one that acknowledges long term, future-focused community goals. As well, the inclusion of measures and targets was considered as was the ability to use readily available data for this purpose.

In taking the 2019 Community Satisfaction and Engagement Survey results into account, Council revised the key strategic priority areas from the 2015 – 2018 Strategic Plan to now be:

1. Enhance Liveability
2. Community and Economic Growth
3. Environmental Stewardship (NEW)
4. Financial Sustainability and Service Excellence
5. Good Governance (NEW)
6. Community Safety and Security (NEW)

Based on these priority areas, Council fleshed out the outcomes or goals to achieve under each – the visionary piece of the Strategic Plan.

Fall 2019/Early Winter 2020

Staff have reviewed the goals under each of the six priority areas and have developed a staff work plan aimed towards reaching these goals.

Tied to these work plan items are a provision for resources required and timing. In several instances there is a notation that describes a status of “Project proposal included in draft 2020-2024 Financial Plan”. This status indicates that Council will be deliberating the matter further in February during the budget discussions.

As well, there are two columns that show a target and a measurement of progress. As noted earlier in this report, staff will work to pull together readily available data for this benchmark information and then will track over time.

In closing, the 2019 – 2022 Strategic Plan is a move towards a more visionary document than prior versions. Please see Attachment “A” for the 2019 – 2022 Strategic Plan. Staff believe it will move the Town forward within our available resources.

With respect to public information, it is proposed that the 2019 – 2022 Strategic Plan be referred to the Town’s two advisory committees for inclusion on their March 24, 2020 agendas and that the Plan be made available on the Town’s website. As well, View Royal Climate Coalition can be advised of the URL once it is posted on the Town’s website and that information can also be flagged in the Town’s monthly e-newsletter and the Town’s monthly Goldstream Gazette ad. The Strategic Plan can be brought to Council for final approval on April 7, 2020 after the March 24, 2020 Advisory Committee meetings.

RECOMMENDATION:

THAT the Committee recommend to Council that the 2019 – 2022 Strategic Plan be approved in principle;

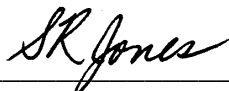
AND THAT the Committee recommend to Council that the 2019 – 2022 Strategic Plan be made available for public information.

SUBMITTED BY:



J. Crockett, Interim Executive Assistant

SUBMITTED BY:



S. Jones, Director of Corporate Administration

REVIEWED BY:



K. Anema, Chief Administrative Officer



TOWN OF VIEW ROYAL STRATEGIC PLAN 2019 – 2022

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 but specifically includes input from a survey conducted in Spring 2019 following the last municipal election.

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 type of place 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 and safe. Each neighbourhood has an identifiable character and is connected to nearby centres – and a recognizable central community gathering place – 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

The mission statement describes the fundamental purpose of the Town. It answers the question, “Why does the organization exist?”

View Royal is committed to building a resilient and vibrant community that:

- provides good government;
- delivers services, laws and other matters for community benefit;
- provides stewardship of the public assets; and
- fosters economic, social and environmental well-being.

VALUES

Values describe enduring, collective beliefs that guide the work of the Council and Staff put into action.

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

- accountable
- respectful

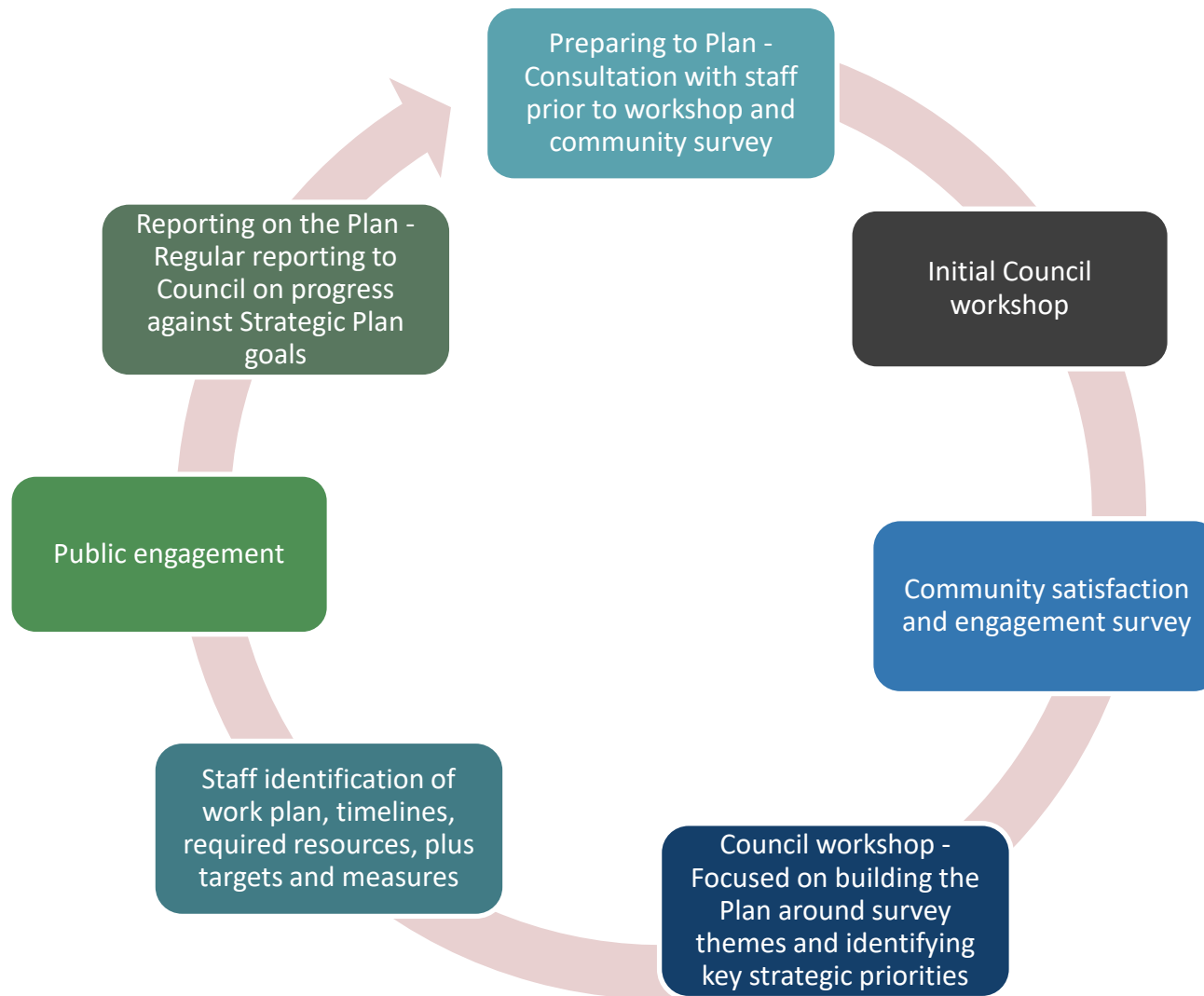
- ethical
- collaborative
- innovative
- proactive
- efficient and effective

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; and
- positioning sustainability as the foundation of our municipal culture.

STRATEGIC PLANNING PROCESS



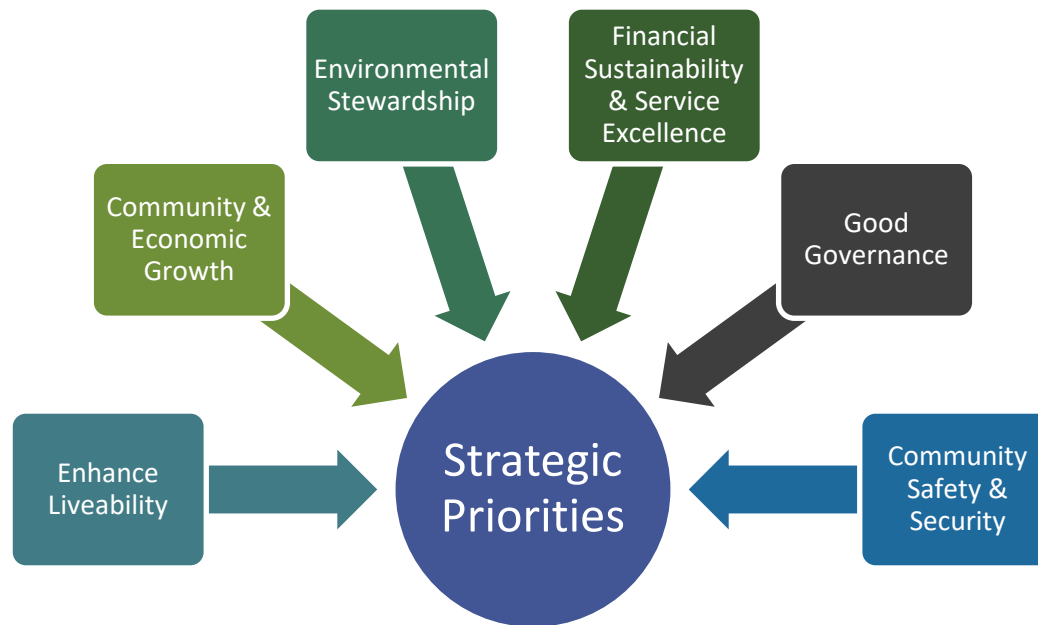
STRATEGIC PRIORITIES

Six strategic priorities have been identified as shown in the chart below. These priorities lay the groundwork for our ten to twenty-year (and beyond) vision.

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 listed. 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 2020, some will only be available once it is collected or after Census 2021 data is released (though 2016 data may be used initially). 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 (2019-2022), the staff work plan will change as initiatives are completed and new or pressing items come forward. 2022 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 IN VIEW ROYAL

What we heard from citizens

Citizens told us they want to:

- be able 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 (2019/2020 Ready Step Roll)	2019-2023	In-house	Work plan established including engagement of School District and Capital Regional District (CRD); project proposal included in draft 2020-2024 Financial Plan
			b) Engage BC Transit to pursue commitment for a higher level of transit service, including improvements to underserved areas	2020	In-house	
			c) Engage MOTI to review feasibility of Colwood/Victoria commuter ferry	2019-2020	In-house	Engagement with MOTI regional corridor study in progress
			d) Develop an Active Transportation Master Plan (after OCP is complete)	2022	\$150,000+	Project proposal included in draft 2020-2024 Financial Plan

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Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
2. 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) Complete Housing Gaps and Needs Study	2019-2020	\$45,000	Statistical data gathering is complete; draft anticipated in March 2020
	10%	Increase number of rental units (Census data)	b) Develop a housing affordability strategy	2022	\$75,000	
3. Proximity to services	<5%	Percentage of residential properties more than 800m from commercial or mixed-use centres	a) Identify commercial development opportunities – see economic analysis under separate strategic goal (see B. 1. d))	2019-2020	\$120,000	Precinct Land Economics Study contract awarded January 2020
			b) Include densification around commercial areas or development of commercial areas within current residential zones in OCP review	2020-2021	Incl. in OCP	

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Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
4. Build strong relationships and engagement through community events and celebrations	10%	Increase number of participants in community events	a) Engage a community events coordinator to enhance current events and/or devise new community-building initiatives	2021-2023	TBD	
			b) Review View Royal Park Master Plan	2019-2020	\$35,000	Community survey complete, consultant engaged; draft plan anticipated March 2020
		Number of Block Party permits issued	c) Develop Helmcken Centennial Park Master Plan	2020-2021	\$50,000	Project proposal included in draft 2020-2024 Financial Plan
			d) Increase accessibility to and awareness of block party permitting process	2019-2020	In-house	Toolkit developed; will be uploaded to website with permit by March 2020

B. COMMUNITY AND ECONOMIC GROWTH

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. Private investment in redevelopment of strategic sites	2	Development applications received for identified sites by 2022	a) Create map that identifies vacant sites and sites where improvements where land values are greater than 4:1 in corridors and gateways	2020	In-house	
			b) Liaise with South Island Prosperity Project (SIPP), Urban Development Institute and property owners	2020-2023	In-house	
			c) Update sustainability checklist	2021	In-house	
			d) Complete precinct land economic analysis for identified sites (see A. 3. a.))	2020	\$120, 000	Precinct Land Economics Study contract awarded January 2020
2. Increase skilled employment	2%	Increase in jobs by type (Census data)	a) Invite SIPP to present to Council re their initiatives and strategic priorities	2020-2023	In-house	
3. Business retention/attraction	20	Number of new business	a) Island-wide business license program – research and consideration by Council	2019-2020	In-house	Proposal presented to Council October 2019; bylaw drafted

B. COMMUNITY AND ECONOMIC GROWTH

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Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
	80%	licences issued annually	b) Review home-occupation business license program (after OCP complete)	2022	In-house	
		Percentage of business licence renewals annually	c) Review annual business community engagement event; consider offering speaker	2020	In-house	
4. Strategic investment in public realm			a) Budget proposal (multi-year) for urban place-making design and implementation – View Royal distinct identity	2022-2023	\$100,000	Project proposal included in draft 2020-2024 Financial Plan

C. 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	a) Update and adopt an amendment to the 2012 Community Climate Action Plan	2021	\$70,000	Project proposal included in draft 2020-2024 Financial Plan
			b) Update Tree Protection Bylaw to recognize loss of tree canopy in land development	2020	In-house	
			c) Update and adopt an amendment to the 2012 Corporate Climate Action Plan.	2022	\$40,000	Project proposal included in draft 2020-2024 Financial Plan
2. Support climate change mitigation and adaptation measures with an emphasis on transportation systems and energy efficient buildings			a) Adopt Step 3 of Step Code by 2020 and transition to Step 5 of Step Code by 2030	2020	In-house	Proposed implementation Q3 2020
			b) Facilitate Step Code 3 implementation	2020	\$7,500	Project proposal included in draft 2020-2024 Financial Plan
			c) Engage a building energy auditor to assess all municipal buildings and develop a strategy to improve the energy efficiency of the buildings, with supplementary funding from BC Hydro/Fortis	2020	\$30,000	Project proposal included in draft 2020-2024 Financial Plan

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Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
3. Accelerate a transition to low carbon transportation modes within the Town	\$0	Expenditure for carbon offsets purchased by the Town to be carbon neutral	d) Review density bonusing as an incentive to achieve Step Code level in excess of minimum requirement	2022	In-house	
			e) Develop resident owner program to improve energy efficiency of existing housing stock (i.e. oil or gas furnace, window replacement)	2021	In-house	
			f) Collect location inventory of oil/natural gas/propane residential users	2020	In-house	
			a) Develop and implement a municipal fleet and equipment policy to prioritize low-emission vehicles and equipment	2019-2020	In-house	Policy update in progress
			b) Work with car-share companies to establish presence in View Royal	2021-2022	In-house	
			c) Amend Zoning Bylaw to update parking requirements including charging stations for cars (public and private), e-bikes and e-scooters	2020	In-house	

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Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
4. Support community preparation for climate change impacts with respect to sea level rise, storm surge, forest fires, food security, and other extreme weather events			a) Develop an Urban Forest Strategy	2023	\$75,000	Project proposal included in draft 2020-2024 Financial Plan
			b) Develop a sea-level rise and storm surge mitigation and adaptation policy	2020-2021	TBD	
			c) Update the wildfire interface zone assessment and update development permit area guidelines accordingly (concurrent with OCP)	2020-2021	\$25,000	Project proposal included in draft 2020-2024 Financial Plan
			d) Develop and implement a fuel load management program for wildfire interface zones	2020-2021	\$25,000	Project proposal included in draft 2020-2024 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 Asset Management Plan, considering options to minimize infrastructure deficit	2019-2022	\$90,000	Partial grant funding approved; development of asset replacement funding requirement in progress; project proposal included in draft 2020-2024 Financial Plan
			b) Develop Long-term Financial Plan that incorporates implications of Asset Management Plan and funding choices	2020-2023	\$50,000	Project proposal included in draft 2020-2024 Financial Plan
2. Diversified revenue base*	30% comm'l/ light indust'l assessments	Ratio of commercial assessments to total assessments	a) Continue to improve relationships with business community to build business friendly reputation—annual business mixer; Island-wide mobile business licence; online business licence renewals and applications; consider expanded Home Occupation	2020-2023	In-house	* See also the Goals listed in B. Community and Economic Growth

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Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
	TBD	Reduce percentage of revenue from property taxes	definition; engage with South Island Prosperity Project annually			
			b) Revise sewer utility revenue structure to include CRD costs associated with sewer conveyance and treatment (adds institutional contribution)	2019-2020	In-house	Proposal presented to Council December 2019; draft agreement with CRD in progress
			c) Develop an investment program (policy, contracts, relationships (Municipal Finance Authority)) to increase return on investments	2020-2021	\$25,000	Project proposal included in draft 2020-2024 Financial Plan
3. Predictable property tax and user fee increases	<5%	Variability between tax rate prediction and actual approved tax rate increase in	a) Include projected new market construction estimates in tax revenue for all years of the five-year budget, based on development projections (View Royal) (primarily building permits)	2021-2022	In-house	

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Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
		each year of the five-year financial plan	b) Include future staffing level requirements for all five-years in financial plan	2020-2023	In-house	
4. Citizen satisfaction with services and value	90% +	Maintain or increase citizen satisfaction levels from 2019 survey	a) Online interactive citizen budgeting tool	2020-2021	\$11,500	Initiative approved in December 2019; to be implemented for 2020 budget cycle
			b) Develop a priority list for spending community amenity contributions through engagement with the community	2021-2022	In-house	
			c) Conduct a statistically valid citizen satisfaction and engagement survey	2022	\$45,000	Project proposal included in draft 2020-2024 Financial Plan

E. 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) Explore partnership with West Shore Parks & Recreation Society for programming in View Royal's parks and neighbourhoods	2020	In-house	
			b) Develop community engagement strategy to identify methods and tools for strong community engagement	2022	\$80,000	Project proposal included in draft 2020-2024 Financial Plan
2. Strong constructive relationships with neighbouring municipalities, Songhees Nation, Esquimalt Nation, and in relations at the CRD			a) Host at least one Council to Council event with each First Nation.	2020-2021	In-house	
			b) Arrange intermunicipal events celebrating park connections between Langford, Saanich, CRD Parks and View Royal	2021	In-house	
			c) Host community training re. First Nations relationships, history and protocols	2020-2023	\$10,000	Project proposal included in draft 2020-2024 Financial Plan
			d) Develop an acknowledgement of traditional territories in Town of View	2020	In-house	

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Goals	Target	How will we measure progress	Work Plan	Timing	Resources Required	Status
			Royal and develop policy regarding its use			
3. Respectful, constructive Council relationships			a) Develop Council code of conduct	2020	In-house	
			b) Council meeting webcasting	2020	\$37,500 plus annual fees	Project proposal included in draft 2020-2024 Financial Plan

F. COMMUNITY 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) Increase Fire Department FTE	2021	TBD	
			b) Increase volunteer night shifts	2021	In-house	Implement by September 2021
			c) Encourage greater implementation of Block Watch in View Royal	2020	In-house	
2. Prepared for emergencies	100%	Well-trained staff available for EOC	a) Require every employee to complete at least one Justice Institute of BC Emergency Operations Centre course or equivalent	2020	In-house	
			b) Update Business Continuity Plan	2021-2022	In-house	
			c) Update Emergency Response and Recovery Plan, based on new legislation	2020-2021	\$20,000	Project proposal included in draft 2020-2024 Financial Plan