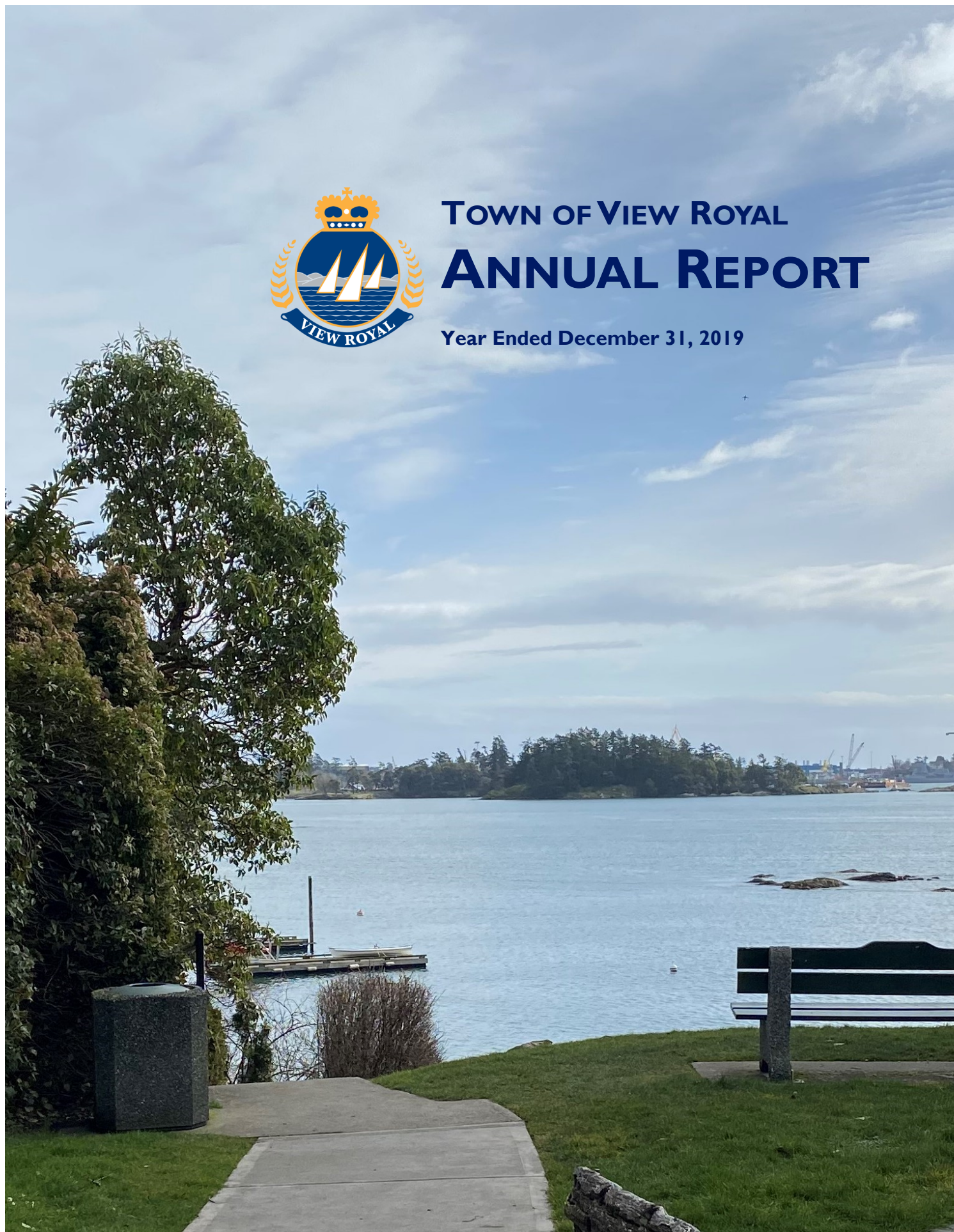




# TOWN OF VIEW ROYAL ANNUAL REPORT

Year Ended December 31, 2019





# TOWN OF VIEW ROYAL - ANNUAL REPORT

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# COMMUNITY PROFILE

A gateway between Victoria's urban core and the growing West Shore municipalities, View Royal is a vibrant community. This year's Annual Report outlines the Town's achievements and major projects for 2019. It shows the progress on our 2019 municipal goals and objectives, highlights financial reporting, and gives insight into plans for the future.



INCORPORATED **DECEMBER 5, 1988**



**10,408** POPULATION



**14.36KM<sup>2</sup>** LAND AREA



**4,300** HOUSEHOLDS



**72** MUNICIPAL PARKS



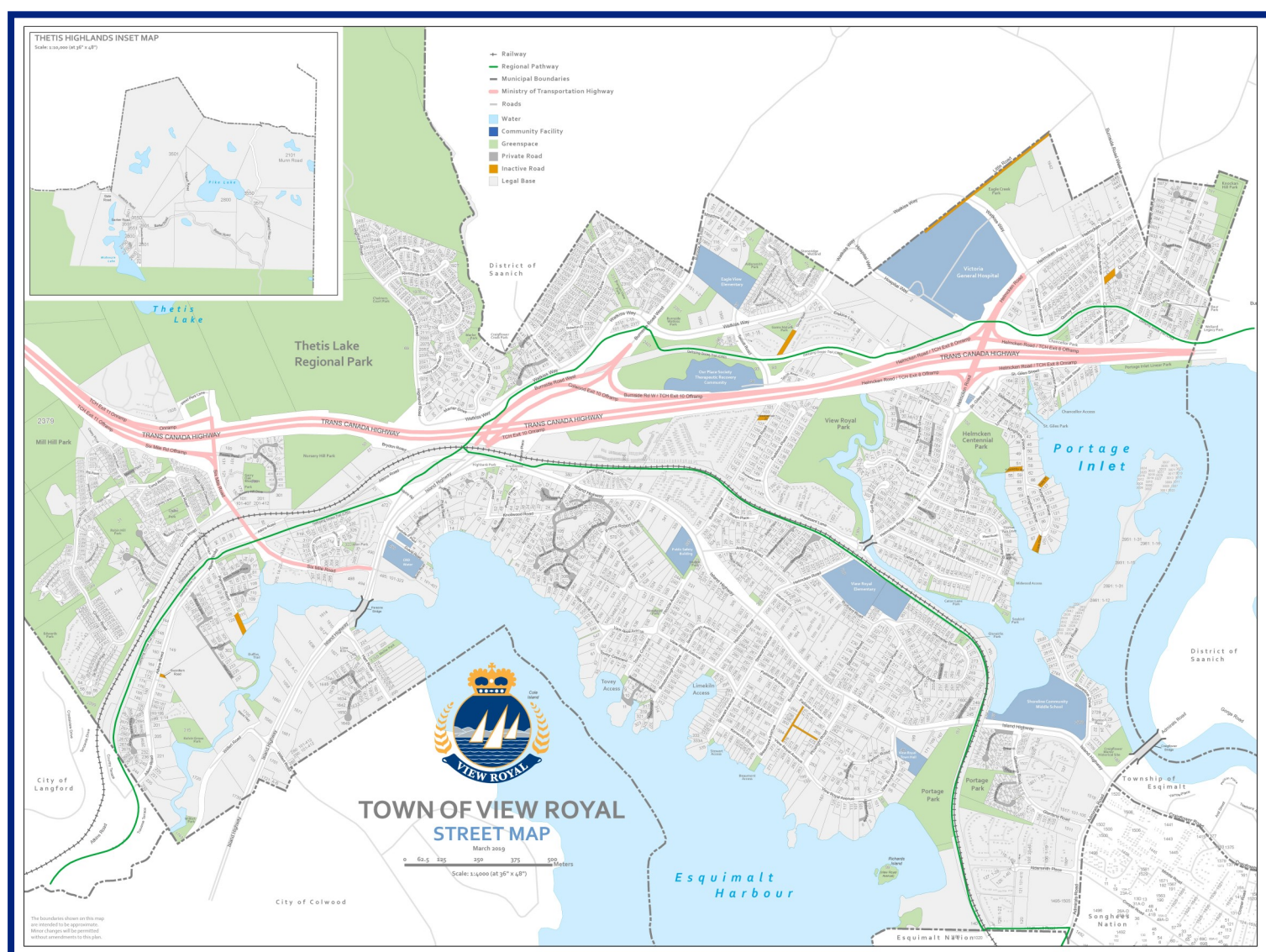
**338** BUSINESS LICENCES



**27.3KM** TRAILS

\*as per Statistics Canada, 2016 Census





View Royal is divided into eight distinct precincts based on such factors as topography, major transportation corridors, natural environment and the age of housing stock. These precincts are:

- Craigflower
- Hospital
- Atkins
- Harbour
- Thetis
- Wilfert
- Helmcken
- Burnside

The municipality encompasses McKenzie, Pike, Prior and Thetis Lakes and portions of Esquimalt Harbour and Portage Inlet and is situated adjacent to the established jurisdictions of the City of Colwood, Township of Esquimalt, Esquimalt Nation, District of Saanich and Songhees Nation.



Mayor Screech (L) and Fire Chief Hurst (R) at Esquimalt Memorial Park Cenotaph Remembrance Day 2019



Council Meeting



# MESSAGE FROM THE MAYOR

On behalf of View Royal Council and staff, I am pleased to share with you some of the Town of View Royal's key initiatives, accomplishments, and events in our community during the past year through this 2019 Annual Report.

The annual report is an opportunity to recognize the excellent work that has been done in the past year by Council, staff, residents, and volunteers to ensure View Royal remains a healthy, vibrant, and sustainable community.

Council's focus for 2019 was implementing the six main areas in our draft strategic plan - enhance liveability; community and economic growth; environmental stewardship; financial sustainability and service excellence; good governance; and community safety and security.

## 2019 Highlights:

- Community events included the grand opening of the View Royal Park bike pump track and the Canada Day celebration at Craigflower Manor.
- Updates to local parks included new playground equipment at Marler Park and upgrades to trails in View Royal Park, Portage Inlet Linear Park and Helmcken Centennial Park.
- The Town launched its first Community Satisfaction & Engagement Survey to evaluate services delivered by the Town and its communications, as well as to identify residents' top priorities.
- View Royal Emergency Program activated the Public Alert Notification System (PANS) in 2019 with View Royal residents being able to sign up to receive critical and potentially life-saving public safety alerts.
- The Town's Streets Bylaw – with one of the key focuses being on safety – was completed in 2019 and saw the introduction of a comprehensive permitting system, the removal of sections into more appropriate bylaws, consideration of alternative modes of transportation, provisions added for boulevard maintenance, and clarification around exemptions.

Please take a few moments to review the accomplishments of the Town in the following pages. We are committed to continually looking at ways to better serve our community through our programs and services. Council and staff are collectively proud that View Royal is such a wonderful community and one of the best places to call home.



Mayor David Screech



# MAYOR & COUNCIL

Mayor and Council of the Town of View Royal were elected for a four-year term in the municipal election held in October 2018.

Each Council member is also appointed to various Town and Regional committees.



## Mayor David Screech (December 2, 2014 - present)



- Finance & Administration - Chair
- CRD Board/Committee of the Whole
- CRD Core Area Liquid Waste Management
- CRD Environmental Services Committee
- CRD Hospital & Housing Committee
- CRD Housing Trust Fund Commission
- CRD Hospital Board
- Capital Region Housing Corporation Board
- CRD Regional Parks
- CRD Transportation Committee
- Capital Region Emergency Service Telecommunications
- Greater Victoria Coalition to End Homelessness
- Municipal Insurance Association
- Police Building Liaison Committee
- South Island Prosperity Association
- Te'Mexw Treaty Advisory Committee
- View Royal Reading Centre
- West Shore Parks and Recreation Owners

## Councillor Damian Kowalewich (December 5, 2017 - present)



- Public Works & Transportation - Chair
- Parks, Recreation & Environment Advisory Committee
- Joint School District / Municipal Committee
- Parents' Advisory Committee
- Westshore Chamber of Commerce





**Councillor Gery Lemon** (November 6, 2018 - present)

- Protective Services & Community Services - Chair
- Community Development Advisory Committee
- CRD Climate Action Steering Committee
- Gorge Waterway Initiative
- Westshore Community Policing Advisory Committee



**Councillor Ron Mattson** (December 6, 2011 - present)

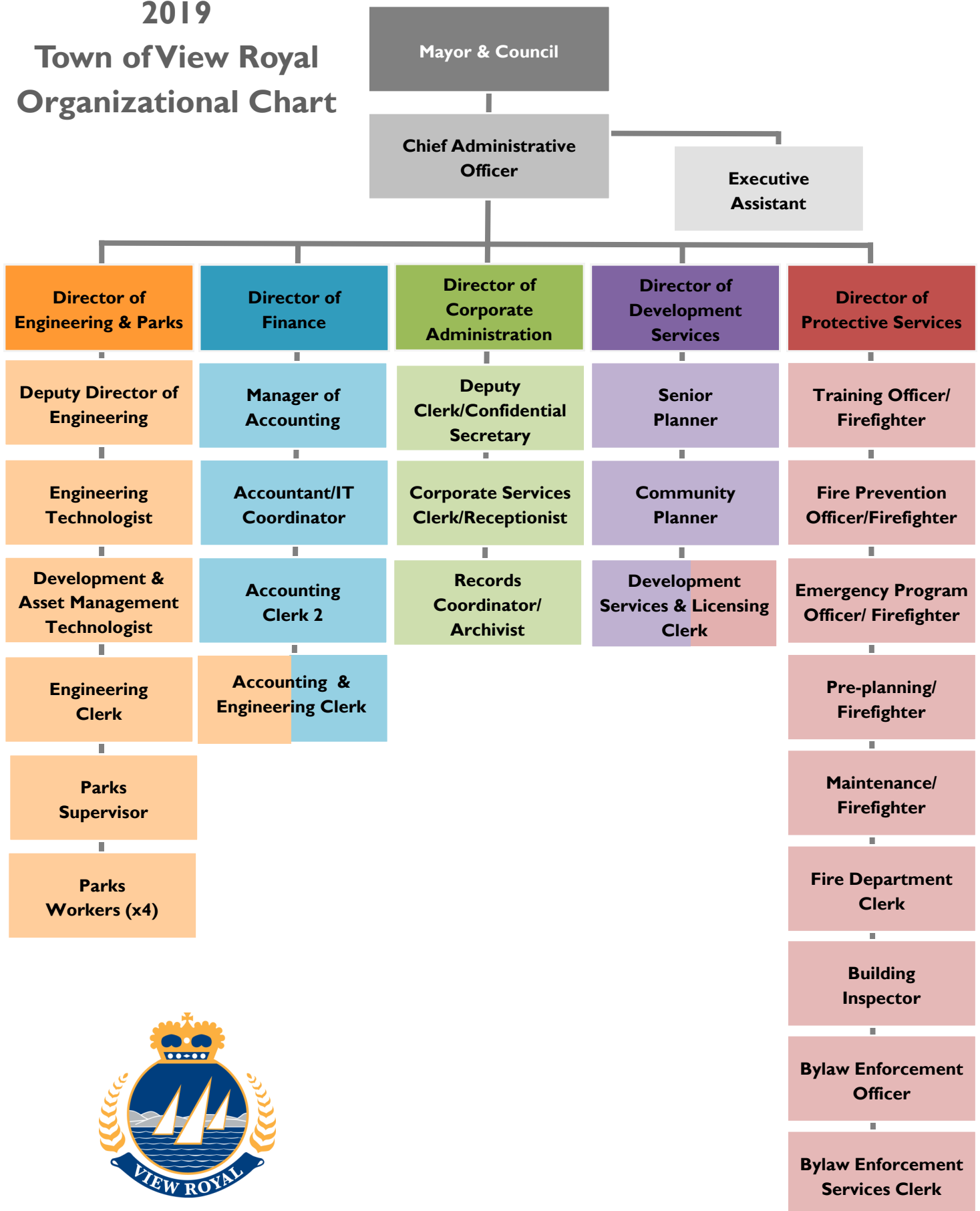
- Planning & Development - Chair
- Community Development Advisory Committee
- Esquimalt Harbour Advisory Committee
- Victoria Family Court & Youth Justice Committee



**Councillor John Rogers** (December 2, 1996 - present)

- Parks, Recreation & Environment - Chair
- Parks, Recreation & Environment Advisory Committee
- CRD Arts Commission
- CRD Regional Water Supply Commission
- Friends of Cole Island Society
- Greater Victoria Public Library
- Juan de Fuca Water Distribution Commission

# 2019 Town of View Royal Organizational Chart







## **MISSION - WHY WE EXIST**

View Royal is committed to building a resilient and vibrant community that: provides good government; delivers services, law and other matters for community benefit; provides stewardship of the public assets; and fosters economic, social and environmental well-being.

## **VISION - THE FUTURE WE STRIVE TO CREATE**

Liveable View Royal – simply the best place to call home.

## **VALUES - OUR GUIDEPOSTS**

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

- Accountable,
- Collaborative,
- Efficient, and
- Respectful,
- Innovative,
- Effective.
- Ethical,
- Proactive,

## **COMMITMENT TO 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.







# SUMMARY OF SERVICES & OPERATIONS

The **TOWN OF VIEW ROYAL** is responsible for the provision of a wide variety of local services and programs. These include:

- Transportation network (e.g. roads, bridges, street cleaning, sidewalks)\*
- Stormwater management
- Garbage/household food waste collection
- Sanitary sewer collection system
- Parks, recreation and cultural facilities
- West Shore Royal Canadian Mounted Police (RCMP)
- Fire protection and inspection
- Emergency preparedness planning
- Land use planning
- Building permits
- Business licensing
- Bylaw establishment and enforcement
- Economic development
- Heritage and revitalization

\*excludes Admirals Road, Six Mile Road and the Trans Canada Highway (Highway 1) which are controlled by the Ministry of Transportation & Infrastructure.

Town Services provided by **OTHER ORGANIZATIONS** include:

- School system (Provincial Government and Local School Boards)
- Social and health programs (Provincial Government)
- Hospital care system (Provincial Government)
- Real property assessments (B.C. Assessment)
- Library collection and distribution system (Greater Victoria Public Library; Town is a part owner of the Downtown Branch)
- View Royal Reading Centre (Town provides partial support through a grant-in-aid)
- Planning and the management of public transit (Victoria Regional Transit System)

Town Services provided by the **CAPITAL REGIONAL DISTRICT**:

- Animal control
- Sewer system management
- Water management
- Recycling

The Town is represented on the following **BOARDS AND COMMITTEES**, which provide a variety of services to the residents of View Royal:

- Capital Regional District Board
- Capital Regional District Hospital Board
- Capital Regional District Housing Trust Fund Commission
- West Shore Parks & Recreation Society
- Greater Victoria Public Library
- Community Policing



Helmcken Centennial Park on Helmcken Road has numerous baseball fields.



Opening ceremony at the Canada Day celebration.



# 2019 MUNICIPAL HIGHLIGHTS

## ADMINISTRATION DEPARTMENT

- The Town's Community Satisfaction and Engagement Survey was rolled out at the end of January. NRG Research Group contacted approximately 400 households in the Town by random digit dialing and the survey was also available on the Town's website. The final reports – summarizing both the telephone and open link on-line surveys – were presented to Council in May. The information received from this survey work was extremely useful as a “check-in” and served to identify themes for further exploration in Council's Strategic Plan. As well, staff identified areas where further promotion of already available initiatives, programs or bylaws would be informative for the community.
- Administration staff successfully recruited a new Records Coordinator/Archivist who started with the Town in May.
- The annual volunteer dinner was held in May at Elements Casino and was attended by approximately 100 volunteers and guests.
- Archives began phase 2 of its digitization project, focusing on adding key descriptions to the internal database in preparation for uploading files to an online repository.
- In mid-year, a more focused strategic planning approach was taken with Community Satisfaction and Engagement Survey results informing focus areas. Longer term outcomes tied to key success measures will form the backbone of the action plan and establish an ability to monitor progress over time.
- The CAO received a 40-year long-term service recognition and the Director of Corporate Administration received a 25-year recognition at the Local Government Management Association 100th Annual Conference.
- The 3rd annual Canada Day celebration, held at the historic Craigflower Manor, had the strongest attendance seen to date for the event and all participants enjoyed the sunshine, face painting, bouncy castle, balloon clown, diverse community booths, the pipe band, various dance groups, and musical performances. View Royal Archives had a colourful display and gift basket draw. A special feature was the side-by-side “Then and Now” images of Craigflower Manor and surrounding area.
- Draft Streets Bylaw No. 980 Open House was held in October and attendees offered excellent feedback and questions for inclusion as appropriate into the draft bylaw. This bylaw was adopted in November.

Department Quick Stats:	2018	2019
FOI requests	32	51
Website page views	36,427	42,154
Social media followers	1,969	2,404
HR competitions	6	5
Agenda packages and minutes	51	108

## 2019 MUNICIPAL HIGHLIGHTS (con't)

### DEVELOPMENT SERVICES DEPARTMENT

- In January, the Town hosted two open houses engaging the community with respect to recreational cannabis uses within the Town.
- Data collected as part of the Town's Community Satisfaction and Engagement survey was reviewed to understand how survey results might help to better communicate and deliver planning projects.
- Many in-house policy projects were undertaken; reports on regulating recreational cannabis, amendments to the Zoning Bylaw and updates to the Town's Regional Context Statement and Community Amenity Contributions.
- The Town received a Climate Action Revenue Incentive Program (CARIP) grant of \$3046.61 for measuring and reporting on the Town's 2018 greenhouse gas emissions from municipal operations. The grant amount was based on carbon taxes paid for energy expenditures in 2018.
- In June, the Town hosted an open house to present and discuss the draft Community Amenity Contribution policy for development industry representatives and owners of large land holdings with residential development potential.
- The project to refresh the View Royal Park Master Plan was awarded to LADR Landscape Architects. The work began in October with an expected completion in 2020.
- Larger development applications are on the horizon including Eagle's Nest and 7 Erskine Lane for 2020.
- The Housing Gaps and Needs Study project was awarded to Urban Matters CCC. In addition to in depth analysis of census data about the Town's population, a series of meetings with stakeholders were held during the last week of November to discuss housing issues.
- The OCP Amendment Bylaw No. 1024, 2019, to update the Regional Context Statement (RCS) in the Town's Official Community Plan (OCP), was submitted to the Capital Regional District (CRD). The update is required to show how the OCP addresses the goals of the latest CRD's Regional Growth Strategy adopted in 2018.
- In 2019, the Development Services Department processed 12 development permits, 3 development variance permits, 3 subdivision applications, 2 rezoning applications, 5 board of variance applications, and 5 sign permits.

Department Quick Stats:	2018	2019
Development permit applications	4	12
Development variance permit applications	4	3
Subdivision applications	4	3
Rezoning applications	9	2
Secondary suite permits issued	393	374





Portage Park trail



Shoreline Community Middle School



A View Royal Elementary School class visits the Parks Department.



Children love riding the slides at the new Marler Park playground.



## 2019 MUNICIPAL HIGHLIGHTS (con't)

### ENGINEERING & PARKS DEPARTMENT

- 2019 was a busy time in the Town's Parks with the completion of some key projects and several upgrades. In View Royal Park, the eagerly anticipated bike track was designed, constructed and unveiled. With the increased number of visitors to this Park, a portable washroom was also added so people could stay and play longer. Marler Park playground equipment was replaced in 2019.
- Recognizing the extra work over the summer months, the Town hired two summer students for the Parks Department as well as GIS and Engineering students for the Engineering Department.
- Over the past several years, commuter traffic as well as the safety of pedestrians and cyclists on Six Mile Road has been the subject of considerable discussion. The Town, in conjunction with the Ministry of Transportation and Infrastructure (the agency responsible for the roadway), completed a corridor study including two open houses for the public to provide feedback on potential options to ameliorate the issues. Improvements are expected to begin in 2020 and continue for several years.
- Keeping with the road theme, the Town acquired three speed reader boards which have been installed in three of the six locations historically used for rotation of the portable speed reader board. These sites meet the electrical requirements needed for full-time operation. The remaining three sites will continue to see the portable speed reader board used as a reminder to motorists.
- One new vehicle driving the roads of View Royal is the Town's first all electric vehicle – the Hyundai Ioniq – added to the municipal fleet in July. The vehicle is used by all Town staff for business requirements such as site meetings, travelling to training sessions and for municipal errands.
- As part of the Town's annual tree replacement program, approximately 30 trees were planted throughout the Town in 2019, including a variety of trees to complement the existing tree canopies in our neighbourhoods.
- The Shoreline Drive kayak and boat launch was officially opened in September.
- One of the great things about living in View Royal is the community engagement and the number of hours that many people spend to make the Town a spectacular place to live. In 2019, volunteers of the View Royal Habitat Restoration Program, Greater Victoria Green Team and residents from several neighbourhoods, spent 1772 hours removing invasive species from parks throughout View Royal. A large amount of scotch broom and blackberries was removed from Robin Hill Park and Edwards Park.

Department Quick Stats:	2018	2019
Tree permits	114	122
Customer issues or concerns	960	905
Catch basins cleaned	793	825
Drainage mains videoed (metres)	1,995	2150
Sanitary mains videoed (metres)	4,313	4750
Solid waste new customers	46	39

## 2019 MUNICIPAL HIGHLIGHTS (con't)

### FINANCE DEPARTMENT

- The Town of View Royal received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the 2019-2023 Financial Plan. This award is given to local governments whose budget document meets criteria established by GFOA best practices and industry standards for budgeting and reflects the highest quality achievable.
- The Town entered into an agreement with MNP LLP to provide the Town with external financial audit services for a five-year term. This yearly independent audit assures readers that View Royal's financial statements conform with public sector accounting standards, recommendations of the Public Sector Accounting Board (PSAB), and provisions of the Community Charter and Local Government Act.
- The high-speed fibre connection between Town Hall and the Public Safety Building was completed ensuring faster computer network speeds between both locations to support modern communication and collaboration tools.
- The Finance Department continues to encourage its constituents to utilize electronic means to pay their tax and utility bills. In 2019, 57% of payments from customers were received electronically, up almost 1% from the prior year.
- Seventy-one percent (71%) of payments to vendors were made by direct deposit in 2019, enhancing both security for View Royal and convenience for its suppliers. This is an increase of 3% over the prior year.
- The Information Technology (IT) Strategic Plan included the following projects that were completed or started in 2019:
  - ◆ Microsoft Office 365 implementation – Phase I
  - ◆ Infrastructure hardware replacement
  - ◆ Workstation ever-greening
  - ◆ Mobile inspection hardware and GIS integration
  - ◆ Utility billing module with electronic billing functionality
  - ◆ Addition of electronic billing functionality to property taxes module
- Staff configured and implemented the integration between the building permit and cash receipting systems in the Town's financial software, resulting in increased levels of customer service, efficiency and accuracy.

Department Quick Stats:	2018	2019
Online payments from customers (% of total receipts)	26%	27%
Direct deposits to vendors (% of total payments)	68%	71%



The Town received the GFOA Distinguished Budget Award in 2019 for the 2019-2023 Financial Plan.





The first vehicle charging station in View Royal.



The Welcome to View Royal sign on Island Highway.

## 2019 MUNICIPAL HIGHLIGHTS (con't)

### PROTECTIVE SERVICES DEPARTMENT

- In 2019 several volunteer members were hired by career departments, both locally and on the mainland, which leaves temporary gaps in the View Royal Fire Department. Attracting volunteers remains positive, however the retention and average years of service overall is in decline.
- The Province made adjustments to the medical aid First Responder program. The result was a slight decline in the numbers of medical calls for service and a re-alignment of medical priority calls based on clinical outcomes.
- The View Royal Fire Department hosted their annual Open House at the Public Safety Building in June with over 600 visitors attending the station and participating in the events.
- Tsunami information sessions for the general public continued this past year with good resident turnout.
- The Emergency Management Officer was able to deliver classroom and practical training, at different levels, to all staff at Town Hall as well as the Fire Department. This additional training adds significant depth to our ability to manage large and small scale emergencies in the Town.
- The 2019 wildfire season, although quieter than 2017 and 2018, still saw deployment to the central Okanagan for the View Royal Fire Chief. The Chief and other officers of the department are part of the Provincial Structural Protection Programs Incident Command Team. Members of this team work with the British Columbia Wildfire Service and Office of the Fire Commissioner to coordinate structural fire protection for communities throughout British Columbia.
- The Fire Department received portable and mobile radios from Capital Region Emergency Service Telecommunications (CREST) as part of the P25 upgrade which will be going live in January 2020. All vehicles and personal radios have been replaced. Several field tests were done to conclude any problem coverage areas.
- The Fire Department hosted its annual Halloween event at the Public Safety Building with approximately 600 visitors on Halloween night. This event was followed by the pumpkin drop a week later to raise funds and awareness for Movember.
- The Building Department started the consultation process with the construction industry in evaluating the BC Energy Step Code. An open house with industry and residents will be held in January 2020.
- City of Surrey's dispatch service, the Town's provider, continues to improve its technology and infrastructure to ensure compatibility with Next Generation 911.

Department Quick Stats:	2018	2019
Fire - Volunteer Firefighters	37	35
Fire - Call Responses	873	843
Fire - Public Education Session Attendance	303	650
Fire - Inspections	340	217
Bylaw Services - Issues	926	1241
Building Services - Inspections	450	338



# 2019 MUNICIPAL GOALS & OBJECTIVES

The draft 2019 - 2022 Strategic Plan provides an opportunity to step back, look at the bigger picture and identify a few key areas or opportunities that require special attention or emphasis. Six strategic priorities have been identified for 2019 - 2022:

- ENHANCE LIVEABILITY,
- COMMUNITY AND ECONOMIC GROWTH,
- ENVIRONMENTAL STEWARDSHIP,
- FINANCIAL SUSTAINABILITY AND SERVICE EXCELLENCE,
- GOOD GOVERNANCE, and
- COMMUNITY SAFETY AND SECURITY.





## STRATEGIC PRIORITY - ENHANCE LIVEABILITY IN VIEW ROYAL

### GOALS:

- Shift primary transport mode within View Royal away from vehicles to walking, cycling and transit
- Access to a broad range of housing options to meet the needs of various ages, family types and incomes
- Proximity to services
- Build strong relationships and engagement through community events and celebrations

### DESIRED OUTCOMES:

- 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

2019 PROJECTS & INITIATIVES	OUTCOME
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)	<ul style="list-style-type: none"><li>• Work plan established including engagement of School District and Capital Regional District (CRD)</li></ul>
Complete Housing Gaps and Needs Study	<ul style="list-style-type: none"><li>• Statistical data gathering is complete; draft anticipated in March 2020</li></ul>
Identify commercial development opportunities	<ul style="list-style-type: none"><li>• Precinct Land Economics Study. RFP complete with Study Contract award to be done January 2020</li></ul>
Review View Royal Park Master Plan	<ul style="list-style-type: none"><li>• Community survey complete, consultant engaged, work to be completed in 2020</li></ul>
Increase accessibility to and awareness of block party permit process	<ul style="list-style-type: none"><li>• Block Party Toolkit developed, will be uploaded to website with the Street Use Permit in early 2020</li></ul>
Review Streets & Traffic Bylaw	<ul style="list-style-type: none"><li>• Complete. Streets Bylaw adopted by Council in November</li></ul>



## STRATEGIC PRIORITY - COMMUNITY & ECONOMIC GROWTH

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### GOALS:

- Private investment in redevelopment of strategic sites
- Increase skilled employment
- Business retention/attraction
- Strategic investment in public realm

### DESIRED OUTCOMES:

- Controlled growth
- Implications of growth considered

2019 PROJECTS & INITIATIVES	OUTCOME
Complete the precinct land economic analysis for identified sites	<ul style="list-style-type: none"><li>• Precinct Land Economic Study RFP process complete; contract to be awarded January 2020</li></ul>
Island-wide business license program—research and consideration by Council	<ul style="list-style-type: none"><li>• Proposal presented to Council October 2019; bylaw drafted</li></ul>



## STRATEGIC PRIORITY - ENVIRONMENTAL STEWARDSHIP

### GOALS:

- Respond to the declared climate action emergency by reducing greenhouse gas emissions in our community
- Support climate change mitigation and adaptation measures with an emphasis on transportation systems and energy efficient buildings
- Accelerate a transition to low carbon transportation modes within the Town
- Support community preparation for climate change impacts with respect to sea level rise, storm surge, forest fires, food security, and other extreme weather events

### DESIRED OUTCOMES:

- Focus on community action around climate change

2019 PROJECTS & INITIATIVES	OUTCOME
Under the CARIP program the Town was recognized for being carbon neutral in our operations for the 4th consecutive year	<ul style="list-style-type: none"><li>• Acknowledged as a Carbon Neutral Climate Leader</li></ul>
Develop and implement a municipal fleet and equipment policy to prioritize low-emission vehicles and equipment	<ul style="list-style-type: none"><li>• Policy update in progress</li></ul>
Reduce greenhouse gas emissions in our community	<ul style="list-style-type: none"><li>• Two electric vehicle charging stations installed</li><li>• First electric fleet vehicle purchased</li></ul>
Invasive Species Removal Program	<ul style="list-style-type: none"><li>• Volunteers removed 217 cubic metres of invasive species from View Royal parks</li></ul>



## STRATEGIC PRIORITY - FINANCIAL SUSTAINABILITY & SERVICE EXCELLENCE

### GOALS:

- Confidence in the fiscal health and financial sustainability of the Town
- Diversified revenue base
- Predictable property tax and user fee increases
- Citizen satisfaction with services and value

### DESIRED OUTCOMES:

- 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”)

2019 PROJECTS & INITIATIVES	OUTCOME
Complete the Development Cost Charges (DCC) Bylaw  Sanitary Sewer Master Plan	<ul style="list-style-type: none"><li>• Development Cost Charges Bylaw was adopted by Council in June 2019</li><li>• Sanitary Sewer Master Plan was adopted by Council in January 2019</li></ul>
Complete Asset Management Plan, considering options to minimize infrastructure deficit  Develop Long-term Financial Plan that incorporates implications of Asset Management Plan and funding choices	<ul style="list-style-type: none"><li>• Partial grant funding approved; development of asset replacement funding requirement in progress</li></ul>
Revise sewer utility revenue structure to include CRD costs associated with sewer conveyance and treatment (adds institutional contribution)	<ul style="list-style-type: none"><li>• Proposal presented to Council December 2019; rates options analysis in progress. Agreement with CRD to be executed in January 2020</li></ul>
Financial Sustainability Review to project future finance requirements and determine optimum reserve levels and annual contributions	<ul style="list-style-type: none"><li>• Pending asset replacement funding requirements</li></ul>



## STRATEGIC PRIORITY - GOOD GOVERNANCE

### GOALS:

- Strong and active citizen participation in community engagement in Town of View Royal meetings, open houses, survey, budget development
- Strong constructive relationships with neighbouring municipalities, Songhees Nation, Esquimalt Nation, and in relations at the CRD
- Respectful, constructive Council relationships

### DESIRED OUTCOMES:

- Transparency in decision-making
- Respectful meetings

2019 PROJECTS & INITIATIVES	OUTCOME
Annual Business Event	<ul style="list-style-type: none"> <li>• The third annual Business Event was held in November</li> </ul>
Advocate for resolution of issues at West Shore Parks and Recreation Association	<ul style="list-style-type: none"> <li>• Governance review concluded, amendments to be adopted in 2020</li> </ul>





## STRATEGIC PRIORITY - COMMUNITY SAFETY & SECURITY

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### GOALS:

- A real and perceived safe community
- Prepared for emergencies

### DESIRED OUTCOMES:

- 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)

2019 PROJECTS & INITIATIVES	OUTCOME
Acquire a mass notification system	<ul style="list-style-type: none"><li>• The Public Alert Notification System (PANS) was implemented in 2019</li></ul>





# LOOKING AHEAD 2020-2022

View Royal Council and senior staff have worked together to develop a draft strategic plan, setting the course for Council's term which completes in the fall of 2022. While it is valuable to reflect on what we accomplished in 2019, it is also important to keep moving ahead on a strategic path.

Accordingly, the strategic plan priorities were reviewed in early 2019 and the six themes of Enhance Liveability in View Royal, Community and Economic Growth, Environmental Stewardship, Financial Sustainability and Service Excellence, Good Governance, and Community Safety and Security were considered with a view to projects/initiatives that can be undertaken in 2019 and beyond. These strategic goals align with current priorities and activities already underway pursuant to the previous strategic plan.

Strategic items for the 2020-2024 period are subject to change pending conclusion of a public engagement process.



## ENHANCE LIVEABILITY

### 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.

Key strategic goals to Enhance Liveability in View Royal:	Timing:
Ready access to parks and open space. <ul style="list-style-type: none"> <li>• Review View Royal Park Master Plan.</li> </ul>	2020
Improved mobility within View Royal by walking, cycling and auto. <ul style="list-style-type: none"> <li>• Engage BC Transit to pursue commitment for higher level of transit service;</li> <li>• Review Noise Bylaw.</li> </ul>	2020
Complete the Housing Gaps and Needs Study.	2020
Develop Helmcken Centennial Park Master Plan.	2020
Engage a community events coordinator to enhance current events and/or devise new community-building initiatives.	2021-2023

## COMMUNITY & ECONOMIC GROWTH

### Citizens told us they want:

- Controlled growth;
- Implications of growth considered.

Key strategic goals to enhance Community and Economic Growth in View Royal:	Timing:
Private investment in the redevelopment of strategic sites on significant community corridors and at gateways to View Royal. <ul style="list-style-type: none"> <li>• Complete precinct land economic analysis to identify commercial development opportunity;</li> <li>• Create a map that identifies sites in corridors and gateways that are likely to redevelop.</li> </ul>	2020
Invite South Island Prosperity Project to present to Council their initiatives and strategic priorities.	2020
Update sustainability checklist.	2021
Placemaking Urban Design Plan to facilitate distinct identity for View Royal's public realm.	2022/2023

## ENVIRONMENTAL STEWARDSHIP

### Citizens told us they want to:

- Focus on community action around climate change.

Key strategic goals to enhance Environmental Stewardship in View Royal:	Timing:
Amend Zoning Bylaw to update parking requirements including charging stations for cars (public and private), e-bikes and e-scooters.	2020
Update Tree Protection Bylaw to recognize loss of tree canopy in land development.	2020

## FINANCIAL SUSTAINABILITY & SERVICE EXCELLENCE

### Citizens told us they want to:

- Receive good value for tax dollars;
- Fund the continuation of current service levels through taxation;
- Fund future large projects through putting aside funds annually.

Key strategic goals to Financial Sustainability & Service Excellence:	Timing:
Develop an investment program (policy, contracts, relationships (Municipal Finance Authority)) to increase return on investments.	2020
Develop a priority list for spending community amenity contributions through engagement with the community.	2021/2022
Continue to improve relationships with business community to build business friendly reputation. <ul style="list-style-type: none"> <li>• Online business licence renewals and applications;</li> <li>• Consider expanded Home Occupation definition;</li> <li>• Engage with South Island Prosperity Project annually.</li> </ul>	2020-2023
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







## GOOD GOVERNANCE

### Citizens told us they want:

- Transparency in decision-making;
- Respectful meetings.

Key strategic goals to enhance Good Governance in View Royal:	Timing:
Explore partnership with West Shore Parks & Recreation Society for programming in View Royal's parks and neighbourhoods.	2020
Council meeting webcasting.	2020
Develop Council code of conduct.	2020

## COMMUNITY SAFETY & SECURITY

### Citizens told us they want to:

- Live and work in a safe community prepared for emergencies.

Key strategic goals to enhance Community Safety and Security in View Royal:	Timing:
Encourage greater implementation of Block Watch in View Royal.	2020
Increase Fire Department by one full time employee.	2021
Update Business Continuity Plan.	2021/2022
Update Emergency Response and Recovery Plan, base on new legislation.	2021





**TOWN OF VIEW ROYAL**

## **FINANCIAL INFORMATION**

**Fiscal Year Ended December 31, 2019**

### **INTRODUCTION**

View Royal's audited consolidated financial statements reflect the combined assets, liabilities, accumulated surplus, revenue and expense of all of its activities and funds, and include the proportionate share of the West Shore Parks and Recreation Society.

Council's appointed auditors, MNP LLP, provided an unqualified opinion that the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Town as at December 31, 2019 and the results of its operations and cash flows for the year then ended in accordance with Canadian public sector accounting standards. This opinion is expressed in the Independent Auditor's Report presented to the Mayor and Council of the Town of View Royal dated May 19, 2020.

For 2019, the Town's financial position and results of operations continue to be positive. Here are some of the highlights:

- The Town is sustaining its positive financial position. Net financial assets, the difference between financial assets and financial liabilities increased \$1.4 million in 2019 to \$10.3 million. This represents the funds available to meet its financial obligations as they come due;
- Annual surplus, which is the difference between revenue and expense in the year totaled \$1.2 million resulting in an accumulated surplus of nearly \$143 million. Much of this balance reflects the Town's prudent investment in long-lived tangible capital assets which include roads, parks, buildings, equipment, and sewer and drainage infrastructure the Town uses to deliver its key services. The net book value of these assets totals \$132.2 million with related debt equaling \$5.8 million resulting in net equity in tangible assets of \$126.4 million;
- Total reserves and surplus at the end of 2019 was \$16.4 million. Most of these funds are governed by agreement or bylaw, meaning they can only be spent for specific purposes such as capital renewal or park improvements. Unrestricted surplus, representing funds available for operational and contingency funding total \$4.4 million.





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