



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

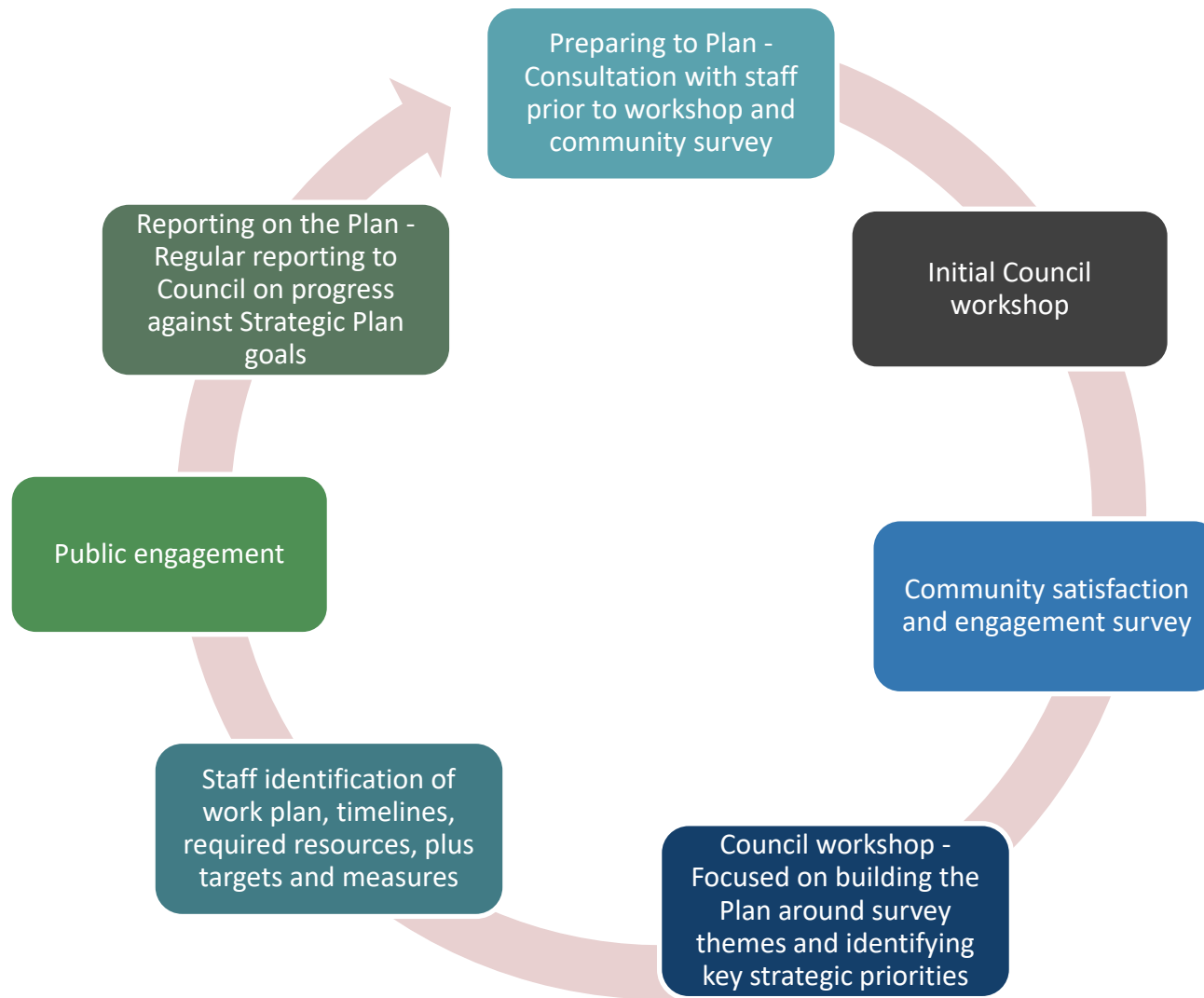
- ethical
- collaborative
- innovative
- proactive
- efficient and effective

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



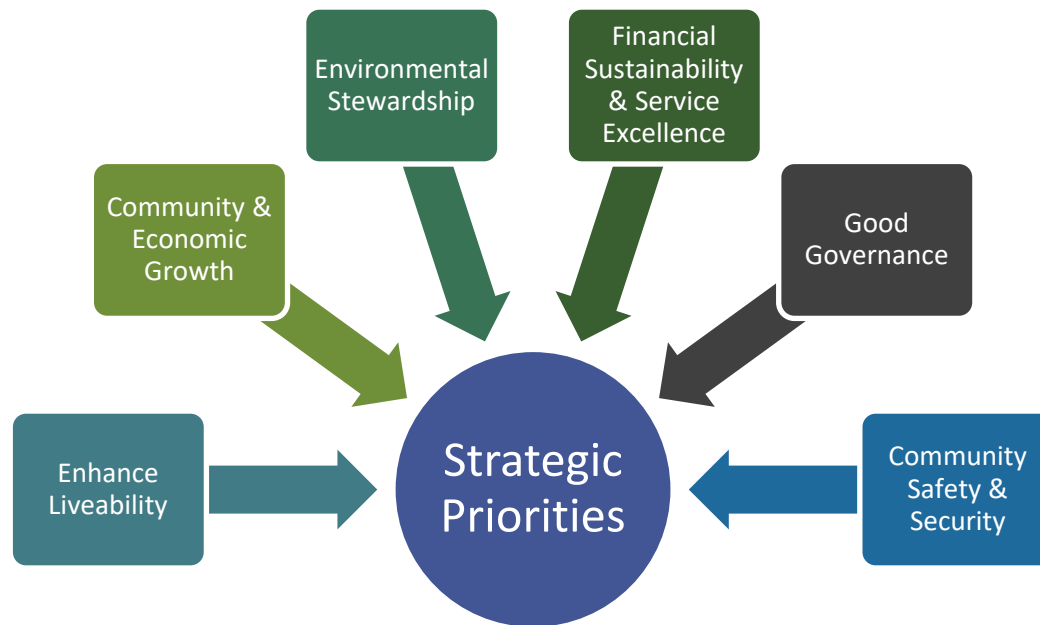
STRATEGIC PRIORITIES

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 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 (2019/2020 Ready Step Roll)	2019-2023	In-house	Complete. Installed speed boxes in school zones and participated in Ready Step Roll program with CRD for View Royal Elementary.
			b) Engage BC Transit to pursue commitment for a higher level of transit service, including improvements to underserved areas	2020	In-house	Service improvements to Thetis Lake area have been implemented. BC Transit is finalizing the detailed design (construction level drawings) of the rapid bus lanes including the new transit stops, expected to be constructed in 2022/23.
			c) Engage MOTI to review feasibility of Colwood/Victoria commuter ferry and E & N Corridor	2019-2020	In-house	Engagement with the Ministry of Transportation & Infrastructure Regional Corridor Study has been ongoing and Engineering staff will be kept apprised of updates.

A. ENHANCE LIVEABILITY IN VIEW ROYAL

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
			d) Develop an Active Transportation Master Plan (after OCP is complete)	2022-2023	\$5,000 for RFP in 2021; \$145,000 in 2022	Contract was awarded to Watt Consulting and have started the first phase of five phases. The first stakeholder and public engagement sessions occurred at the end of June 2022.
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	Complete. Housing Gaps and Needs Study completed in September 2020.
	10%	Increase number of rental units (Census data)	b) Develop a housing affordability strategy	2022	\$75,000	OCP Housing Chapter using the housing gaps and needs study to help address housing gaps.
3. Proximity to services	<5%	Percentage of residential properties more than 800m from	a) Identify commercial development opportunities – see economic analysis under separate strategic goal (see B. 1. a))	2019-2020	\$120,000	Complete. The Precinct Land Economics Study was presented to Committee of the Whole on June 8, 2021. Suggestions for changes to land use designations in the Official Community Plan (OCP) will be brought forward as part of the OCP review.

A. ENHANCE LIVEABILITY IN VIEW ROYAL

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
		commercial or mixed-use centres	b) Include densification around commercial areas or development of commercial areas within current residential zones in OCP review	2021	Incl. in OCP	The Official Community Plan (OCP) Review contract was awarded to EcoPlan on June 15, 2021. The OCP project is on pause until November. Staff will re-engage the community at that time.
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	2023	TBD	
			b) Review View Royal Park Master Plan	2019-2020	\$35,000	Complete. The View Royal Park Master Plan was adopted on November 17, 2020.
		Number of Block Party permits issued	c) Develop Helmcken Centennial Park Master Plan	2022	\$50,000	The project proposal is included in the 2022-2026 Financial Plan.
			d) Increase accessibility to and awareness of block party permitting process	2019-2020	In-house	Complete. The Block Party Toolkit has been uploaded and is available on the website.

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) Complete precinct land economic analysis for identified sites (see A.3.a.))	2019-2020	\$120,000	Complete. Report was presented to Committee of the Whole on June 8, 2021.
			b) Create a map that identifies sites in corridors and gateways that are likely to redevelop based on the difference between assessed land value and value of improvements	2021	In-house	Land Economics Study is now complete and can feed into the Official Community Plan review.
			c) Liaise with South Island Prosperity Project (SIPP), Urban Development Institute and property owners	2020-2023	In-house	Complete.
			d) Update sustainability checklist	2021	In-house	In progress.
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	Complete. SIPP presented to Committee of the Whole on September 15, 2020.
3. Business retention/attraction	20	Number of new business	a) Island-wide business licence program – research and consideration by Council	2019-2020	In-house	Complete. Bylaw adopted February 18, 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
	80%	licences issued annually	b) Review home-occupation business licence 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	Complete. Due to COVID-19 no in-person event was possible in 2020. Instead, a flyer from the West Shore Chamber of Commerce was included in business licence renewals. We will revisit hosting an event in 2021.
4. Strategic investment in public realm			a) Placemaking Urban Design Plan to facilitate distinct identity for View Royal’s public realm	2024-2025	\$50,000	The project proposal is included in the 2022-2026 Financial Plan. Council has reduced the budget by 50% in each year.

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	2021-2022	\$70,000	Complete. The Community Climate Action Strategy was completed in June 2022.
			b) Update Tree Protection Bylaw to recognize loss of tree canopy in land development	2021	In-house	Complete. New Tree Protection Bylaw was adopted by Council on February 15, 2022.
			c) Update and adopt an amendment to the Corporate Energy and Emissions Plan.	2024	\$35,000	Council has removed this project from the Financial Plan.
2. Support climate change mitigation and adaptation measures with an emphasis on transportation systems and energy efficient buildings			a) By 2022, adopt Step 3 of Step Code for Part 9 buildings and Step 2 of Step Code for Part 3 buildings and transition to Step 5 of Step Code by 2030	2022	In-house	Amendment bylaws have been introduced. Step Code level 3 will be brought in effective January 1, 2023. Staff are participating in regional consultation on this topic. Bylaws to consider implementation of Step 3 will be brought forward by June.
			b) Facilitate Energy Step Code 3 implementation	2022	\$7,500	The project proposal is included in the 2021-2025 Financial Plan. Staff will be updating website content and sending information to developers working in View Royal in the coming weeks.

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
	\$0	Expenditure for carbon offsets purchased by the Town to be carbon neutral	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	2021	\$30,000	The project proposal is included in the 2022-2026 Financial Plan.
			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	Complete. Grant program for heat pump conversion initiated October 1, 2021.
			f) Collect location inventory of oil/natural gas/propane residential users	2021	In-house	This information is not available to the Town.
			a) Develop and implement a municipal fleet and equipment policy to prioritize low-emission vehicles and equipment	2019-2020	In-house	The policy update is in progress.
3. Accelerate a transition to low carbon transportation modes within the Town						

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
			b) Work with car-share companies to establish presence in View Royal	2021-2022	In-house	Staff initiated contact with MODO and met in August 2021. Issues identified in successful co-op implementation include density, and avoiding gaps in service areas.
			c) Amend Zoning Bylaw to update parking requirements including charging stations for cars (public and private), e-bikes and e-scooters	2020	In-house	Complete.
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	The project proposal included in the 2022-2026 Financial Plan.
			b) Develop a sea-level rise and storm surge mitigation and adaptation policy	2020-2021	TBD	Initial policy developed and approved by Council. Additional refinement likely in response to latest IPCC report. Council has advanced a Coastal Climate Adaptation Strategy to 2023.
			c) Update the wildfire interface zone assessment and update development permit area guidelines accordingly (concurrent with OCP)	2022	\$25,000	Did not receive grant approval from UBCM; will re-apply in 2022 if available.

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
			d) Develop and implement a fuel load management program for wildfire interface zones	2022, ongoing	\$25,000 /annum	In progress.

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	2019-2021	\$30,000	Long-term financial plan as proposed in the 2022-2026 Financial Plan will incorporate further data to refine asset replacement funding plan outcomes. Contract awarded to FIT Consulting to complete phase two of the Asset Replacement Revenue Plan, now rebranded as the “Sustainable Infrastructure Replacement Plan”. Plan to be presented to Council in 2022.
			b) Develop Long-term Financial Plan that incorporates implications of Asset Management Plan and funding choices	2022-2024	\$65,500	The project proposal is included in the 2022-2026 Financial Plan. Funding is provided by a grant from the Federation of

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
						Canadian Municipalities and the Community Works Fund.
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—annual business mixer; Island-wide mobile business licence; online business licence renewals and applications; consider expanded Home Occupation definition; engage with South Island Prosperity Project annually	2020-2023	In-house	* See also the Goals listed in B. Community and Economic Growth Online business licence search and renewal functionality was launched in November 2020.
	TBD	Reduce percentage of revenue from property taxes	b) Revise sewer utility revenue structure to include CRD costs associated with sewer conveyance and treatment (adds institutional contribution)	2019-2020	In-house	Complete. Bylaw approved with the 2020 billing cycle complete under the restructured rates.
			c) Develop an investment program (policy, contracts, relationships)	2023	\$25,000	The project proposal is scheduled for 2023 in the 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
			(Municipal Finance Authority)) to increase return on investments			
3. Predictable property tax and user fee increases	<5%	Variability between tax rate prediction and actual approved tax rate increase in each year of the five-year financial plan	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	The item is included in the budget planning process.
			b) Include future staffing level requirements for all five-years in financial plan	2020-2023	In-house	The item is included in the budget planning process.
4. Citizen satisfaction with services and value	90% +	Maintain or increase citizen satisfaction	a) Online interactive citizen budgeting tool	2020-2021	\$11,500	Complete. The Initiative was approved in December 2019 and was implemented for the 2020 budget cycle. It is included in the planning process for the 2021 budget cycle.

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
		levels from 2019 survey	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	\$42,500	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	2021-2022	In-house	Delayed to due to COVID-19. Staff will reach out to WSPR regarding partnership options in 2022.
			b) Develop community engagement strategy to identify methods and tools for strong community engagement	2023	\$80,000	The project proposal is included in the 2022-2026 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.	2022	In-house	In progress. Staff are working on a C2C Forum with Esquimalt Nation, tentatively planned for summer 2022.
			b) Arrange intermunicipal events celebrating park connections between Colwood, Esquimalt, Langford, Saanich, CRD Parks and View Royal	2021	In-house	
			c) Host community training re. First Nations relationships, history and protocols	2022	\$10,000	Project Summary - Truth and Reconciliation N-068 was supported at February 16, 2022 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
						workshop. Staff are working on a C2C Forum with Esquimalt Nation, tentatively planned for summer 2022.
			d) Develop an acknowledgement of traditional territories in Town of View Royal and develop policy regarding its use	2020-2021	In-house	Complete. Policy 0100-052 was approved by Council on February 16, 2021. Territorial acknowledgements are in place for Council meetings.
3. Respectful, constructive Council relationships			a) Develop Council code of conduct	2021	In-house	Complete.
			b) Council meeting webcasting	2020	\$37,500 plus annual fees	Complete. Project advanced due to pandemic; completed July 2020, including real-time public engagement by phone or instant messaging.

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 full time employees	2021	TBD	Complete.
			b) Increase volunteer night shifts	2021	In-house	Complete. New schedule implemented in July 2021.
			c) Encourage greater implementation of Block Watch in View Royal	2021	In-house	In progress.
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	2022	In-house	No in-person JIBC training available for staff due to COVID-19. Will explore online and in person training options with JIBC in 2022 depending on COVID-19 protocols.
			b) Update Business Continuity Plan	2022-2023	\$15,000 and In-house	Project Summary - Information Security Management System N-088 was supported at February 16, 2022 Financial Plan workshop. Consultant to be retained for summer/fall 2022 to update the Information Technology

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
						component of the Business Continuity Plan upon which other components can then be updated in-house.
			c) Update Emergency Response and Recovery Plan, based on new legislation	2023	\$20,000	Deferred to 2023 pending Emergency Program Act update completion (est. Fall 2022) and Hazard, Risk, Vulnerability Assessment update (estimated Summer 2022).