

STRATEGIC PLAN 2023-2026

TOWN OF VIEW ROYAL



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INTRODUCTION

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

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

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

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

VISION

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

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

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

The local economy is diversified and strong, providing employment, shopping, and service options to local and regional residents. Heritage tourism and eco-tourism are promoted as sustainable ways to stimulate the economy and showcase View Royal’s environmental and cultural assets.

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

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

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



MISSION

View Royal is committed to building a resilient, safe, healthy, and vibrant community that provides services and good governance while maintaining Town assets and fostering economic, environmental, and social wellbeing.

(BC Community Charter, Sec. 7).

VALUES

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

- Accountable
- Collaborative
- Respectful
- Innovative
- Open and transparent
- Proactive
- Inclusive
- Efficient and effective
- Ethical



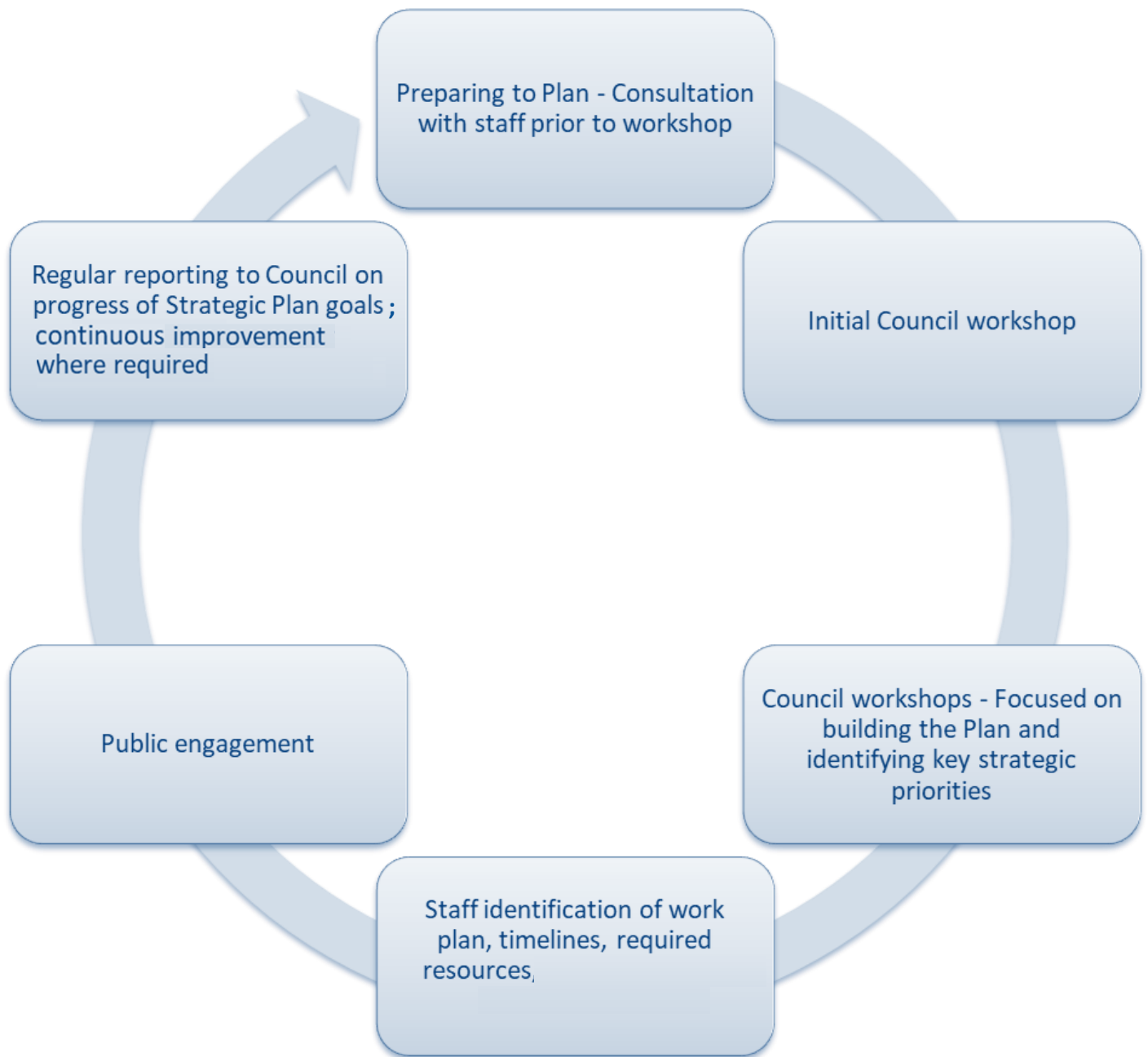


ORGANIZATIONAL EXCELLENCE

The Town of View Royal is committed to providing the best possible local government for our residents and business community. This commitment drives constant improvement, with particular emphasis on:

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

STRATEGIC PLANNING PROCESS



STRATEGIC PRIORITIES

Six strategic priorities have been identified as shown in the chart below. Tied to each of the priorities are a series of goals and an associated staff work plan.

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

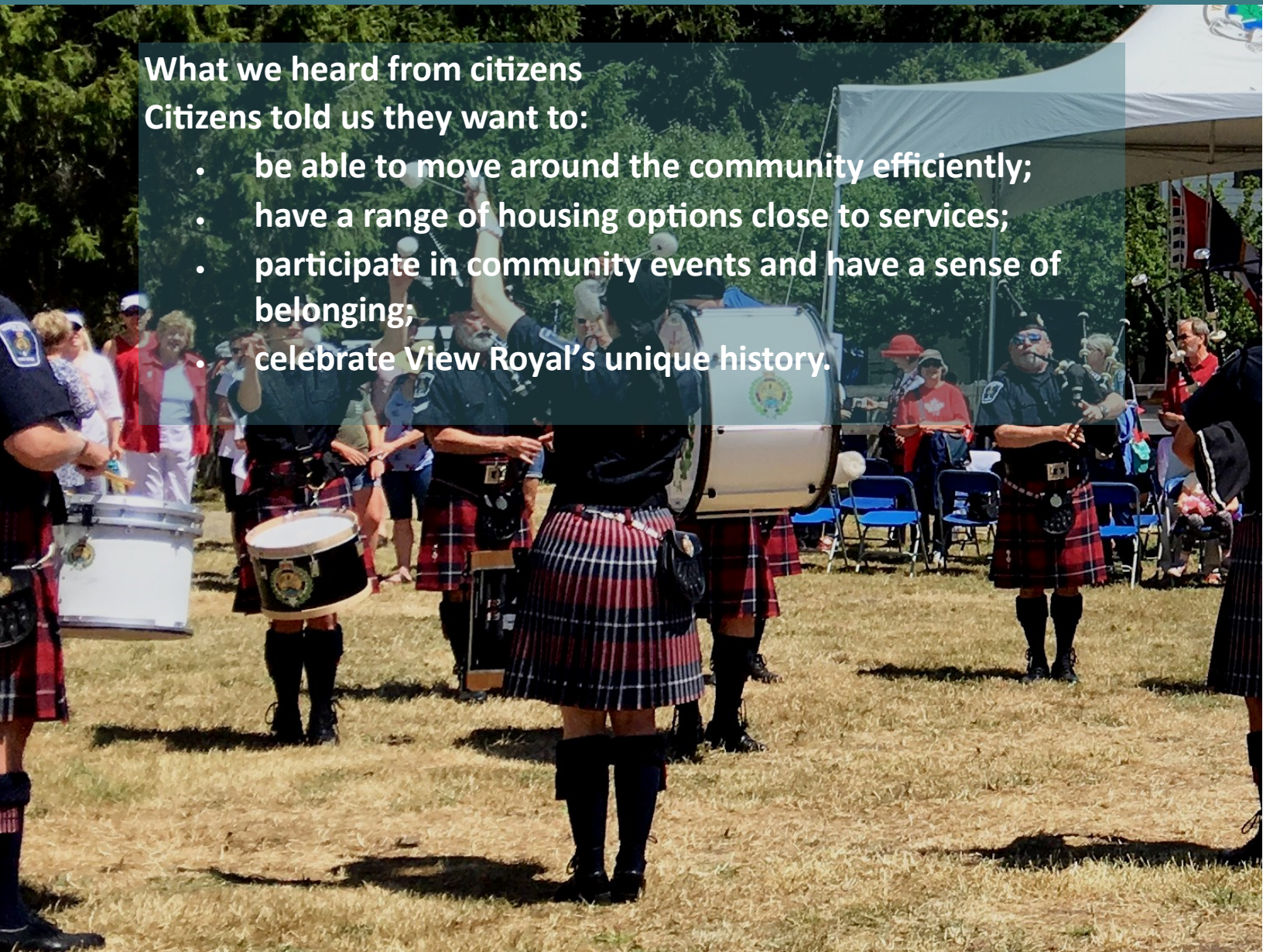


STRATEGIC PRIORITY A ENHANCE LIVEABILITY

What we heard from citizens

Citizens told us they want to:

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





STRATEGIC PRIORITY A

ENHANCE LIVEABILITY

GOAL 1: SHIFT PRIMARY TRANSPORT MODE WITHIN VIEW ROYAL AWAY FROM VEHICLES TO WALKING, CYCLING AND TRANSIT

- 1a | Identify and implement improvements to enhance existing infrastructure that facilitates improved safe routes to schools and Walking School Bus opportunities (2023/2024 Ready Step Roll)
- 1b | Engage BC Transit to pursue commitment for a higher level of transit service, including improvements to underserved areas, bus shelters, and specifically proposed Route 40 (UVic to Dockyard via Admirals Road/McKenzie Avenue)
Timing: 2024-2026
Resources: \$135,000 (\$45,000/yr + \$800/yr operating costs)
- 1c | Undertake off-street parking review
Timing: 2026
Resources: \$75,000

GOAL 2: IMPROVE ACCESSIBILITY OPTIONS

- 2a | Develop an Accessibility Plan with partners
Timing: 2024
Resources: \$10,000 in 2024, \$12,500 in 2027

GOAL 3: ACCESS TO A BROAD RANGE OF HOUSING OPTIONS TO MEET THE NEEDS OF VARIOUS AGES, FAMILY TYPES AND INCOMES

- 3a | Interim Housing Needs Assessment
Timing: 2024
Resources: \$22,500
- 3b | Develop a Housing Strategy
Timing: 2027
Resources: \$75,000
- 3c | Establish a Tenant Assistance Policy
Timing: 2023
Resources: In-house
- 3d | Explore noise abatement options from TransCanada Highway

STRATEGIC PRIORITY A

ENHANCE LIVEABILITY

GOAL 4: ENSURE PROXIMITY TO SERVICES

- 4a | Work with west shore communities to develop a performing arts facility
- 4b | Update the Transportation Master Plan
Timing: 2025
Resources: \$200,000
- 4c | Explore options for Greater Victoria Public Library services
- 4d | Undertake planning for community gathering places on Town owned lands

GOAL 5: BUILD STRONG RELATIONSHIPS AND ENGAGEMENT THROUGH COMMUNITY EVENTS AND CELEBRATIONS

- 5a | Engage a Communications & Engagement Coordinator to enhance current events and/or devise new community-building initiatives
Timing: 2024
Resources: \$56,755
- 5b | Develop a Helmcken Centennial Park Master Plan
Timing: 2026
Resources: \$55,000
- 5c | Explore bylaws to allow food trucks, entertainment, and commercial activities in public spaces



STRATEGIC PRIORITY A

ENHANCE LIVEABILITY

GOAL 6: SUFFICIENT AND APPROPRIATE PARKS AND OPEN SPACE

6a | Update the Parks Master Plan
Timing: 2026-2027

6b | Develop a Trails Master Plan
Timing: 2026-2027

6c | Explore a partnership with the West Shore Parks & Recreation Society for programming in View Royal's parks
Timing: 2024
Resources: In-house

6d | Explore options for a memorial cenotaph for fire, police, and military with relevant agencies for funding and location
Timing: 2025


GOAL 7: HERITAGE PROTECTION

7a | Explore heritage designation options for historical properties in View Royal
Timing: 2027





STRATEGIC PRIORITY B SUSTAINABLE DEVELOPMENT



What we heard from citizens

Citizens told us they want to:

- controlled growth;
- implications of growth considered.

STRATEGIC PRIORITY B SUSTAINABLE DEVELOPMENT

GOAL 1: MANAGED GROWTH

- 1a | Official Community Plan (OCP) review to align with Housing Needs Report and Zoning Bylaw, update Development Permit Area design guidelines, and other aspects of the OCP
Timing: 2024-2025
Resources: \$100,000 in 2024, \$300,000 in 2025 (scope dependent)
- 1b | Update sustainability checklist
Timing: 2024
Resources: In-house

GOAL 2: INCREASE SKILLED EMPLOYMENT

- 2a | Explore attractors for primary care providers to work in View Royal

GOAL 3: BUSINESS RETENTION/ATTRACTION

- 3a | Review potential to use tax incentives to attract business, including hotels, to View Royal
- 3b | Hold a visioning session for the employment corridor (“Western Gateway”)
Timing: 2024-2025
- 3c | Review home-occupation business zoning regulations and licensing
Timing: 2024
Resources: In-house

GOAL 4: STRATEGIC INVESTMENT IN PUBLIC REALM

- 4a | Placemaking Urban Design Plan to facilitate distinct identity for View Royal’s public realm
Timing: 2026-2027
Resources: \$50,000 (\$25,000 each year)



A person wearing a light green jacket and dark shorts is riding a bicycle on a gravel path. The path is surrounded by dense green trees and grass. The scene is bright and sunny, with shadows cast on the path.

STRATEGIC PRIORITY C CLIMATE ACTION & ENVIRONMENTAL STEWARDSHIP

What we heard from citizens

Citizens told us they want to:

- focus on community action around climate change.

STRATEGIC PRIORITY C CLIMATE ACTION & ENVIRONMENTAL STEWARDSHIP

GOAL 1: RESPOND TO THE DECLARED CLIMATE ACTION EMERGENCY BY REDUCING GREENHOUSE GAS EMISSIONS IN OUR COMMUNITY

GOAL 2: SUPPORT CLIMATE CHANGE MITIGATION AND ADAPTATION MEASURES WITH AN EMPHASIS ON TRANSPORTATION SYSTEMS AND ENERGY EFFICIENT BUILDINGS

- 2a | Follow the Province's timelines for Stage 4 Energy Step Code
Resources: In-house

- 2b | Zero Carbon Step Code implementation
Timing: 2024
Resources: In-house

- 2c | Implement building energy audit to improve the energy efficiency of Town buildings, with supplementary funding from BC Hydro/Fortis
Timing: 2025,2027,2028
Resources: \$20,500

- 2d | Implement resident owner program to improve energy efficiency of existing housing stock (i.e. oil or gas furnace, window replacement)
Timing: Ongoing while program exists
Resources: \$25,000

- 2e | Review implications of potential demolition and deconstruction bylaw
Timing: 2025-2026
Resources: In-house



STRATEGIC PRIORITY C CLIMATE ACTION & ENVIRONMENTAL STEWARDSHIP

GOAL 3: SUPPORT COMMUNITY PREPARATION FOR CLIMATE CHANGE IMPACTS WITH RESPECT TO SEA LEVEL RISE, STORM SURGE, FOREST FIRES, AND OTHER EXTREME WEATHER EVENTS

3a | Develop an Urban Forest Strategy

Timing: 2024

Resources: \$82,500

3b | Update Tree Protection Bylaw to mitigate loss of tree canopy in land development and set tree canopy target

Timing: 2024-2025

Resources: In-house

3c | Undertake coastal adaptation mapping as phase 1 in overall plan to develop a sea-level rise and storm surge mitigation and adaptation policy

Timing: 2024

Resources: \$95,000

3d | Develop and implement a community wildfire resiliency plan

Timing: 2024

Resources: \$32,010





STRATEGIC PRIORITY 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;
- fund future large projects through putting aside funds annually.

STRATEGIC PRIORITY D FINANCIAL SUSTAINABILITY & SERVICE EXCELLENCE



GOAL 1: CONFIDENCE IN THE FISCAL HEALTH AND FINANCIAL SUSTAINABILITY OF THE TOWN

- 1a | Complete a Sustainable Infrastructure Replacement Plan
Timing: 2024
Resources: \$4,000 in 2024, \$20,000 in 2027
- 1b | Complete a Strategic Asset Management Plan
Timing: 2024
Resources: \$4,000
- 1c | Implement asset management program improvements
Timing: 2024-2028
Resources: \$180,000 (\$80,000 in 2024, \$25,000/yr for 2025-2028)

GOAL 2: DIVERSIFIED REVENUE BASE

- 2a | Continue to improve relationships with business community to build business friendly reputation—consider expanded Home Occupation definition; engage with South Island Prosperity Project annually, explore amendments to West Shore Chamber of Commerce funding model; engage with Destination Victoria, advocate with the Film Commission
Timing: Ongoing
Resources: In-house
- 2b | Develop an investment program (policy, contracts, relationships (Municipal Finance Authority)) to increase return on investments
Timing: 2024
Resources: \$25,000
- 2c | Develop an Amenity Cost Charges Bylaw and Update DCC Bylaw
Timing: 2025
Resources: \$75,000

STRATEGIC PRIORITY D FINANCIAL SUSTAINABILITY & SERVICE EXCELLENCE

GOAL 3: ANTICIPATE PROPERTY TAX AND USER FEE INCREASES

3a | Include future staffing level requirements for all five-years in the Financial Plan

Timing: On-going

Resources: In-house

3b | Initiate a long-term Facilities Management Plan

Timing: 2025

Resources: In-house

GOAL 4: CITIZEN SATISFACTION WITH SERVICES AND VALUE

4a | Engage community on priorities/guidelines for use of developer contributions (e.g., amenity contributions)

Timing: 2025

Resources: In-house

4b | Conduct a statistically valid citizen satisfaction survey

Timing: 2027

Resources: \$40,000





STRATEGIC PRIORITY E COMMUNITY ENGAGEMENT & GOOD GOVERNANCE

What we heard from citizens

Citizens told us they want:

- transparency in decision-making;
- respectful meetings.



STRATEGIC PRIORITY E COMMUNITY ENGAGEMENT & GOOD GOVERNANCE

GOAL 1: STRONG AND ACTIVE CITIZEN PARTICIPATION IN COMMUNITY ENGAGEMENT IN TOWN OF VIEW ROYAL MEETINGS, OPEN HOUSES, SURVEYS, BUDGET DEVELOPMENT

- 1a | Develop a community engagement and communication tool
Timing: 2024
Resources: \$80,000
- 1b | Review the Town's website
Timing: 2026
- 1c | Examine the role of both Council and advisory committees in View Royal
Timing: 2024-2025
Resources: In-house

GOAL 2: STRONG CONSTRUCTIVE RELATIONSHIPS WITH NEIGHBOURING MUNICIPALITIES, SONGHEES NATION AND ESQUIMALT NATION IN THE CRD

- 2a | Host at least one Council to Council event with each First Nation
Timing: 2025
Resources: In-house
- 2b | Arrange intermunicipal events celebrating connections between Colwood, Esquimalt, Langford, Saanich, CRD Parks and View Royal
Timing: 2024
Resources: In-house
- 2c | On-going Truth and Reconciliation awareness initiatives
Timing: On-going
Resources: \$7,500

GOAL 3: RESPECTFUL, CONSTRUCTIVE COUNCIL RELATIONSHIPS

- 3a | Review Council code of conduct
Timing: 2024
Resources: In-house

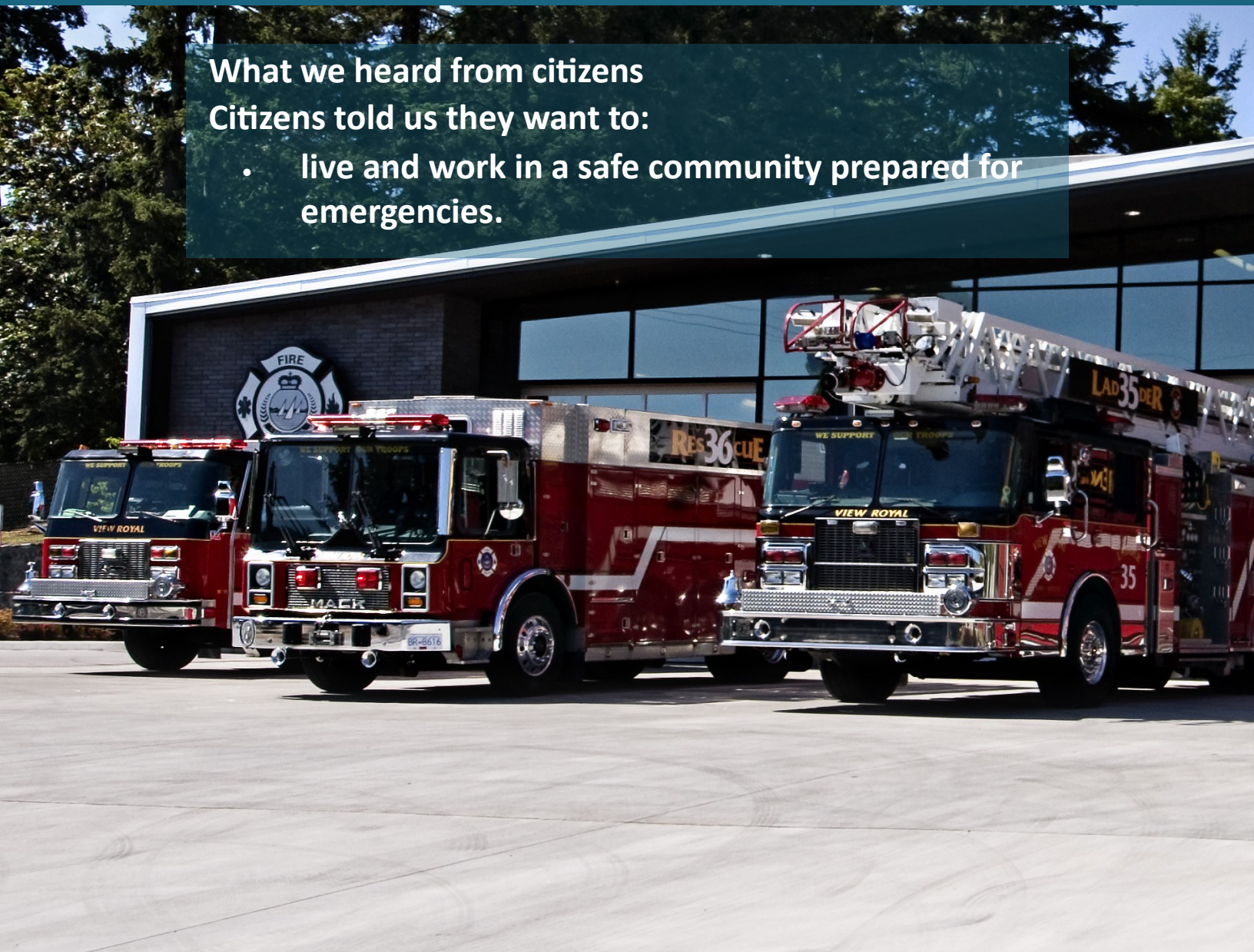


STRATEGIC PRIORITY F HEALTH, SAFETY & SECURITY

What we heard from citizens

Citizens told us they want to:

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



STRATEGIC PRIORITY F HEALTH, SAFETY & SECURITY

GOAL 1: A REAL AND PERCEIVED SAFE COMMUNITY

- 1a | Consider Fire Department Staffing Plan
Timing: 2024
- 1b | Engage West Shore RCMP for a community update
- 1c | West Shore RCMP building expansion – design validation
Timing: 2024
Resources: \$186,720

GOAL 2: PREPARED FOR EMERGENCIES

- 2a | Encourage employees and volunteers to complete at least one Justice Institute of BC Emergency Operations Centre course or equivalent
Timing: On-going
Resources: In-house
- 2b | Update Business Continuity Plan, integrating IT Business Continuity Plan
Timing: 2025
- 2c | Update Emergency Response and Recovery Plan, based on new legislation, the *Emergency and Disaster Management Act*
Timing: 2024
Resources: \$20,000
- 2d | Apply for Emergency Support Services equipment funding
Timing: 2024
Resources: In-house
- 2e | Conduct tabletop exercise with Council (“Policy Group”)
Timing: 2024
Resources: In-house



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