# STRATEGIC PLAN
## 2023-2026

TOWN OF VIEW ROYAL

# CONTENTS


| | |
|---|---|
| Introduction | 3 |
| Vision | 4 |
| Mission & Values | 5 |
| Organizational Excellence | 6 |
| Strategic Planning Process | 7 |
| Strategic Priorities | 8 |
| A. Enhance Livability | 9 |
| B. Sustainable Development | 13 |
| C. Climate Action & Environmental Stewardship | 15 |
| D. Financial Sustainability & Service Excellence | 18 |
| E. Community Engagement & Good Governance | 21 |
| F. Health, Safety & Security | 23 |

# 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:

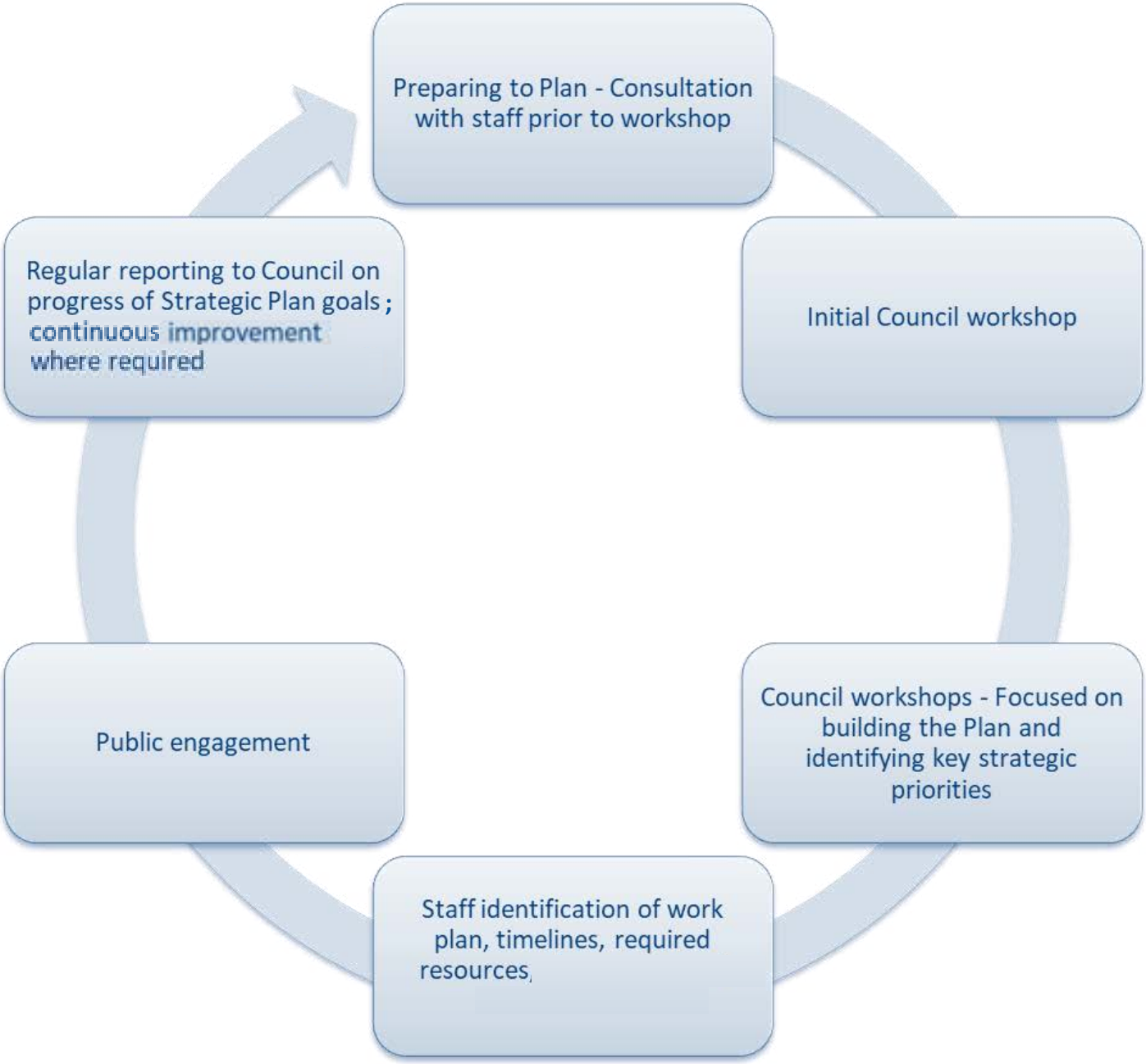
- Accountable
- Respectful
- Open and transparent
- Inclusive
- Ethical
- Collaborative
- Innovative
- Proactive
- Efficient and effective

# ORGANIZATIONAL EXCELLENCE

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

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

# STRATEGIC PLANNING PROCESS



# STRATEGIC PRIORITIES

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

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 underserviced 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*

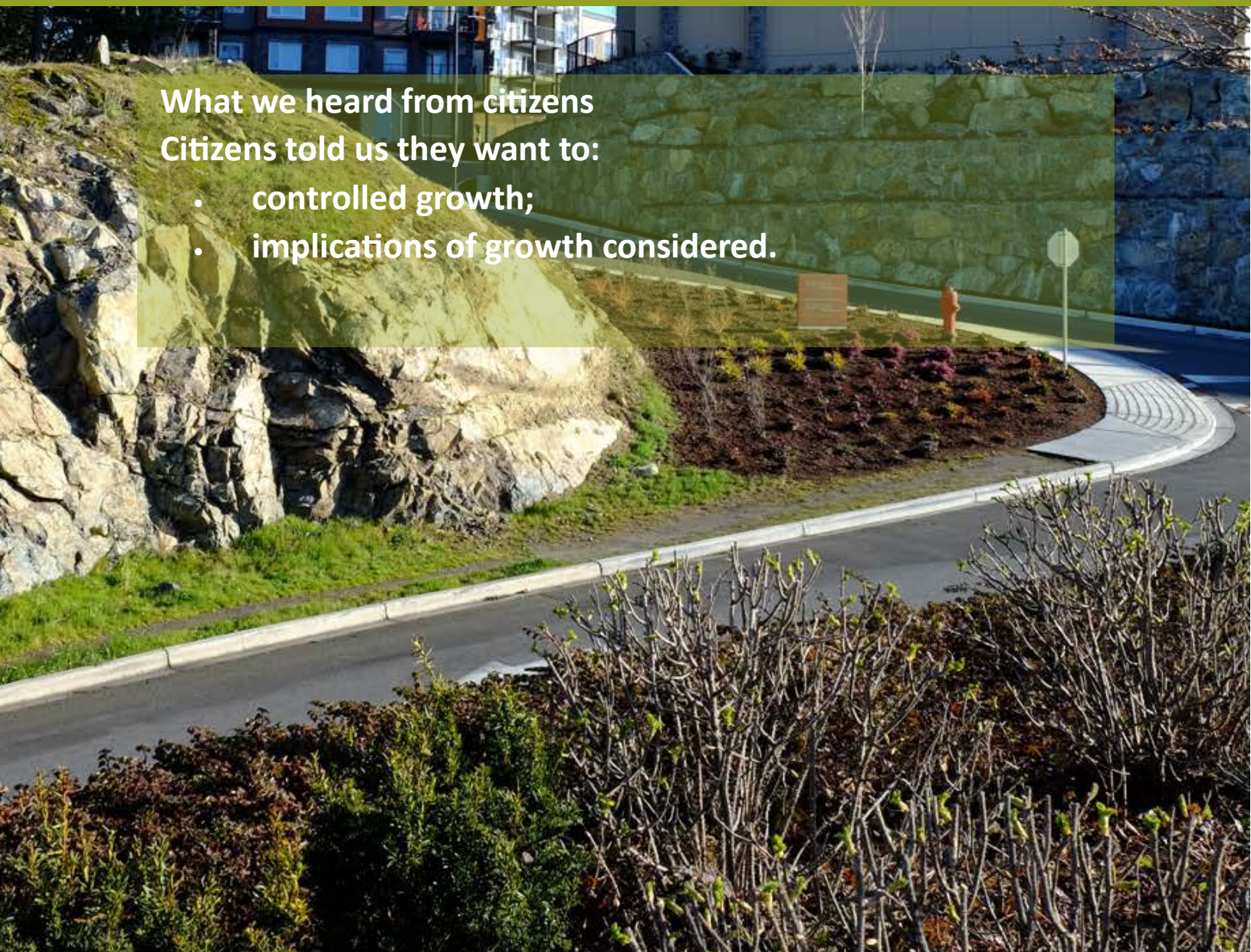
6c | Explore a partnership with the West Shore Parks & Recreation Society for programming in View Royal's parks
*Timing: 2024*
*Resources: In-house*

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

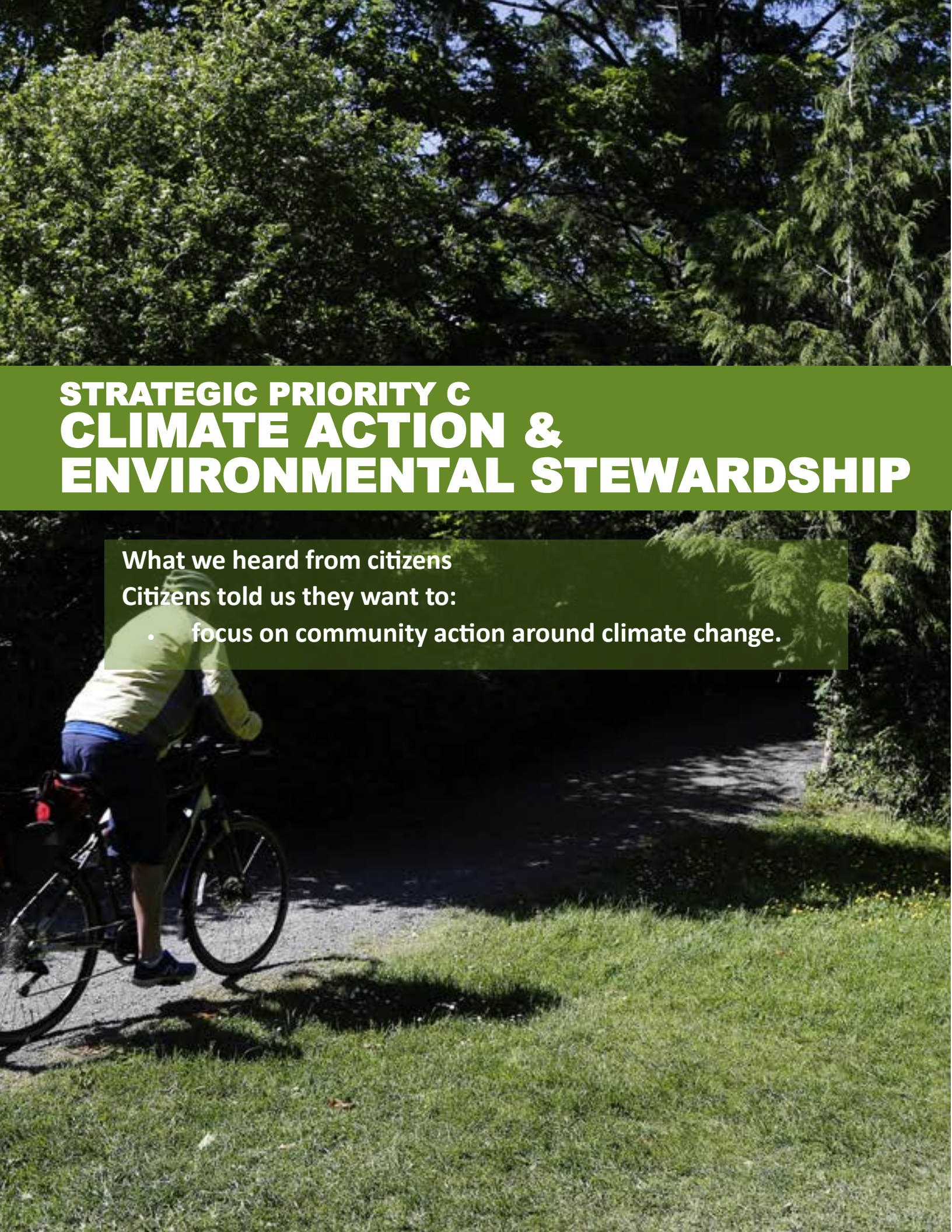
3a | Review potential to use tax incentives to attract business, including hotels, to View Royal

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)*



## 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*

**TOWN OF VIEW ROYAL**
45 View Royal Avenue
Victoria, BC  V9B 1A6
250-479-6800 | info@viewroyal.ca
www.viewroyal.ca