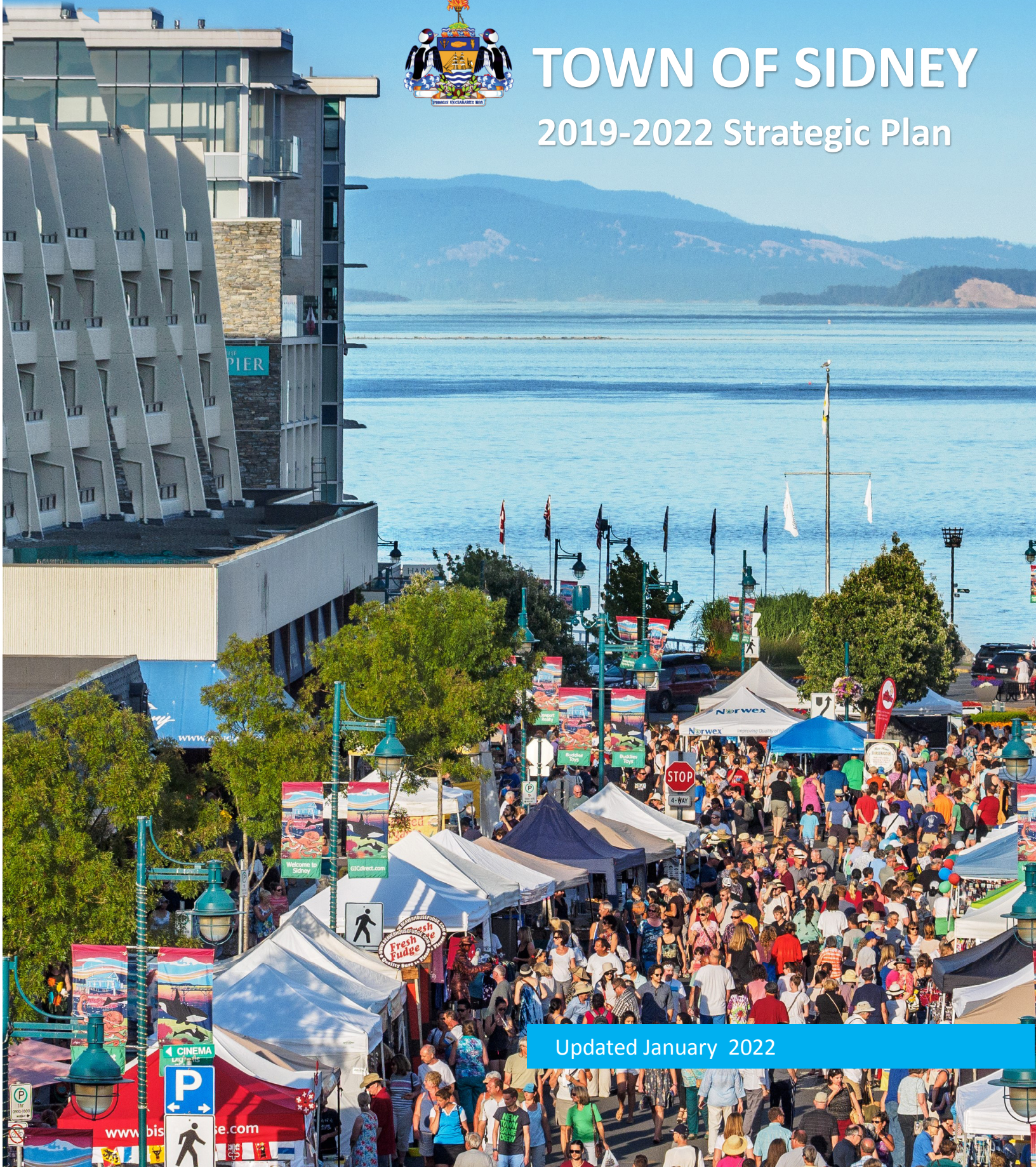




TOWN OF SIDNEY

2019-2022 Strategic Plan



Updated January 2022



TOWN OF SIDNEY COUNCIL 2018 – 2022

Left to Right: Councillor Terri O’Keeffe - Councillor Barbara Fallot - Councillor Scott Garnett
Mayor Cliff McNeil-Smith - Councillor Chad Rintoul - Councillor Sara Duncan
Councillor Peter Wainwright

PURPOSE OF THIS PLAN

Strategic planning is an important step for the Town of Sidney to set priorities, allocate limited financial and staff resources, guide the work of staff and communicate to citizens.

This Strategic Plan identifies specific new areas and the most important ongoing work that Council has identified as priorities during its term of office. It does not detail the considerable ongoing core work of the Town. When reviewing this plan, it can be broken down into three hierarchy levels: (1) Overarching Goals (2) Strategic Priorities, and (3) Specific Actions to support the Strategic Priorities.

The Strategic Plan is reviewed annually to monitor success and update priorities as needed. The most recent review was conducted in the Fall of 2021 and therefore focuses on strategic priorities and actions for the year 2022. It is important to note that this most recent review has been undertaken in challenging circumstances. Accordingly, it is important to acknowledge that the priorities and actions that have been identified within the Strategic Plan, although important, may be subject to change and some may not be completed as a result of the COVID-19 response and recovery, ultimately taking precedent.

VISION STATEMENT

A vision statement describes the Town's aspirations, new and for the future.

"The Town of Sidney is a leader in good governance and service delivery and is recognized for being trustworthy, connected to the community, visionary, innovative, resilient and an employer of choice."

MISSION STATEMENT

A mission statement describes the fundamental purpose of the Town as an organization.

"The Town of Sidney provides good governance, services, and stewardship of public assets, and fosters the social, economic and environmental well-being of the community for current and future generations."

CORE SERVICES

Core services are the foundation of the work of the Town and are the focus of the vast majority (80%-90%) of all the Town's human and financial resources. The efficient delivery of these essential services generally goes unnoticed, but they are at the very heart of what the Town does on behalf of citizens.

The Town of Sidney strives to excel in six core service areas:

- ✓ Good governance and community engagement
- ✓ Safety and protection
- ✓ Community planning
- ✓ Public works, infrastructure and engineering
- ✓ Parks, recreation, arts and culture, and
- ✓ Fiscal accountability and transparency

VALUES AND OPERATING PHILOSOPHY

Values and operating philosophy describe enduring, collective beliefs that guide the work of Council and staff.

Council and staff believe in and commit to:

- ✓ Responsive and responsible quality service
- ✓ Open, inclusive and accountable local government
- ✓ Financial sustainability
- ✓ Community sustainability and environmental commitment
- ✓ Collaboration and cooperation
- ✓ Respect for our First Nations and Peninsula neighbours
- ✓ Stewardship of public assets
- ✓ Municipal leadership and innovation

OVERARCHING GOALS

Council identified seven overarching goals or strategic focus areas for the 2019-2022 strategic plan. These overarching goals are:

<p>I. Complete Community</p> <p>The Town will strive to be a complete community with a mix of amenities and a quality living environment.</p>	<p>II. Environmental Stewardship</p> <p>The Town will be stewards of our environment.</p>
<p>III. Economic Vibrancy</p> <p>The Town will continue to adapt and prosper as a diverse commercial centre for business and employment.</p>	<p>IV. Community Engagement</p> <p>The Town will strive to engage the public in its decision-making processes.</p>
<p>V. Organizational Excellence</p> <p>The Town of Sidney will remain a leading organization in the provision of governance and quality services.</p>	<p>VI. Community Infrastructure</p> <p>The Town will be a leader in the management of its assets.</p>
<p>VII. Community Safety, Health & Wellbeing</p> <p>The Town will work with its emergency and health services (Fire, RCMP, Ambulance, VIHA, Saanich Peninsula Hospital Foundation, etc.) to promote community safety and well-being, while capitalizing on our community assets to foster an environment that promotes a healthy and active lifestyle for all.</p>	

I. COMPLETE COMMUNITY

The Town will strive to be a complete community with a mix of amenities and a quality living environment.

Strategic Priorities & Actions	Time Frame For Completion
1. Completion of the Official Community Plan Review (OCP)	2022 -Q2
2. Upon completion of OCP, review and adoption of Zoning Bylaw	2022-Q2-2023
3. Affordable Housing <ul style="list-style-type: none"> a. The Town will continue to look for opportunities to collaborate with partners (e.g. Capital Regional District, Provincial and Federal Governments, housing societies and developers) b. Continue review of Short Term Vacation Rentals c. To implement Affordable Housing policies and initiatives following the completion of the Official Community Plan Review 	ongoing 2022-Q4 2022-Q4
4. Vehicle Parking <ul style="list-style-type: none"> a. Complete comprehensive Downtown Parking Study, including reviewing impacts of residential parking requirements in downtown on on-street parking availability in downtown 	2022-Q4

II. ENVIRONMENTAL STEWARDSHIP

The Town will be stewards of our environment.

Strategic Priorities & Actions	Time Frame For Completion
1. Completion of Climate Action Plan	2022-Q2
2. Environmental protection <ul style="list-style-type: none"> a. Work with Transport Canada to assess potential contaminants downstream of the Reay Creek Pond and remediate if appropriate b. Undertake a State of the Environment Report 	ongoing 2022-Q4-2023
3. Climate Action Mitigation Initiatives <ul style="list-style-type: none"> a. Implement Tree Planting Program and require replacement trees to achieve zero net loss b. Consider incentives to encourage transition from fossil fuels 	ongoing ongoing
4. Undertake planning for adaptation to sea level rise	2022-Q4-2023

III. ECONOMIC VIBRANCY

The Town will continue to adapt and prosper as a diverse commercial centre for business and employment.

Strategic Priorities & Actions	Time Frame For Completion
1. Support Business Community throughout the COVID-19 Pandemic	ongoing
2. Strengthen relationship with the business community including the Sidney Business Improvement Area Society and Saanich Peninsula Chamber of Commerce	ongoing
3. Completion of Economic Development Strategy	2022-Q2

IV. COMMUNITY ENGAGEMENT

The Town will strive to engage the public in its decision-making processes.

Strategic Priorities & Actions	Time Frame For Completion
1. Build meaningful public engagement into all key Town initiatives	ongoing
2. Collaboration with neighbouring Local Governments	ongoing
3. Improve Relationship with W̱SÁNEĆ First Nations <ul style="list-style-type: none"> a. Consider opportunities to make meaningful contributions to W̱SÁNEĆ projects b. Establish within the proposed Draft Official Community Plan, a policy to create a Reconciliation Strategy and/or Memorandum of Understanding with the W̱SÁNEĆ Leadership Council that charts a path towards greater cultural understanding of W̱SÁNEĆ heritage, values, and worldviews, and supports stronger government-to-government relationships 	ongoing 2022-Q2

V. ORGANIZATIONAL EXCELLENCE

The Town of Sidney will remain a leading organization in the provision of governance and quality services.

Strategic Priorities & Actions	Time Frame For Completion
1. Taxation Policy Review	2022-Q2
2. Review and update of Development Cost Charge bylaw	2022-Q3-2023
3. Apply for UN “Role Model City” Accreditation – Disaster Risk Reduction	2022-Q4
4. Undertake review and update of Town’s Website	2022-Q1-2022-Q4
5. Conduct Citizen Satisfaction Survey	2022-Q4
6. Explore Alternative Formats of Communications for Persons with Disabilities	2022-Q4

VI. COMMUNITY INFRASTRUCTURE

The Town will be a leader in the management of its assets.

Strategic Priorities & Actions	Time Frame For Completion
1. Facilities Asset Management Plan	
a. Civic Site Analysis - prepare Approach Report for planning upgrades or replacements of Town Precinct (Town Hall, RCMP Detachment, Driver Services/Courthouse, and Public Works Yard). Also, review secondary municipal facilities.	2022-Q3
b. Completion of new Fourth Street public washrooms	2022-Q4
c. Completion of new public washrooms in the downtown waterfront area	2023-Q2
2. Initiate Review of Options for Library Services	2022-Q4
3. Develop a Multi-Modal and Active Transportation Plan, upon completion of OCP Review	2023-Q1
a. Undertake multi-modal and active transportation initiatives	2022 -Q4-ongoing
b. Undertake a dedicated bike lane feasibility study/community engagement	2023-Q1
4. Undertake detailed infrastructure design for the West Sidney Local Area Plan	2022-Q4
5. Initiate Mermaid Creek Storm Water Management Plan	2022-Q4-2023

VII. COMMUNITY, SAFETY, HEALTH & WELLBEING

The Town will work with its emergency and health services (Fire, RCMP, Ambulance, VIHA, Saanich Peninsula Hospital Foundation, etc.) to ensure community safety and well-being, while capitalizing on our community assets to foster an environment that promotes a healthy and active lifestyle for all.

Strategic Priorities & Actions	Time Frame For Completion
<p>1. Emergency Preparedness Management</p> <ul style="list-style-type: none">a. Analyze potential options for provision of post disaster potable water distribution system to Sidney residents. Consideration should also be given to water for firefightingb. Conduct a multi-jurisdictional facilitated disaster response exercise, as the COVID-19 pandemic allows	<p>2022-Q2</p> <p>2022</p>



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Sidney
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