



# TOWN OF SIDNEY

## 2023-2026 Strategic Plan







Back Row, Left to Right: Councillor Scott Garnett, Councillor Richard Novek, Councillor Steve Duck, Councillor Chad Rintoul  
Front Row, Left to Right: Councillor Sara Duncan, Mayor Cliff McNeil-Smith, Councillor Terri O'Keefe

## **TOWN OF SIDNEY COUNCIL 2022 – 2026**

### **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. The Plan is reviewed annually to monitor success and update priorities as needed.

## VISION STATEMENT

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

*"The Town of Sidney, located in the area known as SET, TINES to the WSÁNEĆ people, is a leader in good governance and service delivery and is recognized for being trustworthy, connected to the community, stewards of the environment, inclusive, 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
- ✓ Build meaningful public engagement into all key Town initiatives
- ✓ Collaboration with neighboring local governments
- ✓ Improve relationship with WSANEC First Nations
- ✓ Respect for our First Nations and Peninsula neighbours
- ✓ Stewardship of public assets
- ✓ Municipal leadership and innovation

## GOAL 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	Proposed Project Initiation	Proposed Completion
<b>1. Review and adoption of Zoning Bylaw</b>	2023-Q1	2024-Q2
<b>2. Implement housing policies and initiatives from the Official Community Plan</b> <ul style="list-style-type: none"> <li>a. Through review of the Zoning Bylaw and other initiatives, create conditions to increase the number and types of housing, including different levels of affordability</li> <li>b. 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)</li> </ul>	2023-Q1	2024-Q2  ongoing
<b>3. Vehicle Parking</b> <ul style="list-style-type: none"> <li>a. Complete comprehensive Downtown Parking Study, including reviewing impacts of residential parking requirements in downtown on on-street parking availability in downtown</li> </ul>	underway	2023-Q1

## GOAL II: ENVIRONMENTAL STEWARDSHIP

The Town will be stewards of our environment.

Strategic Priorities & Actions	Proposed Project Initiation	Proposed Completion
<b>1. Environmental Protection</b> <ul style="list-style-type: none"> <li>a. Work with Transport Canada to assess potential contaminants downstream of the Reay Creek Pond and remediate if appropriate</li> <li>b. Undertake a shoreline ecological inventory and protection plan</li> </ul>	2024-Q2	ongoing  2025-Q2
<b>2. Climate Action Mitigation Initiatives</b> <ul style="list-style-type: none"> <li>a. Consider incentives to encourage transition from fossil fuels</li> </ul>		ongoing
<b>3. Undertake planning for adaptation to Sea Level Rise</b>	2023-Q1	2024-Q3
<b>4. Initiate Improvements to Mermaid Creek and Surrounding Estuary</b>	2023-Q1	2023-Q3

## GOAL III: COMMUNITY INFRASTRUCTURE

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

Strategic Priorities & Actions	Proposed Project Initiation	Proposed Completion
<b>1. Facilities Asset Management Plan</b> <ul style="list-style-type: none"> <li>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)</li> <li>b. Completion of new Fourth Street public washrooms</li> <li>c. Completion of new public washrooms in the downtown waterfront area</li> </ul>	2023-Q2  underway  underway	2023-Q3  2023-Q2  2023-Q2
<b>2. Initiate Review of Options for Library Services</b>	2024-Q2	2025-Q2
<b>3. Complete the Active Transportation Plan</b> <ul style="list-style-type: none"> <li>a. Undertake multi-modal and active transportation initiatives</li> <li>b. Explore reducing maximum speed limit through Sidney (via an approach report)</li> </ul>	underway  2023-Q4	2023-Q2  ongoing  2024-Q1
<b>4. Complete detailed infrastructure design for the West Sidney Local Area Plan</b>	underway	2023-Q3

## GOAL IV: 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	Proposed Project Initiation	Proposed Completion
<b>1. Emergency Preparedness Management</b> <ul style="list-style-type: none"> <li>a. Establish a plan for potential options for provision of a post disaster potable water distribution system</li> <li>b. Conduct a multi-jurisdictional facilitated disaster response exercise</li> </ul>	2023-Q3  2023-Q2	2023-Q4  2024-Q2

## GOAL V: ECONOMIC VIBRANCY

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

Strategic Priorities & Actions	Proposed Project Initiation	Proposed Completion
1. Foster relationship with the business community including the Sidney Business Improvement Area Society, Saanich Peninsula Chamber of Commerce, and South Island Prosperity Partnership		ongoing
2. Review and initiate implementation of the draft Economic Development Plan	2023-Q1	2023-Q4
3. Return of Sidney Thursday Night Street Market on Beacon Avenue	2023-Q1	2024-Q4

## GOAL VI: COMMUNITY ENGAGEMENT

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

Strategic Priorities & Actions	Proposed Project Initiation	Proposed Completion
1. Consider opportunities to make meaningful contributions to WSÁNEĆ projects		ongoing

# GOAL VII: ORGANIZATIONAL EXCELLENCE

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

Strategic Priorities & Actions	Proposed Project Initiation	Proposed Completion
1. Undertake Review and update of Development Cost Charge Bylaw	2023-Q3	2024-Q3
2. Undertake review and update of Town's Website	underway	2023-Q2
3. Conduct Citizen Satisfaction Survey	2024-Q3	2024-Q4
4. Explore Alternative Formats of Communications for Persons with Disabilities	underway	2023-Q2
5. Establish a policy and undertake Review of Council Remuneration (once per Council term, in third year)	2025-Q1	2025-Q4



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