



TOWN OF SIDNEY

2022-2026 Strategic Plan

Updated February 2025





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
- ✓ Foster relationship with WSANEC First Nations
- ✓ Respect for our First Nations and Peninsula neighbours
- ✓ Stewardship of public assets
- ✓ Municipal leadership and innovation

Municipal Workload Breakdown



15%

Strategic & One-Off Initiatives

Examples:

- Provincial housing initiatives
- Implement short term rental business licence
- Update development cost charges
- Complete Sea Level Rise Adaptation Plan
- New infrastructure initiatives (Ex. Town Hall replacement)

85%

Core Municipal Services

These responsibilities cannot be deferred to make room for new initiatives.

Examples:

- Water
- Sewer
- Roads
- Parks
- Development services
- Fire services
- Police services
- Bylaw enforcement
- Fiscal management
- Administrative services
- Human resources
- Business licensing

GOAL I: COMMUNITY PLANNING AND HOUSING

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

| Strategic Priorities & Actions | Initiation/ Status | Completion |
|------------------------------------------------------------------------------------------------------------|-----------------------|------------|
| 1. Update the Zoning Bylaw to align with the 20-year housing supply in the Housing Needs Report | 2024-Q4 | 2025-Q4 |
| 2. Update the Official Community Plan to align with the 20-year housing supply in the Housing Needs Report | 2024-Q3 | 2025-Q4 |
| 3. Implement housing policies and initiatives with a focus on non-market housing | underway | 2026-Q4 |
| 4. Explore the creation of a Tenant Protection Bylaw | 2025-Q2 | 2025-Q4 |

GOAL II: ENVIRONMENTAL STEWARDSHIP

The Town will be stewards of our environment.

| Strategic Priorities & Actions | Initiation/ Status | Completion |
|--------------------------------------------------------|-----------------------|------------|
| 1. Undertake planning for adaptation to sea level rise | underway | 2025-Q4 |

GOAL III: COMMUNITY INFRASTRUCTURE

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

| Strategic Priorities & Actions | Initiation/ Status | Completion |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------|
| 1. Facilities Asset Management: a. Develop concept plan and undertake a community engagement process for a new Town Hall. b. Conduct preliminary assessment of Public Works and Parks facilities | 2024-Q1 | 2026-Q3 |
| 2. Review Options for the provision of Library Services | 2025-Q2 | 2026-Q2 |
| 3. Advance options for increased multi-modal connectivity across Highway 17 | 2024-Q3 | 2026-Q2 |

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| 4. Update the Development Cost Charge Bylaw and consider implementing an Amenity Cost Charge to align with the new Provincial Legislation | underway | 2025-Q4 |
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GOAL IV: COMMUNITY ENGAGEMENT

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

| Strategic Priorities & Actions | Initiation/ Status | Completion |
|-------------------------------------------|-----------------------|------------|
| 1. Complete a Citizen Satisfaction Survey | 2025-Q1 | 2025-Q2 |

GOAL V: ORGANIZATIONAL EXCELLENCE

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

| Strategic Priorities & Actions | Initiation/ Status | Completion |
|-------------------------------------------------------------------------------------------------------|-----------------------|--------------------|
| 1. a. Establish a Council Remuneration Policy b. Complete the first Review of Council Remuneration | 2025-Q1 | 2025-Q2 2025-Q4 |



Sidney