



# VISION 2020

## Town of Sidney

# Strategic Plan

Establishing clear corporate focus and priorities – 2011 and beyond

Revised March 2011

### *Message from the Mayor*

For the last decade, your Council and municipal staff have been guided by Vision 2000 – a corporate plan that addressed seven important needs and issues. Our organization and the community benefitted from the Town's approach of managing its affairs in a focused, vision-driven context.

Community thinking about our future has been refined in recent years with the approval of our Official Community Plan (2007) and the Downtown/Downtown Waterfront Local Area Plan (2008). The election process late in 2008 also provided an opportunity to listen to public opinion and discuss priorities.

The Vision 2020 Strategic Plan is a response to an ongoing dialogue with our community about what is best for the Town of Sidney. Through this document, Council shares its priorities for the balance of the current term and on into the future.

In February 2011, Council held a special planning session to review this Vision 2020 Strategic Plan. The document, created in early January 2009, has been used to guide and frame Council's decision-making process over the past year. During the review, Council considered which initiatives were completed or underway; which assumptions and priorities may have shifted; what new elements should be introduced; and what tools and options were available to achieve the various initiatives and opportunities. This updated Plan is the product of the planning session.

Larry Cross, MAYOR

# Municipal Focus

Every organization needs to be clear about its mandate, scope of service, and operating philosophy. This is particularly true for local government at a time when regional, provincial and federal government roles seem to be shifting and citizen expectations have never been higher.

## Mission

our purpose – why  
we exist

**The Town of Sidney fosters the well-being of  
our people and our community**  
**- responding to local priorities, serving the public interest**

## Core Services

what we do

With our partners, we strive to excel in six core service areas:

- community planning
- public works, infrastructure and engineering
- parks, recreation, arts and culture
- safety and protection
- economic and tourism development
- good governance and effective administration.

## Vision

where we are  
headed

**Sidney will be the best seaside town in Canada**  
**- vibrant, unique, welcoming**

## Operating Philosophy

how we intend  
to go about our  
business

Council and staff believe in and commit to:

- responsive and responsible quality service
- open, inclusive and accountable local government
- financial sustainability
- socially diverse and balanced community
- community sustainability and environmental commitment
- collaboration and cooperation
- respect for our Peninsula and First Nations neighbours
- municipal leadership and innovation.

# Town Priorities – 2011 and Beyond

Although every municipal function is important, Town Council, through a strategic planning process has identified five priorities that require extra emphasis, effort or investment in the years ahead. Each of the five areas is presented in the graphic below, along with the outcomes or long term results that we would like to see for Sidney. Collectively, we view these statements as our **Vision 2020** for the Town of Sidney.

## Balanced Healthy Community

- friendly and prosperous seaside town
- unified, coordinated, empowered community organizations and partners
- artistic, informed and active
- safe, clean and environmentally responsible
- demographically, socially and culturally diverse and inclusive
- healthy and diverse neighbourhoods

## Quality Community Spaces

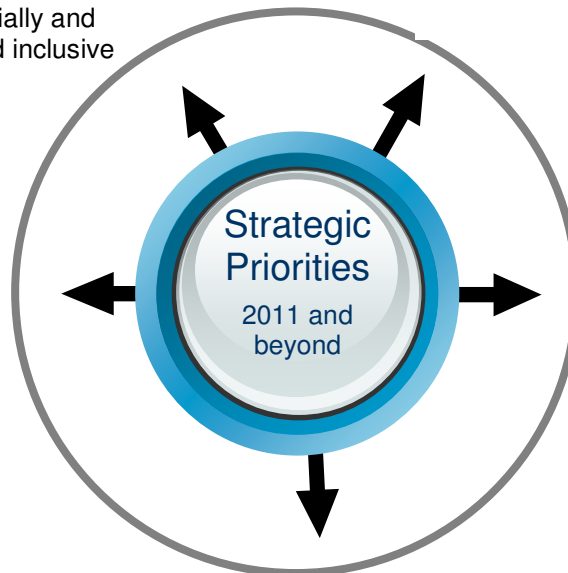
- vibrant, safe, accessible and welcoming public spaces
- pedestrian friendly
- quality architecture and urban design
- commitment to high standard of hard and soft landscaping in public spaces

## Economic Health and Vitality

- Vibrant, authentic and diverse downtown experience
- successful commercial and light industrial centres
- key gateway to Vancouver Island and the Gulf Islands
- vital tourism destination
- important cultural and artistic centre
- premier marine destination
- transportation hub of South Vancouver Island

## Sustainable Infrastructure

- efficient and comprehensive asset management
- safe and efficient municipal facilities and infrastructure
- carbon neutral community
- proactive solutions to traffic, transportation and parking issues



## Organizational Excellence

- effective business practices and processes
- exceptional communication
- high levels of public satisfaction
- employer of choice
- fiscal responsibility and sustainable

## Moving Forward (2011 and beyond)

Council and staff are committed to making a real difference in each of the strategic priority areas by the end of the current three year term. The following tables address each priority:

- restating the visionary outcomes
- defining general strategies to be followed
- listing commitments and initiatives, and
- identifying potential initiatives for further review.

| Strategic Priority – Balanced Healthy Community   |  |   |
|---|--|---|
| <p><b>Vision 2020</b></p> <ul style="list-style-type: none"> <li>▪ friendly and prosperous seaside town</li> <li>▪ unified, coordinated, empowered community organizations and partners</li> <li>▪ artistic, informed and active</li> <li>▪ safe, clean and environmentally responsible</li> <li>▪ demographically, socially and culturally diverse and inclusive</li> <li>▪ healthy and diverse neighbourhoods</li> </ul>                                    |  |   |
| Strategies<br>that will guide our work  | Initiatives and Commitments<br>2011 and beyond   | Explorations/Possibilities<br>initiatives to be considered  |
| <ul style="list-style-type: none"> <li>▪ consultation, collaboration and strategic alliances with community organizations</li> <li>▪ addressing social and environmental issues in partnership with stakeholders</li> <li>▪ sustained support for the volunteer community groups engaged in community and economic development</li> <li>▪ seek to attract youth and families to create a more balanced demographic and intergenerational relations</li> </ul> | <ul style="list-style-type: none"> <li>▪ maintain the Sidney Healthy Community Commission to advise Council on issues related to families, seniors, youth, as well as accessibility and mobility issues</li> <li>▪ encourage and support the contributions of volunteers</li> <li>▪ maintain and support the graffiti response program</li> <li>▪ enhance and support the Town's emergency response capacity</li> <li>▪ pursue opportunities for the development of attainable and affordable housing, including options through CRD Housing</li> <li>▪ ensure the community interest is considered when dealing with surplus school properties</li> <li>▪ review bylaws and procedures in light of accessibility issues</li> <li>▪ amalgamate the Healthy Communities Commission and the Protective Services Committee</li> <li>▪ continue to refine and develop the ArtSea community cultural program with community partners</li> </ul> | <ul style="list-style-type: none"> <li>▪ support and encourage a 'Literary Festival' and a 'Maritime Festival &amp; Boat Show'</li> <li>▪ prepare and implement a public education program directed to safety, security and protective and emergency services</li> <li>▪ encourage community spirit that supports the well-being of neighbourhoods</li> <li>▪ explore Adopt-A-Park programs for Sidney</li> <li>▪ explore concept of community gardens</li> <li>▪ consider community interest in surplus School District properties</li> <li>▪ reactivate Access Awareness Week and reestablish awards for businesses and individuals who make a difference to accessibility in the community</li> <li>▪ promote intergenerational relations</li> </ul> |

## Strategic Priority – Quality Community Spaces

### Vision 2020

- vibrant, safe, accessible and welcoming public spaces
- pedestrian friendly
- quality architecture and urban design
- high standard for hard and soft landscaping in public places

| Strategies<br>that will guide our work   | Initiatives and Commitments<br>2011 and beyond   | Explorations/Possibilities<br>initiatives to be considered   |
|--|--|--|
| <ul style="list-style-type: none"> <li>▪ commitment to the policies and principles set out in the Official Community Plan and the Downtown/ Downtown Waterfront Local Area Plan</li> <li>▪ engage community partners</li> <li>▪ encourage private sector to contribute to the public realm</li> <li>▪ public and private investment that leads by example</li> </ul> | <ul style="list-style-type: none"> <li>▪ complete Iroquois Park project</li> <li>▪ work with the Shaw Ocean Discovery Centre and other partners to promote Sidney</li> <li>▪ implement policies contained in LAP regarding parks, public spaces and Beacon Ave revitalization</li> <li>▪ continued expansion of waterfront walkway</li> <li>▪ complete a comprehensive review of the Zoning Bylaw</li> <li>▪ maintain quality parks and public open spaces</li> <li>▪ develop a public art policy that encourages the installation of public art</li> <li>▪ encourage opportunities to attain community amenity contributions from the provision of bonus density for new development, as per Section 904 of the Local Government Act</li> <li>▪ develop interim and long-range plans for Beacon Wharf including the provision of short-term small boat mooring at Beacon Wharf and in the downtown waterfront area</li> <li>▪ initiate a dialogue on developing a new vision for Beacon Avenue / Downtown aesthetics revitalization in relation to the concepts in our Downtown / Downtown Waterfront Local Area Plan</li> <li>▪ commit to a high standard of hard and soft landscaping in public spaces</li> <li>▪ encourage the Saanich Peninsula Chamber of Commerce to reactivate the Ambassador Program</li> </ul> | <ul style="list-style-type: none"> <li>▪ consider the comprehensive redevelopment of the Downtown Waterfront based upon the LAP and continuing public input/interest</li> <li>▪ explore partnership opportunities to develop a downtown civic plaza, possibly in conjunction with community organizations</li> <li>▪ examine future options for the Skateboard Park, including opportunities for its potential relocation and redevelopment</li> <li>▪ engage development community in discussions to consider Sidney's priorities, needs and resources</li> </ul> |

## Strategic Priority – Economic Health and Vitality

### Vision 2020

- vibrant, authentic and diverse downtown experience
- successful commercial and light industrial centres
- key gateway to Vancouver Island and the Gulf Islands
- transportation hub of South Vancouver Island
- vital tourism destination
- important cultural and artistic centre
- premier marine destination

| Strategies<br>that will guide our work  | Initiatives and Commitments<br>2011 and beyond  | Explorations/Possibilities<br>initiatives to be considered  |
|---|---|---|
| <ul style="list-style-type: none"> <li>■ consultation, collaboration and strategic alliances with the business and tourism communities</li> <li>■ engage community partners</li> <li>■ cost sharing of initiatives with common benefit and strategic importance to Sidney</li> <li>■ support and attract appropriate private investment</li> <li>■ use the inherent authenticity of Sidney to promote economic development</li> </ul> | <ul style="list-style-type: none"> <li>■ work with the business community to develop and implement a coordinated promotional strategy for business and tourism</li> <li>■ refine the relationship with the Chamber of Commerce respecting Visitor Services and other opportunities for community development</li> <li>■ initiate the development of a Master Plan for the Sidney Ferry Terminal and develop and pursue and long-term strategy to sustain Anacortes Ferry Service</li> <li>■ complete the ferry terminal lease agreement with Washington State Ferries</li> <li>■ continue to support and encourage the Community Development Commission in their efforts to review the Town's delivery of economic development</li> <li>■ dialog with the District of North Saanich to explore appropriate housing opportunities along our fringe borders</li> <li>■ finalize strategy leading to sustainable, multi-year funding for groups and organizations that are tangibly contributing to municipal goals and priorities</li> <li>■ engage the community in the development of plans for the downtown waterfront to maximize benefits to Sidney</li> <li>■ work with Memorial Park Society (MPS) for potential development of remaining MPS lands</li> <li>■ support and assist community partners and other groups in developing and presenting special events (e.g. CACSP, PCS, Chamber of Commerce, SBA, Sidney Anglers and others)</li> <li>■ with other stakeholders, determine the viability of a Peninsula hop-on, hop-off trolley service</li> <li>■ with other stakeholders, initiate an exercise to create a brand and marketing promotional theme for Sidney and the Saanich Peninsula</li> <li>■ work to be recognized in the Capital Regional District as the gateway / transportation hub of South Vancouver Island</li> <li>■ explore wireless community strategies for downtown</li> </ul> | <ul style="list-style-type: none"> <li>■ support and encourage a 'Literary Festival' and a 'Maritime Festival &amp; Boat Show'</li> <li>■ work with the Victoria Airport Authority and the District of North Saanich to optimize development of the Airport lands</li> <li>■ explore the idea of promoting Sidney as a "cultural district"</li> </ul> |

## Strategic Priority – Sustainable Infrastructure

### Vision 2020

- efficient and comprehensive asset management
- safe and efficient municipal facilities and infrastructure
- carbon neutral community
- proactive solutions to traffic, transportation and parking issues

| Strategies<br>that will guide our work  | Initiatives and Commitments<br>2011 and beyond   | Explorations/Possibilities<br>initiatives to be considered  |
|---|--|---|
| <ul style="list-style-type: none"> <li>▪ responsible investment of capital assets</li> <li>▪ timely and effective asset management investment</li> <li>▪ effective solutions to traffic, transportation and parking issues</li> <li>▪ commitment to environmental sustainability</li> <li>▪ fiscally / financially responsible</li> </ul> | <ul style="list-style-type: none"> <li>▪ continue to maintain and expand the Town's Infrastructure Replacement Plan</li> <li>▪ implement the Town's Climate Action Plan as opportunities arise</li> <li>▪ advance the Town's GIS mapping capability for municipal infrastructure</li> <li>▪ increase accessibility and promote pedestrian travel</li> <li>▪ with partners, initiate a study of the Beacon Avenue/Highway 17 intersection to develop a plan for future reconfiguration</li> <li>▪ work with local area MP and MLA, Ministry of Transportation, Victoria Airport Authority, ICBC, BC Ferries and District of North Saanich towards securing funding and receiving approval for the installation of a Highway 17 – Beacon pedestrian overpass to facilitate safe pedestrian travel between east and west Sidney and to interconnect existing and new cycling trails on the peninsula</li> <li>▪ review of relevant bylaws impacting traffic, transportation and parking</li> <li>▪ work with BC Transit on the completion and implementation of their 2030 Strategic Plan to ensure the establishment of fast, reliable and accessible transit options for Sidney residents and visitors</li> <li>▪ continue with efforts to establish a new Fire Hall on airport authority lands south of the Mary Winspear Centre, adjacent to Highway 17</li> <li>▪ implement a plan for the improvement, replacement or redevelopment of Town Hall</li> <li>▪ complete improvements to Public Works Yard</li> <li>▪ complete and implement parking strategy</li> <li>▪ encourage utilization of privately owned parking spaces for local business employees</li> <li>▪ convert the leased School District 63 property to interim public parking</li> <li>▪ work with all stakeholders to establish a Sidney transit node</li> <li>▪ purchase of low emission town vehicles</li> </ul> | <ul style="list-style-type: none"> <li>▪ work with MOT, VAA and the District of North Saanich to improve traffic movement on the west side and improve connectivity to and across Highway 17</li> </ul> |

## Strategic Priority – Organizational Excellence

### Vision 2020

- effective business practices and processes
- exceptional communication
- high levels of public satisfaction
- employer of choice
- fiscally responsible and sustainable

| Strategies<br>that will guide our work  | Initiatives and Commitments<br>2011 and beyond   | Explorations/Possibilities<br>initiatives to be considered  |
|---|--|---|
| <ul style="list-style-type: none"> <li>▪ continually incorporate best practices for local government</li> <li>▪ continue our focus on quality service and customer satisfaction</li> <li>▪ maintain an ‘open door policy’</li> <li>▪ foster an attractive and desirable work environment</li> </ul> | <ul style="list-style-type: none"> <li>▪ develop a comprehensive communications strategy (internal and external)</li> <li>▪ enhance Town Website to include more online information and communication services</li> <li>▪ review of public involvement/engagement processes</li> <li>▪ explore an Employee Satisfaction Survey (ESS)</li> <li>▪ conduct a corporate organizational review with a focus on Engineering/Public Works/Parks, Fire Department and Information Services</li> <li>▪ review of HR practices in light of ESS to address any issues identified and to ensure adequate support for orientation, training, succession planning, and employee and volunteer recognition</li> <li>▪ ensure an appropriate Human Resource compliment</li> <li>▪ develop long-term staffing strategy for Fire Department</li> <li>▪ monitor the negotiations between the province and RCMP regarding a new policing contract</li> <li>▪ implement a comprehensive records management system</li> <li>▪ continue development of the Town’s GIS mapping capability for both municipal and public use</li> <li>▪ ongoing review and update of policies and bylaws</li> <li>▪ develop and implement system for absentee ballots</li> <li>▪ continue Mayor’s “Open Door” initiative</li> <li>▪ optimize <i>Town Talk</i> as a community information instrument</li> <li>▪ investigate the proposal to install a public communication kiosk at the Town Clock at the Old Post Office on Beacon Avenue (maybe move to Quality Spaces)</li> </ul> | <ul style="list-style-type: none"> <li>▪ study benefits and costs associated with flextime, job sharing, work from home, day care, employee fitness and other wellness opportunities</li> </ul> |

## Implementation

To advance this Strategic Plan, the CAO and Management Team will evaluate the identified initiatives on an ongoing basis and report to Council from time to time on implementation options.

In order to ensure all interested members of our community have an opportunity to review and comment on the updated Plan, the following public participation process will be considered:

- Offer to present the revised Plan to service clubs and other interested groups; and
- Post the revised Plan on the Town's website.

This plan is a dynamic and flexible document that is subject to change as conditions are altered or priorities are adjusted. Each year, the currency of the plan will be tested through the linkage with the financial planning process, and results will be reported in the Town's Annual Report,. Where relevant, staff reports will incorporate a section that link the subject matter in the report to the Vision 2020 Strategic Plan.

