



TOWN OF SIDNEY

2022-2026 Strategic Plan

Updated January 2026





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'Keeffe

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 WSÁNEĆ First Nations
- ✓ Respect for our First Nations and Peninsula neighbours
- ✓ Stewardship of public assets
- ✓ Municipal leadership and innovation

Municipal Workload Breakdown

An iceberg graphic used to represent the breakdown of municipal workload. The tip of the iceberg, which is above the water line, is light blue and labeled '15%'. The much larger part of the iceberg, which is below the water line, is a darker blue and labeled '85%'.

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. Implement housing policies and initiatives with a focus on non-market housing	underway	next term
2. Explore the creation of a Tenant Protection Bylaw	2025-Q2	2026-Q1
3. Continue exploring options to establish an Emergency Weather Response Shelter at St. Andrew's Church	2026-Q1	2026- Q3

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	next term
2. Establish a Flood Construction Level Bylaw or a revised Flood Construction Level Policy	2026-Q1	next term

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. Undertake a community engagement process for a new Town Hall. b. Conduct preliminary assessment of Public Works and Parks facilities	2024-Q1	2026-Q2 2026-Q3
2. a. Continue to advance improved intersection and surface multi-modal connectivity across Highway 17 b. Continue to advocate for multi-modal overpass across Highway 17	2024-Q3	next term ongoing
3. a. Update the Development Cost Charge Bylaw b. Consider implementing an Amenity Cost Charge to align with the new Provincial Legislation	underway	2026-Q3 2026-Q3

GOAL IV: COMMUNITY ENGAGEMENT

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

Strategic Priorities & Actions	Initiation/ Status	Completion
<i>(All items in this priority area have been completed.)</i>		

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	2026-Q1 2026-Q1



Sidney