

# VILLAGE OF WARFIELD

# STRATEGIC PRIORITIES

JUNE 2015

*"You cannot change your destination overnight, but you can change your direction overnight." Jim Rohn*

# VILLAGE OF WARFIELD STRATEGIC PRIORITIES

To the Village of Warfield Mayor, Council, and Staff,

It was a distinct pleasure to spend a day of concentrated hard work with you focusing in on building a functional process and creating a clear, clean and achievable set of strategic priorities. In our experience, engaging in these group sessions that serve to enhance functional dynamics while producing tangible outcomes, raises the bar in terms of sound and successful municipal governance.

Strategic priority setting for council is imperative as it provides the necessary direction for staff to craft a clear strategic plan. Strategic plans dovetail into a corporate work plan which then informs your budget. We strongly believe that the process you have engaged in will help set the stage for your success as Warfield's governing body.

We would like to emphasize, however, that a strategic plan is only as good as the ability of organizations to strategically manage that plan. The context in which you, as a new mayor and council, began your term, was far from ideal. In a perfect world, you would have had time to settle into your roles, would have engaged in a thorough orientation, and would have had excellent internal systems to guide your way. As clearly articulated, this has not been your experience to date. In our estimation, you are collectively making the best of a tough situation. Moving forward, it is key to both establishing and monitoring the process functions which both define your roles as policy setters, and keep the organization as a whole progressing. You have demonstrated a strong willingness and ability to learn this strange and fantastic world of local government. Your passion, enthusiasm and hard work will lead to the long term betterment of Warfield.

We offer up an appreciative hug and a job well done virtual high five. As you dig deeper into your positions and embrace the role of sound governance, we encourage you to keep forefront in your thoughts:

- Set sound policy based on the best available information.
- Provide clear, broad direction and let staff flush out the details.

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- Develop functional relationships with staff, each other, and the community at large based on clear communication and clearly defined roles. This does not mean act to appease and it does not mean oppose for sake of opposition. It means working together especially when you disagree.
- Express individual opinions around the council table but respect the direction set by majority vote after decisions have been made. Do not undermine your colleagues or the organization in the greater community just because a vote does not go your way. You are a collective decision making body; behave as such and communicate as such.
- Acknowledge and address past issues, then put them to bed. They should not be ignored, but they should also not be endlessly dwelled upon.
- Be realistic. Be creative. Be open to change. Have difficult conversations. Keep that fire in your belly. Rise to the challenge. Avoid becoming comfortable. Ask for help. Stay curious. Kick some governing butt.

Our assessment is that you have all the tools and raw material to have a dynamic and robust council team. We have every reason to believe that you should experience a challenging and successful term.

We fully believe in remaining accountable to the groups we work with and encourage you to contact us with any questions, areas of clarification, needed resources, or to help deconstruct challenging governance situations. Thank you again for the opportunity to come into your community and to work with you in setting the stage for success.

Caleb Moss and Christina Benty

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## WEBSITE REBUILD

**STRATEGY/OPTIONS:** TWO PHASE WEBSITE REBUILD INCLUDING SOCIAL MEDIA AND FINANCIAL LINKS.

- ACTION:**
- 1) RFP BY JUNE 2015
  - 2) CONTACT POTENTIAL PROVIDERS – JULY 2015
  - 3) AWARD CONTRACT – AUG 2015
  - 4) STAGE 1 COMPLETE – DEC. 2015
  - 5) STAGE 2 INCLUDED IN 2016 BUDGET
  - 6) STAGE 2 COMPLETE – AUG 2016

## SEWER I AND I

**STRATEGY/OPTIONS:** ELIMINATE STORM SEWER LEAKAGE OUT OF SANITARY SEWER

- ACTION:**
- 1) CONTRACT EXTERNAL RESOURCES – JUNE 2015
  - 2) ESTABLISH TIME-LINES, DELIVERABLES AND MILESTONES WITH CONTRACTOR – JUNE 2015
  - 3) REPORT TO COUNCIL – EARLY JULY 2015

\*NOTE: ASSET MANAGEMENT PLAN TO FOCUS ON SEWER INFRASTRUCTURE INVENTORY AND CONDITION WILL STEPS MOVING FORWARD. COUNCIL TO RE-ASSES TIME-LINES AS MORE INFORMATION IS GATHERED.

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## RESOLVE EXISTING MIA ISSUES

**STRATEGY:** EXTERNAL RESOURCES ARE IN PLACE

**ACTION:** RESOLVE AND REPORT BACK – NOV. 2015

## EQUIPMENT RENEWAL SCHEDULE

**STRATEGY:** PREPARE A REPORT FOR COUNCIL WITH A REPLACEMENT SCHEDULE FOR CAPITAL EQUIPMENT.

COUNCIL WOULD LIKE TO MOVE TOWARDS ESTABLISHING AN EQUIPMENT RESERVE POLICY AND MOVE AWAY FROM THE BUDGET SPIKES OF REACTIVE REPLACEMENT.

**ACTION:** INTERNAL RESOURCES EXIST WITHIN OPERATIONS DEPARTMENT TO PROVIDE NECESSARY DATA.

2016 1) STAFF WILL BRING INFORMATION TO COUNCIL – JAN.

2) ESTABLISH EQUIPMENT RESERVE POLICY – AUG. 2016

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## TAX REFORM

**STRATEGY:** EXAM POTENTIAL RECLASSIFICATION OF TAX RATES TO INCLUDE DIFFERENTIATION BETWEEN RESIDENTIAL, COMMERCIAL, AND INDUSTRIAL.

**ACTION:**

- 1) CONDUCT STUDY INCLUDING POTENTIAL RATE CHANGES AND BUDGET IMPLICATIONS – DEC., 2015
- 2) REPORT TO COUNCIL WITH OPTIONS AND RECOMMENDATIONS – JAN., 2016
- 3) COUNCIL DELIBERATION AND COMMUNICATION STRATEGY – MAR., 2016
- 4) ESTABLISH TAX RATE BY-LAW – MAY, 2016

## BYLAW AND POLICY REVIEWS

**STRATEGY:** CONDUCT AN ONGOING INTERNAL CORPORATE REVIEW OF EXISTING BYLAWS AND POLICIES OVER THE COURSE OF THE NEXT 3 YEARS.

**ACTION:**

- 1) ESTABLISH A REVIEW SCHEDULE AND TIMELINE AND REPORT TO COUNCIL - SEPT. 2015
- 2) REVIEW 1 BYLAW/POLICY PER QUARTER WITH RECOMMENDED CHANGES - 2015-2018



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## CREATE A SIZE APPROPRIATE OCP

**STRATEGY:** CONTRACT EXTERNAL RESOURCES TO UNDERGO THE CREATION OF AN OCP FOR WARFIELD

- ACTION:**
- 1) RESEARCH COST RANGE OF EXTERNAL CONTRACTORS BY JANUARY 2016
  - 2) CREATE OCP RESERVE IN BUDGET WITH APPROPRIATE CONTRIBUTIONS 2016-18
  - 3) RFP – MAR., 2017
  - 4) COMMUNITY ENGAGEMENT AND OCP PROCESS BEGIN BY SEPT., 2017
  - 5) OCP COMPLETION – NOV., 2018

# VILLAGE OF WARFIELD STRATEGIC PRIORITIES

## PRIORITY SHORT LIST

1	Website
2	Sewer/I&I
3	Asset management study
4	Rebuild sanitary sewer
5	OCP
6	Resolve MIA issues
7	Equipment renewal schedule
8	Tax reform
9	Business attraction/business friendly culture
10	Bylaw/policy review
11	Attract housing development

# VILLAGE OF WARFIELD STRATEGIC PRIORITIES

## PRIORITY LONG LIST

	Council's Long List	Council Ranking	Staff Ranking	Total
<b>1</b>	<b>Website</b>	<b>13</b>	<b>11</b>	<b>24</b>
2	Social media strategy			
<b>3</b>	<b>Business attraction</b>	<b>5</b>		<b>5</b>
<b>4</b>	<b>Rebuild sanitary sewer system</b>	<b>9</b>	<b>4</b>	<b>13</b>
5	Wireless office			
6	Park refresh			
7	Organizational culture		2	2
<b>8</b>	<b>Attracting more housing developments</b>	<b>4</b>		<b>4</b>
<b>9</b>	<b>Equipment renewal schedule</b>	<b>4</b>	<b>3</b>	<b>7</b>
<b>10</b>	<b>Asset management study</b>	<b>10</b>	<b>11</b>	<b>22</b>
11	Citizen engagement	1		1
12	Council orientation/education			
13	Pool refresh			
14	Reserve policy	2	1	3
15	Outdoor fitness equipment			
<b>16</b>	<b>OCP</b>	<b>9</b>		<b>9</b>
<b>17</b>	<b>Tax class reform</b>	<b>5</b>		<b>5</b>
<b>18</b>	<b>Sewer/I&amp;I</b>	<b>12</b>	<b>3</b>	<b>15</b>
19	Water cross connection program			
<b>20</b>	<b>Bylaw &amp; policy review</b>		<b>4</b>	<b>4</b>

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21	<b>Resolve MIA issues</b>	<b>6</b>		<b>6</b>
22	Regional shared services			
23	Public communication strategy			
24	Long term financial plan		2	2
25	Drinking water plan			
26	Intergovernmental relations			
27	Council travel & education policy			
28	Amalgamation study	3		3
29	Grant research			
30	Creation of a youth council			
31	Pump track			
32	Youth leadership program			
33	Succession planning			

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## Pitfalls to Avoid

- 1) Directing Staff - resolutions and bylaws inform staff of council direction. It is not your job to tell staff how to do their job, it is your job to set sound and clear direction.
- 2) Acting as Staff - You are policy setters not employees. Council is designed as a policy setting board, not as a working board. You are to provide the necessary resources, not be the resource.
- 3) Resolutions on the fly - Responsible and responsive government takes the time to craft well researched, well informed, and appropriately debated resolutions.
- 4) Poor Relationships - Functional relationships with each other, with staff, and with the greater community are essential. Focus on governance issues is undermined by unhealthy relationships. You do not have to like each other to work well together.
- 5) Focusing on Person vs Policy - Your job is to craft good policy and not to be overly reactive, be it positively or negatively, to each other. Good policy serves your community; spite or pandering seldom does.
- 6) Lost in the Weeds - Council should set broad direction vs getting lost in the specificity of details. It is the job of staff/contractors to fill in the details that accomplish the broader vision.
- 7) Council as individual vs council as one governing body - Your role is to debate and vote as individuals but then respect and support the decision of the majority. Undermining decisions of the council body because you did not get your way is detrimental behavior and poor leadership.

# CONTACT INFORMATION

## STRATEGIC LEADERSHIP SOLUTIONS

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