

THE CORPORATION OF THE VILLAGE OF WARFIELD

Committee of the Whole

A G E N D A

A Committee of the Whole session of the Council of the Village of Warfield to be held in an electronic/video format due to the inability to provide COVID-19 spacing under the Province of B.C. Ministerial Order 192, on Monday, January 11, 2021 at 1:00 p.m.

- 1. Convene Committee of the Whole**
- 2. Adoption of the Agenda**
- 3. Strategic Plan Review**
- 4. Other Business**
- 5. Motion to Rise and Report to Council**
 - a. Recommendations as Agreed by Committee
- 6. Return to Regular Council**



Village of Warfield

STRATEGIC PLAN 2021-2023



Alison Sayers, MA
alison@sayersconsulting.ca
<https://sayersconsulting.ca>
Nelson, BC
250-855-8074

Summary

The Mayor, Council and Senior Administrative Staff of the Village of Warfield gathered virtually for three strategic planning workshops December 15th-17th, 2020, to create a Three Year Strategic Plan. Due to Government of BC public health restrictions and concerns regarding the COVID-19 pandemic, all meetings related to the creation of this plan were held virtually. The process included pre-workshop 1:1 interviews and an online survey, and was grounded in the guiding principles of Warfield's Integrated Official Community Plan, *Imagine 2040*. While this necessary virtual approach somewhat limited the ability of Council and staff to interact and collaborate in ways that are more standard and familiar for a strategic planning process, the result was a strong plan based on meaningful conversations and input from everyone present, as well as several staff members not present at the workshop.

Participants

Diane Langman, *Mayor*
Arlene Parkinson, *Councillor*
Jim Hill, *Councillor*
Raymond Masleck, *Councillor*
Cyra Yunkws, *Councillor*
Jody-Lynn Cox, *CFO/CO*
Lila Cresswell, *Interim CAO*
Alison Sayers, *Facilitator, Sayers Consulting*

Village of Warfield 2025 Vision

It is December 31st, 2025, and Warfield:

1. Is supporting a cleaner, safer community for children, seniors and all in between to play, live and work, to interact, to create and imagine, to produce and grow, together and individually.
2. Has strong asset management practices, studies, and processes for prioritizing infrastructure projects that improve energy efficiency and quality of life, with detailed plans and timelines for infrastructure assets and structures, including a high level service plan and review
3. Is providing clean and sustainable water service to our community
4. Has addressed flooding of Trail Creek, and where possible created a creekside trail through Annable
5. Is implementing strong, clear and consistent governance, due to clearly articulated, current and relevant strategic plans, policies and bylaws
6. Reviews all policies at least every two years, and follows a clear process for creation of new policies; staff time is allocated for their review and development under direction from the Policy Committee
7. Practices fiscal responsibility and prudent stewardship as key elements of healthy governance, including: thoroughly discussing all budget decisions at the council table during the budgeting process, drafting a budget prior to the new fiscal year, and adopting the budget in a timely manner
8. Considers all decisions carefully based on strategic priorities, including considerations around: current and future infrastructure needs, costs, taxation impacts, 100% Renewable lens, Food Security lens, Climate Change Adaptation and Mitigation, systemic racism, and Gender-Based Analysis Plus (GBA+)
9. Has a cohesive, well-trained team of staff and council, effectively and efficiently providing necessary services, with an ample number of staff to undertake the work of the municipality
10. Advocates strategically, and continually improves relationships regionally, provincially, and federally
11. Is implementing an updated Active Transportation Plan, and is developing accessible trails and active transportation networks between neighbourhoods, while considering the Age Friendly Plan and collaborating with the Lower Columbia region.

Village of Warfield
Integrated Official Community Plan: *Imagine 2040*
Guiding Principles

Sustainability: Meeting the needs of the present without compromising the ability of future generations to meet their own needs

- * **Environmental:** Ensuring ecosystems are healthy by avoiding continuous encroachment into natural areas, and by reducing and eventually eliminating the ongoing build-up of synthetic materials, toxins, metals and fossil fuels in nature.
- * **Social:** Being inclusive and free of barriers for all people, so they can meet their physical and emotional needs, regardless of age, ability, income or ethnicity.
- * **Economic:** An economic system that is strong, resilient and adaptable; one that avoids undermining the social and ecological systems on which it is dependent.
- * **Smart Growth:** Development that supports our overall sustainability objective by prioritizing infill, redevelopment, and densification strategies, which aim to enhance quality of life, avoid continuous encroachment into the natural environment, maintain ecological integrity, and save money over time.

Village of Warfield
Strategic Priorities
2021-2023

1. **Improving Our Infrastructure** - Clean and sustainable water service, sewer system improvements, drainage and flooding mitigation
2. **Building Strong Asset Management Practices** - All village assets
3. **Governance Excellence** - Prudent stewardship and fiscal responsibility, well-informed and thoughtful decision-making, updated bylaws and policies
4. **Teamwork Excellence** - Team cohesiveness, staff workload sustainability
5. **Strategic Advocacy and Collaborative Relationships** - regionally, provincially, and federally

Village of Warfield
Strategic Goals and Actions
Year 1: 2021

Strategic Goal	Action	Priority	Lead(s)	Target	Completion/ Comments
Improving Our Infrastructure	Water : - Pre-design studies - Intake and treatment plant assessment	#1	CAO/CFO, Contract/ PW staff	4th Q/2021	Underway
	Beaver Bend park and trail remediation and development	#1	CAO/CFO, Contract/ PW staff	3rd Q/2021	Underway; Phase I (of IV) complete
	Wellington sewer lines and culverts: - Assess cost - Pre-design study	#2	CAO/CFO, Contract/ PW staff	4th Q/2021	
	Burns Ave water/ sewer realignment	#2	CAO/CFO, Contract/ PW staff	3rd Q/2021 (dependent on grant awards)	Feasibility study and tender docs complete, grant applications submitted
	Pool - Prioritize COVID recovery funds for: - wi-fi - re-opening Summer 2021 - operations - upgrades for accessibility	#1	CAO/CFO, Contract/ PW staff	2nd Q/2021	
		#2		3rd Q/2021, 2022	
	Trail Creek flood concerns: - Flood mitigation study needs to be regional - Approach RDKB and neighbouring communities for collaboration/coordination	#4	Mayor, Council	4th Q/2021	Advocacy needed

Strategic Goal	Action	Priority	Lead(s)	Target	Completion/ Comments
Building Strong Asset Management Practices	Phase 2 - GIS mapping - replacement costs	#1	CAO/CFO, Contract/ PW staff	4th Q/2021	Underway
	Continue to address infrastructure investment gap through sound asset management practices	#1	Council, CAO/CFO, Staff, Infra. Advisory Committee	Ongoing	Ongoing; Early stages; identification and prioritizing, risk assessment
	Update Active Transportation Plan	#2	CAO/CFO, Contract/ Staff	4th Q/2021	Initial review underway
Governance Excellence	Bylaws and Policies - - Initial review - Identify updates - List and prioritize - Bylaw mediation in place - Share new policies publicly to encourage civic understanding and participation	#2	CAO/CFO, Contract/ Staff	4th Q/2021	Zoning Bylaw underway, target completion March; Building Bylaw target completion November; Subdivision and Servicing Bylaw target 2023; Full suite of financial policies development, target 2025
	Use Committee of the Whole as needed	#1	Mayor, Council	Ongoing	
	Staff to provide timely budget process and timely periodic financial reporting at the Council table on budgets and financial position	#1	CAO/CFO, Staff	Ongoing	
	Staff reports/updates: - Every council agenda - Reference strategic goals, priorities, vision - Projects and resolutions status report	#1	CAO/CFO, Staff	Ongoing	

Strategic Goal	Action	Priority	Lead(s)	Target	Completion/ Comments
	Succession planning for all staff; evaluate and structure management positions	#1	CAO/CFO, Contract/ Staff	4th Q/2021	Underway
Teamwork Excellence	Council-to-staff/ Council-to-Council constructive chats: <ul style="list-style-type: none"> - At least quarterly - Teamwork/ well-being check-in 	#2	Mayor, Council, CAO/CFO, Staff	1st Q/2021	Ongoing
	Review key Committees <ul style="list-style-type: none"> - Consult with existing committee members for needs - Identify and prioritize 	#3	Mayor, Council, CAO/CFO, Staff	3rd Q/2021	
Strategic Advocacy and Collaborative Relationships	Advocate to the Province of BC for a serious carbon pricing regime and substantive building retro-fit programs	#1	Mayor, Council	3rd Q/2021	UBCM convention advocacy meetings
	Reliably collaborate and partner in strategic efforts	#2	Mayor, Council, CAO/CFO	1st Q/2021	Ongoing
	Council to build/ maintain relationships: <ul style="list-style-type: none"> - provincially and federally - attendance at UBCM/FCM for advocacy purposes 	#3	Mayor, Council	3rd Q/2021	Ongoing
	Develop plan/policies addressing systemic racism and reconciliation: <ul style="list-style-type: none"> - training and education for staff and council - engage with local Indigenous groups. 	#4	Policy Committee	1st Q/2021	Ongoing; implementation target 2025 or sooner

Village of Warfield
Strategic Goals and Actions
Year 2: 2022

The following Goals and Actions are to be reviewed by Staff and Council in 4th Quarter 2021 for further planning, specificity, and target dates.

Strategic Goal	Action Item	Priority	Lead(s)	Target	Completion/Comments
Improving our Infrastructure	Forrest Drive sewer lift: - Upgrades	#2	CAO/CFO, Contract/ PW staff	3rd Q/2022	
	Implementation - Active Transportation Plan	#2	CAO/CFO, Staff	4th Q/2022	
Building Strong Asset Management Practices	Funding and financing strategy - water	#1	CAO/CFO, Staff	1st Q/2022	
	Comprehensive drainage plan	#2	CAO/CFO, Contract/ PW Staff	2nd Q/2022	
	Funding for current sewer and storm infrastructure - replacement	#3	CAO/CFO, Contract/ PW Staff	4th Q/2022	
Governance Excellence	Implement management restructuring	#1	Mayor, Council, CAO/CFO	1st Q/2022	
	Implement internal and external communications and engagement policies and strategies, including timelines and detailed responsibilities of Mayor, Council, and staff.	#2	Mayor, Council, CAO/CFO, Policy Committee	2nd Q/2022	Underway
	Implementing a detailed continuing education and training policy for Mayor, Council, and staff, with yearly priorities	#3	Mayor, Council, CAO/CFO	Policy: 2nd Q/2022; Implementation: 2023	

Strategic Goal	Action Item	Priority	Lead(s)	Target	Completion/ Comments
	Fund and implement a credible and consistent bylaw enforcement program: - Develop collaboratively with other regional small communities	#4	CAO/CFO, Staff	1st Q/2022	
Teamwork Excellence	TBD if needed		Mayor, Council, CAO/CFO, Staff		
Strategic Advocacy and Collaborative Relationships	TBD if needed		Mayor, Council		

Village of Warfield
Strategic Goals and Actions
Year 3: 2023

The following Goals and Actions are to be reviewed by Staff and Council in 4th Quarter 2022 for further planning, specificity, and target dates.

Strategic Goal	Action Item	Priority	Lead(s)	Target	Completion/ Comments
Improving Our Infrastructure	Water - tender documents, tendering	#1	CAO/CFO, Contract/PW staff	2nd Q/2023	
	Repair/replace/install flood-related infrastructure at Trail Creek (road, culverts, bridges) - Years 3-5	#3	CAO/CFO, Contract/PW staff	4th Q/2023 or later	
	Pool - TBD	#2	CAO/CFO, Contract/PW staff		
Building Strong Asset Management Practices	High level long term servicing plan, including water, sewer, and drainage systems	#1	CAO/CFO, Contract/PW staff	3rd Q/2023	
	Long term financial plan for capital replacement costs		CAO/CFO, staff	4th Q/2023	
Governance Excellence	Service Delivery Review and funding model	#1	CAO/CFO, contract staff	3rd Q/2023	
	Subdivision and Servicing Bylaw		CAO/CFO, Contract/PW staff	4th Q/2023	
Teamwork Excellence	TBD		Mayor, Council, CAO/CFO, Staff		

Strategic Goal	Action Item	Priority	Lead(s)	Target	Completion/ Comments
Strategic Advocacy and Collaborative Relationships	Leverage the efforts of the Warfield Food Action Committee to improve access, affordability and availability of food within the community	#4	Mayor, Council	4th Q/2023	
	Amalgamation - New council to review/evaluate history and discuss, if desired	#3	Mayor, Council	4th Q/2023	

Village of Warfield
Future Strategic Goals and Actions
Years 4-5: 2024-2025

The following Goals and Actions, along with all above Strategic Priorities, Goals, and Actions are to be reviewed by Staff and Council in 4th Quarter 2023 as part of a comprehensive Strategic Planning process.

Strategic Goal	Action	Priority	Lead(s)	Target	Comments
Improving Our Infrastructure	Water infrastructure - intake, upgrades to plant	#1	CAO/CFO, Contract/PW staff	4th Q/2025	
Building Strong Asset Management Practices	Asset management planning: <ul style="list-style-type: none"> - move into a funding model - long term financial plans for operations and capital replacement projects 	#2	CAO/CFO, Contract/PW staff		
Governance Excellence	Develop a suite of financial policies: <ul style="list-style-type: none"> - Reserve policy - Equipment replacement policy - Infrastructure Reserve Policy - Long Term Financial Plan 	#1	CAO/CFO, staff		
	Consistent, clear progress on Food Security and 100% Renewable pledges	#3	Mayor, Council, CAO/CFO, staff		
Teamwork Excellence	TBD		Mayor, Council, CAO/CFO, Staff		