



# Village of Warfield

## STRATEGIC PLAN 2021-2023



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

| Strategic Goal                                    | Action   | Priority | Lead(s)  | Target     | Completion/ Comments  |
|---|--|----------|--|------------|---|
| <b>Building Strong Asset Management Practices</b> | Phase 2<br>- GIS mapping<br>- replacement costs  | #1       | CAO/CFO, Contract/<br>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/<br>Staff                        | 4th Q/2021 | Initial review underway   |
| <b>Governance Excellence</b>                      | Bylaws and Policies -<br>- Initial review<br>- Identify updates<br>- List and prioritize<br>- Bylaw mediation in place<br>- Share new policies publicly to encourage civic understanding and participation | #2       | CAO/CFO, Contract/<br>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:<br>- Every council agenda<br>- Reference strategic goals, priorities, vision<br>- 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                                      |
| <b>Teamwork Excellence</b>                                | Council-to-staff/ Council-to-Council constructive chats: <ul style="list-style-type: none"> <li>- At least quarterly</li> <li>- Teamwork/ well-being check-in</li> </ul>  | #2       | Mayor, Council, CAO/CFO, Staff | 1st Q/2021 | Ongoing                                       |
|   | Review key Committees <ul style="list-style-type: none"> <li>- Consult with existing committee members for needs</li> <li>- Identify and prioritize</li> </ul>  | #3       | Mayor, Council, CAO/CFO, Staff | 3rd Q/2021 |   |
| <b>Strategic Advocacy and Collaborative Relationships</b> | 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"> <li>- provincially and federally</li> <li>- attendance at UBCM/FCM for advocacy purposes</li> </ul>                                      | #3       | Mayor, Council                 | 3rd Q/2021 | Ongoing                                       |
|   | Develop plan/policies addressing systemic racism and reconciliation: <ul style="list-style-type: none"> <li>- training and education for staff and council</li> <li>- engage with local Indigenous groups.</li> </ul> | #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 |
|---|--|----------|--|---|---------------------|
| <b>Improving our Infrastructure</b>               | Forrest Drive sewer lift:<br>- Upgrades  | #2       | CAO/CFO,<br>Contract/<br>PW staff                  | 3rd Q/2022                                  |                     |
|   | Implementation - Active Transportation Plan  | #2       | CAO/CFO,<br>Staff                                  | 4th Q/2022                                  |                     |
| <b>Building Strong Asset Management Practices</b> | Funding and financing strategy - water   | #1       | CAO/CFO,<br>Staff                                  | 1st Q/2022                                  |                     |
|   | Comprehensive drainage plan  | #2       | CAO/CFO,<br>Contract/<br>PW Staff                  | 2nd Q/2022                                  |                     |
|   | Funding for current sewer and storm infrastructure - replacement   | #3       | CAO/CFO,<br>Contract/<br>PW Staff                  | 4th Q/2022                                  |                     |
| <b>Governance Excellence</b>                      | Implement management restructuring   | #1       | Mayor,<br>Council,<br>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,<br>Council,<br>CAO/CFO,<br>Policy Committee | 2nd Q/2022                                  | Underway            |
|   | Implementing a detailed continuing education and training policy for Mayor, Council, and staff, with yearly priorities   | #3       | Mayor,<br>Council,<br>CAO/CFO                      | Policy: 2nd Q/2022;<br>Implementation: 2023 |                     |



| Strategic Goal  | Action Item  | Priority | Lead(s)                                 | Target     | Completion/<br>Comments |
|---|--|----------|---|------------|-------------------------|
|   | Fund and implement a credible and consistent bylaw enforcement program:<br>- Develop collaboratively with other regional small communities | #4       | CAO/CFO,<br>Staff                       | 1st Q/2022 |                         |
| <b>Teamwork Excellence</b>                                | TBD if needed  |          | Mayor,<br>Council,<br>CAO/CFO,<br>Staff |            |                         |
| <b>Strategic Advocacy and Collaborative Relationships</b> | TBD if needed  |          | Mayor,<br>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/<br>Comments |
|---|--|----------|--------------------------------|---------------------|-------------------------|
| <b>Improving Our Infrastructure</b>               | 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     |                     |                         |
| <b>Building Strong Asset Management Practices</b> | 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          |                         |
| <b>Governance Excellence</b>                      | 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          |                         |
| <b>Teamwork Excellence</b>                        | TBD  |          | Mayor, Council, CAO/CFO, Staff |                     |                         |

| Strategic Goal  | Action Item   | Priority | Lead(s)        | Target     | Completion/<br>Comments |
|---|---|----------|----------------|------------|-------------------------|
| <b>Strategic Advocacy and Collaborative Relationships</b> | 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<br>- 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 |
|---|---|----------|--------------------------------|------------|----------|
| <b>Improving Our Infrastructure</b>               | Water infrastructure - intake, upgrades to plant  | #1       | CAO/CFO, Contract/<br>PW staff | 4th Q/2025 |          |
| <b>Building Strong Asset Management Practices</b> | Asset management planning:<br>- move into a funding model<br>- long term financial plans for operations and capital replacement projects                      | #2       | CAO/CFO, Contract/<br>PW staff |            |          |
| <b>Governance Excellence</b>                      | Develop a suite of financial policies:<br>- Reserve policy<br>- Equipment replacement policy<br>- Infrastructure Reserve Policy<br>- Long Term Financial Plan | #1       | CAO/CFO, staff                 |            |          |
|   | Consistent, clear progress on Food Security and 100% Renewable pledges  | #3       | Mayor, Council, CAO/CFO, staff |            |          |
| <b>Teamwork Excellence</b>                        | TBD   |          | Mayor, Council, CAO/CFO, Staff |            |          |