VILLAGE OF WARFIELD
STRATEGIC PLAN 2023-2026

Summer, 2023

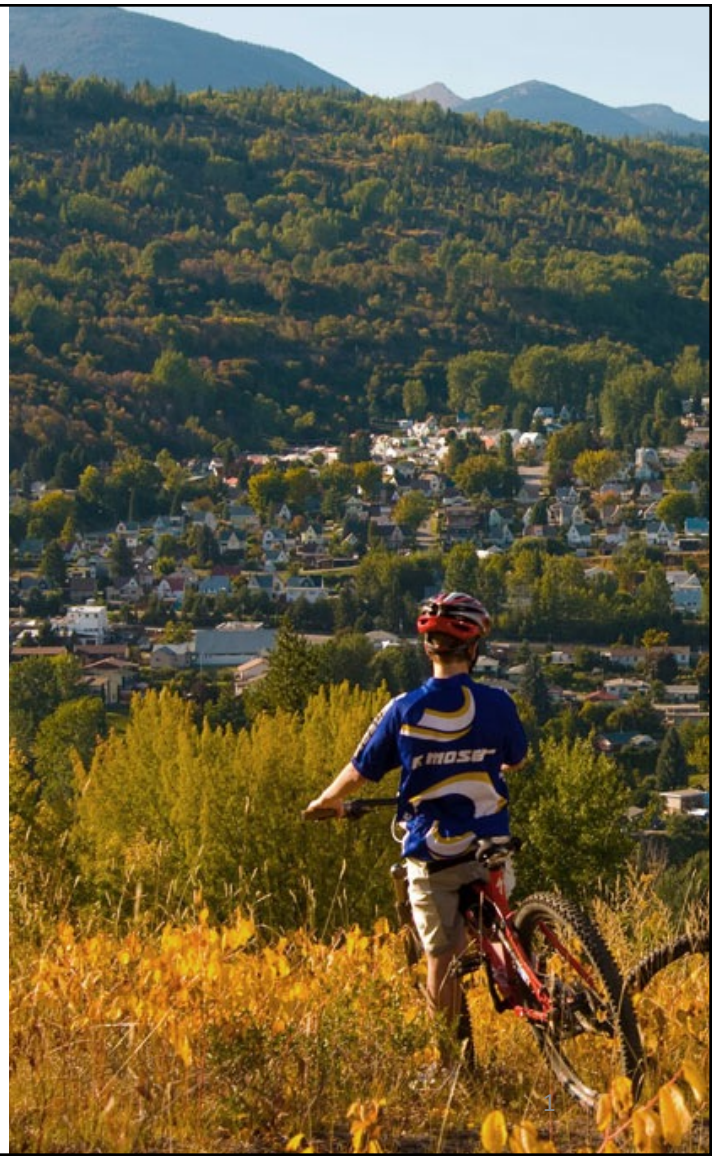
MESSAGE FROM THE MAYOR

It is my privilege to present the Village of Warfield's *2023-2026 Strategic Plan*. The *Strategic Plan* sets out four themes to guide the Village's use of resources in the current term of Council:

- Infrastructure
- Growth and Development
- Climate and Environment
- Local Government Sustainability

Council's priorities are identified under each theme. The themes and priorities were developed by Council, supported by the Chief Administrative Officer, at a facilitated, full-day planning session in Warfield in the summer of 2023.

One priority included under the *Local Government Sustainability* theme is important to highlight: Council's desire to identify the most appropriate local government structure for the community's future success. For many years, the existing local government structure in the Greater Trail Area has been a topic of discussion and – at times – a source of conflict. Parties have collaborated with varying degrees of success in the provision of certain shared services, but

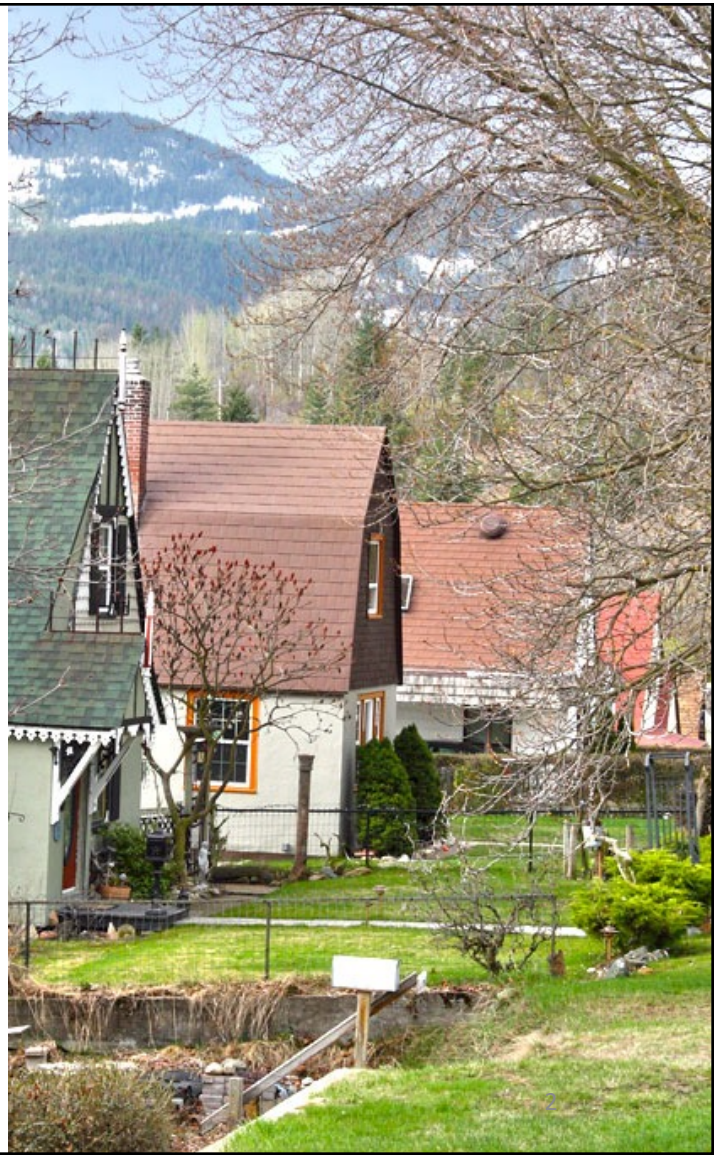


have been unwilling to examine fundamental structural changes for the area, including the potential for municipal amalgamation. Village Council understands that the subject is sensitive to many residents who value the Village's autonomy as a separate jurisdiction. Council also feels, however, that the rising service costs, staffing challenges and other realities facing Warfield and other small municipalities compel us all to begin thinking about, discussing and studying governance options.

Council will be approaching the Ministry of Municipal Affairs to seek support for a detailed and objective study of structural options. Council commits to keep the community informed and engaged as discussions proceed.

Sincerely,
VILLAGE OF WARFIELD

Frank Marino
Mayor



COUNCIL'S TEN-YEAR VISION FOR WARFIELD

Warfield is a thriving community with opportunities for all citizens to connect and prosper. It is a desirable and affordable community, attractive to young families, seniors and other age groups that seek affordable housing options. It is a complete community that boasts a wide range of services, including robust utilities, a local elementary school and charging stations for electric cars and bikes.

Principles of sustainability guide growth in Warfield. Economic development is pursued alongside, rather than in place of, progress on climate action and environmental protection. Financial plans address important infrastructure and service needs without burdening future generations. Active and engaged citizens ensure that major service and governance decisions receive broad support.

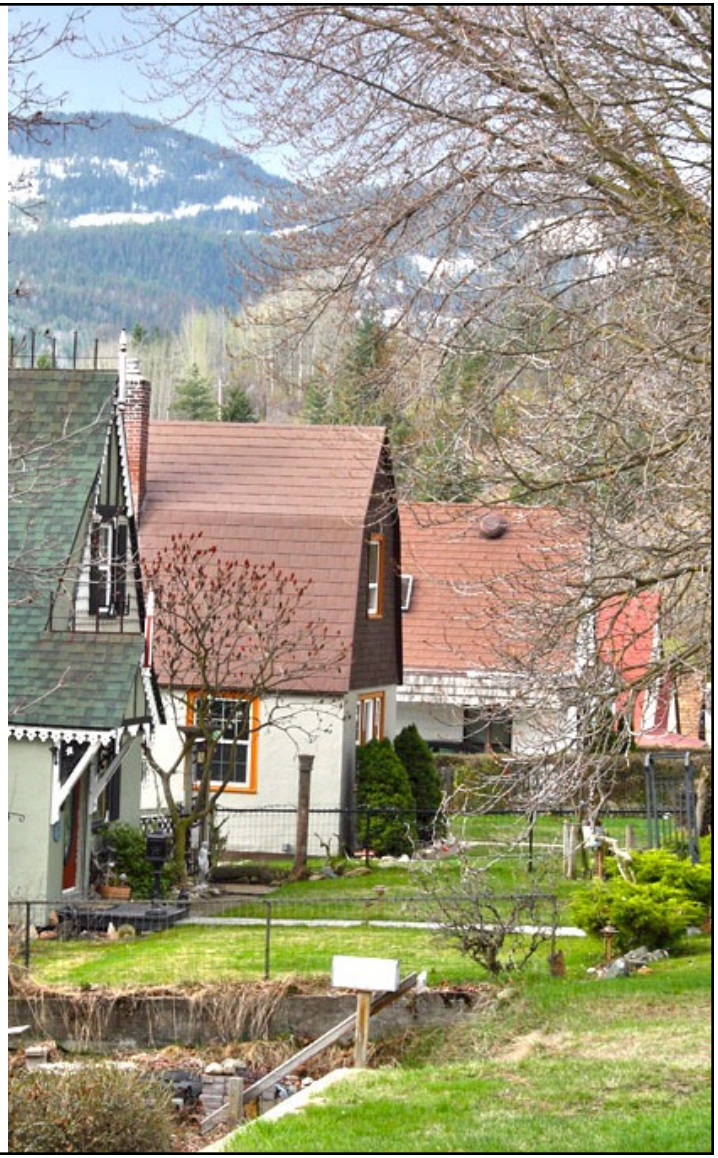
Warfield remains a distinct part of the broader Greater Trail Area. Past years marked by service uncertainty and inter-jurisdictional mistrust have given way to strong collaboration, a recognition of shared values, and a new Greater Trail local government structure.

COUNCIL'S PRIORITIES

The Village of Warfield's priorities, identified by Village Council, speak to the changes Council intends to make, efforts Council will undertake, and outcomes Council wishes to achieve for the community. The priorities will guide the use of the Village's resources, including funds, staff, time and energy. For the *2023-2026 Strategic Plan*, Council has organized its priorities under four themes:

- Infrastructure
- Growth and Development
- Climate and Environment
- Local Government Sustainability

Village staff, under the direction of the Chief Administrative Officer, will bring forward proposed actions for the Village to take in support of Council's priorities. Over the term of the *Strategic Plan*, the lists of actions will expand in response to needs and opportunities.



INFRASTRUCTURE

Council recognizes that there has been limited investment in core Village infrastructure over the past decade, perhaps longer. In order to remain sustainable as a municipality, and to ensure that residents have access to reliable local services, the Village must make investments in infrastructure that consider the condition of Warfield's core assets based on information contained in the *Asset Management Plan* and other sources.

Future infrastructure investments will require Council to allocate appropriate funding in the Village's *Five-Year Financial Plan*. Annual allocations will translate into higher municipal property taxes, including parcel taxes. Council recognizes that higher taxes of any type impact residents and must be introduced in careful and sensitive ways.

INFRASTRUCTURE

PRIORITIES

Secure New Water Supply

The Village, in consultation with its engineering consultants and sub-regional partners, will determine and take action on a solution to secure a new, affordable water source that supports the Village's long-term water needs.

Control Infiltration into Sewage Collection System

The Village will explore options and, where feasible, implement a preferred course of action for controlling water infiltration into Warfield's sewage collection system – infiltration that increases the system's volume of flow, and the Village's cost for sub-regional sewage treatment.

Upgrade Water Treatment Plant

The Village will undertake the upgrades necessary to ensure that the community's water treatment plant is able to meet Warfield's water needs into the future.

INFRASTRUCTURE

PRIORITIES

Five Year Capital Plan

Council, in consultation with staff, its engineering consultants and other advisors, will review the condition of the Village's assets and develop a *Five-Year Capital Plan* to upgrade and replace core infrastructure.

> In setting out priorities, the *Plan* will not only consider condition of the assets, but will take into account funding levels and sources to ensure that the *Plan* is both realistic and affordable, given the Village's other spending commitments.

> Where possible, Council will pursue infrastructure grants from the provincial government and others in order to offset the cost to Village taxpayers.

GROWTH AND DEVELOPMENT

Council recognizes that there has been limited real growth in the Village for some time. New growth results in an increase in the municipality's assessment base which, in turn, will contribute financially to the costs of providing municipal services. In addition, the provision of new housing will help to address housing supply challenges facing Warfield and the broader Greater Trail Area. An affordable and suitable housing mix that responds to the needs of the community is important to current and future employers, as it is to all residents in the Village.

Council actively supports and will work with the Lower Columbia Community Development Team and the Lower Columbia Initiatives Corporation (LCIC) to promote growth and development. Smart growth that results in a net financial benefit will contribute to and support the overall sustainability of the community.

GROWTH AND DEVELOPMENT

PRIORITIES

Facilitate Development of Emerald Ridge

The Village will work with Teck Resources Ltd. and request that Teck-owned land suitable for development in Emerald Ridge be made available.

> With financial support from other orders of government, and with new sources of development-related funding, the Village will undertake the infrastructure planning and upgrades to public infrastructure necessary for development to occur.

Increase the Supply and Diversity of Housing

The Village will create the environment, tools and opportunities necessary for new housing, and new types of housing, to be developed in the community.

CLIMATE AND ENVIRONMENT

Council recognizes that climate change is a local, regional and global challenge that is affecting Warfield and the Greater Trail Area in significant ways. Extreme weather events and environmental disasters are already more common than in past years, as are hotter and drier summers that stress our ecosystems. Strong action to reduce greenhouse gas emissions is required to protect our community and the nature that surrounds it from further extremes. Concerted efforts are needed, as well, to bolster the resiliency of our infrastructure and natural assets, and to help our community adapt to unavoidable changes that are already being experienced.

The need to curb greenhouse gas emissions, reduce our footprint and build resiliency, will inform Council's priorities and actions.

CLIMATE AND ENVIRONMENT

PRIORITIES

Increase Tree Canopy in Warfield

The Village, on its own and in collaboration with community, will plant trees to increase the breadth of Warfield's tree canopy in an effort to mitigate the effects of climate-related temperature spikes.

Facilitate the Use of Electric Vehicles

The Village, in collaboration with Fortis BC, local governments in the Greater Trail Area, and others, will seek opportunities to add appropriate charging stations for electric vehicles, including cars, trucks and bicycles.

Improve Resiliency of Critical Infrastructure

The Village will incorporate climate resiliency criteria into all civic infrastructure works, and will seek funding to future-proof existing infrastructure.

> Municipal infrastructure upgrades and equipment purchases will be undertaken with a view to reduce carbon emissions.

CLIMATE AND ENVIRONMENT

PRIORITIES

Prepare for Climate-Related Disasters

The Village will work with provincial and local government partners to identify, plan for and protect against climate-related disasters, including wildfires, floods and temperature extremes.

LOCAL GOVERNMENT SUSTAINABILITY

It is incumbent on Council, working in concert with staff, partners and others, to ensure that the Village of Warfield local government is sustainable. In plain terms, sustainability means having the capacity to provide key services and associated infrastructure, and to provide them in a way that is both affordable and proactive in the face of changes in and around the organization.

The people who call Warfield home expect Council to do what is necessary in the next four years to protect the community's access to services, and its rich quality of life. Efforts to bolster succession planning, finances, and underlying corporate services are critical. So, too, are efforts taken by Council to plan for the community's longer term sustainability as an autonomous local government jurisdiction. Questions of local government restructure, including the potential for amalgamation, are important to examine.

LOCAL GOVERNMENT SUSTAINABILITY

PRIORITIES

Ensure Proper Succession Planning is in Place

The Village will commit the necessary resources to the development of a senior staff succession plan in order to provide for continuity in all key positions, including that of Chief Administrative Officer.

Invest in Important Corporate Systems

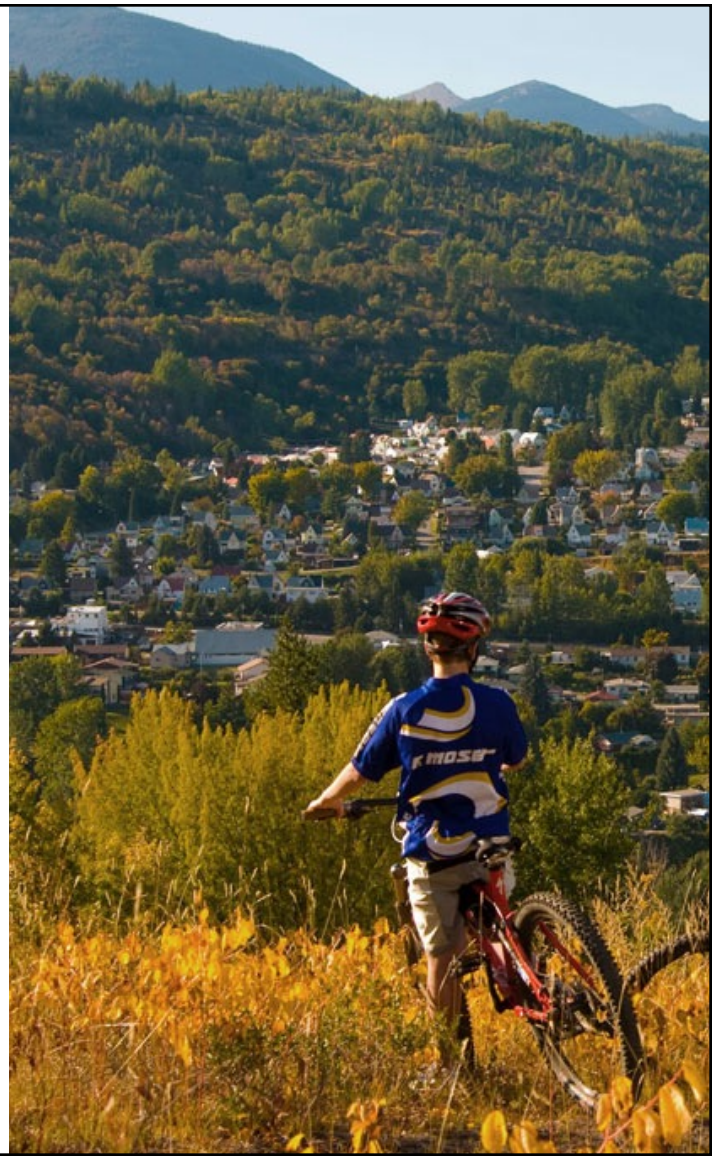
The Village will ensure that appropriate records management and reporting systems are in place to safeguard corporate and legal records.

Strengthen and Diversify Municipal Revenues

The Village will optimize grant funding from other orders of government, and will pursue opportunities, on its own and in concert with other local governments, to capture new sources of non-tax revenue.

LOCAL GOVERNMENT SUSTAINABILITY

PRIORITIES

Identify Most Appropriate Local Government Structure for Future Success

The Village, in collaboration with its residents, local government partners, and the Ministry of Municipal Affairs, will explore local government restructure options for Warfield, including amalgamation, within the Greater Trail Area.