



# 2023-2026 Strategic Plan

## Township of Warwick

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## 2023-2026 Strategic Plan

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# Developing the Strategic Plan

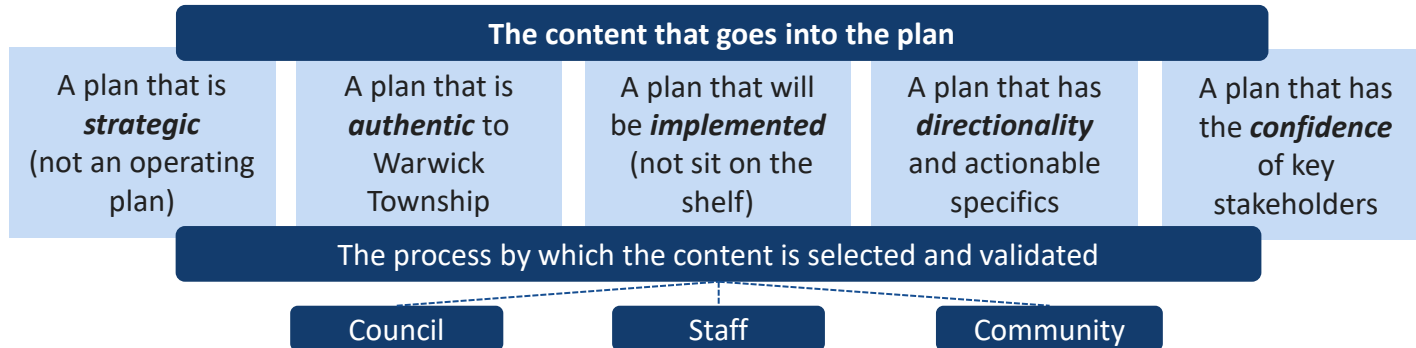
The Strategic Plan is the overarching plan for the Township, which:

- ✓ Guides Council decision-making and priority-setting over the lifespan of the plan;
- ✓ Informs departmental work plans and the budget;
- ✓ Provides staff with a clear sense of how their day-to-day work relates to the organization's overall strategic direction; and
- ✓ Builds unity and alignment within the organization.
- ✓ Communicates Township priorities to the community.

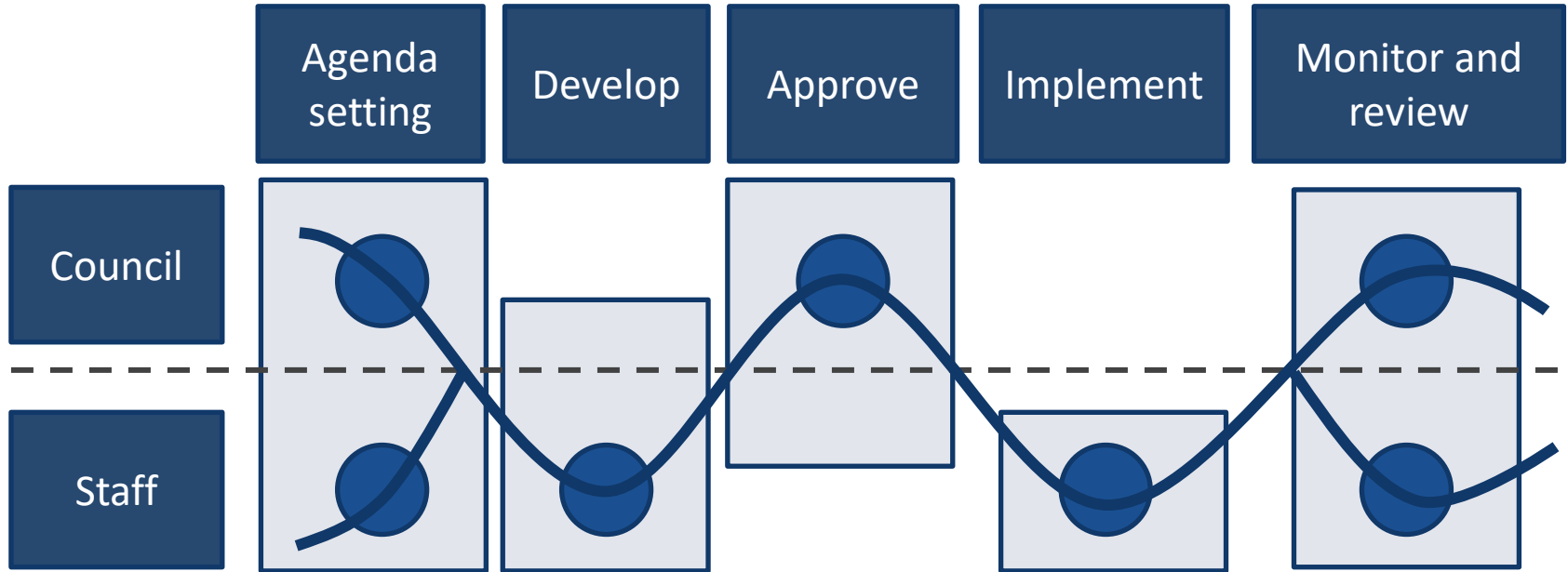
*"If a municipality doesn't know where it is going, how can it make sure that both council and staff are all going in the same direction?"*

MMAH Ontario Municipal Councillor's Guide (2018)

## Our Approach

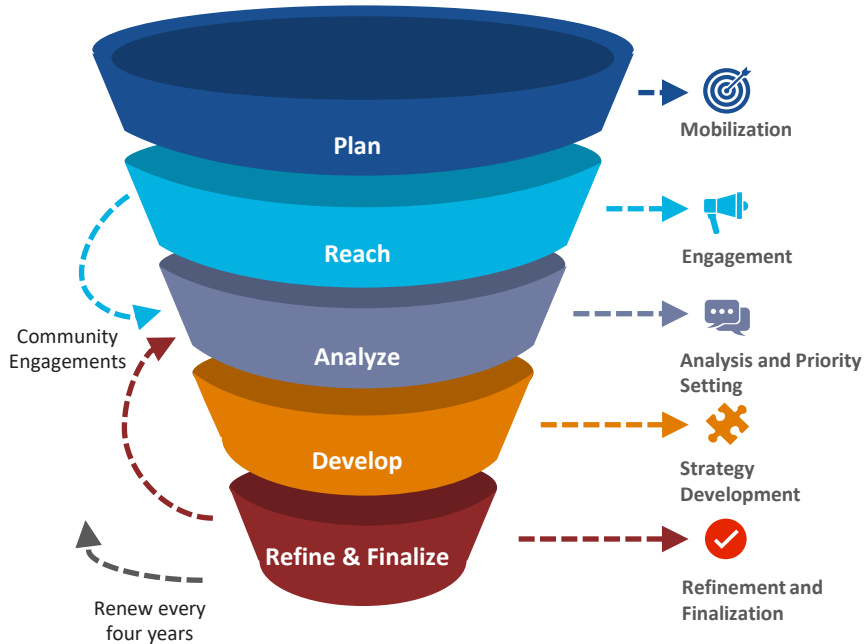


# The Process



# The Process

Over the last several months, we engaged Council, Township staff and community members to work closely with us in building a strategic plan that is reflective of and responsive to the Township of Warwick's needs and aspirations.



## Strategic planning is a consultative process

Participants included Mayor, Council, Staff including Senior Management, and Residents

**12** Interviews with  
Mayor,  
Council, and  
Staff



**2** Workshops with  
Mayor, Council and  
Senior Management  
Team



**1** Open House with  
residents



**63** Survey responses  
from residents

## Key Insights from the Strategic Planning Process (1/2)



The Township of Warwick is a **connected and engaged community**, with several well-staffed volunteer organizations. The willingness of residents to volunteer their time as part of the many volunteer organizations was frequently identified as a key strength.



The Township understands itself as a steward of the shared **natural environment** that everyone enjoys. Navigating the delicate balance between development and conservation was identified as a key priority for encouraging sustainable growth into the future.



The long term **fiscal sustainability** of the Township was front of mind for many consulted as part of this strategic planning process. There is a need to find new and innovative supplements to the long-term financial plans already being implemented in Warwick.



Similar to the rest of Ontario, the Township is also experiencing the **effects of the housing crisis**. Although Warwick may be more affordable than the GTA, housing is becoming less accessible and affordable for many. The Township will need to identify and define what its role could be in supporting the creation of diverse types of housing across the spectrum.

## Key Insights from the Strategic Planning Process (2/2)



The Township recognizes one of its key roles is to drive **economic development**. Incentives to attract businesses were considered with a particular emphasis on retaining and expanding existing businesses.



Accomplishing the different goals of the Township will require **strategic intergovernmental partnerships**. Township representatives already have several connections to neighbouring and senior levels of government which could be leveraged to achieve positive outcomes for the Township.



Overall, the municipal administration is on the right track. There should be organizational focus on continuous improvement, building internal staff capacity, and creating a culture of innovation and collaboration in service delivery to achieve meaningful outcomes and benefits for the community at a reasonable cost.

# Township of Warwick, 2023-2026 Strategic Plan

## Vision and Mission

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### Vision

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The Township of Warwick is an empowering community that provides residents with the services and amenities they need, while providing abundant opportunities for growth.

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### Mission

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The Township of Warwick fosters responsible financial and environmental stewardship as the foundation of a vibrant community, meeting the needs of residents of all ages and abilities today and into the future.

# The Six Strategic Pillars

## Strategic Pillars

Our values guide all our decisions and actions:



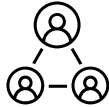
### Facilitate Economic Development

Attracting, retaining and expanding competitive business opportunities.



### Strong Communications

Fostering strong ties of communication from the Township to the community.



### Strategic Intergovernmental Relationships

Cultivate connectivity with other governments including First Nations, neighbouring municipalities, Lambton County, the Province of Ontario and Government of Canada.



### Improve & Sustain Infrastructure

Encouraging resilient built forms through strategic investment and land acquisition.



### Responsible Financial Stewardship

Ensuring the long-term fiscal sustainability of the Township.



### Environmental Stewardship

Advocating for the responsible management of our shared natural resources.

# Implementing the Strategic Plan

- Implementation planning is key to a successful and meaningful Strategic Plan.
- The Strategic Plan recommends a set of objectives and implementable actions for each strategic goal – these can be revised and refined over time.
- Several arrangements will support accountability to the Plan:
  - Annual monitoring, evaluation and reporting on progress and outcomes against goals in the Plan;
  - Communication of progress and successes internally and externally; and,
  - Reviewing and updating the Plan to reflect shifting priorities and realities.

To be of use, the Strategic Plan needs to be connected to the key operational documents of the Township, including the Township budget and Departmental Plans:



# The Balanced Scorecard

- To Support Warwick’s implementation, the Strategic Plan comes with a balanced scorecard to help track and report out on the actions being taken by Council.
- The scorecard includes assistance with prioritization, including estimated timing, funding requirements and staff resourcing.

Township of Warwick; : Strategic Plan   Balanced Scorecard - August 23, 2023							
Overall Progress Update							
Pillars	Goals	Actions	Timing	Costing	Resourcing	Select From Dropdown	Fill In
						Status	Update Summary
Facilitate Economic Development	Create attractive environment for business in the Township	Attract new businesses and/or retain or expand existing businesses to increase the number of jobs available in the Township	>3 years	\$	Medium	Ongoing	
		Identify, prioritize, acquire and finalize available land for business growth, potentially through the facilitation of sale to development partners	1-3 years	\$\$\$	Medium	Ongoing	
		Conduct local business survey identifying what has been working well and what challenges businesses have been experiencing	1-3 years	\$\$	Heavy	Ongoing	
	Support and facilitate residential development	Identify, propose and implement Official Plan amendments supporting economic development (ie. Rezoning land to commercial use)	1-3 years	\$	Medium	Ongoing	
		Direct planning staff to review Official Plan to confirm it contains policies supporting economic development, and identify opportunities to foster more economic opportunity	1-3 years	\$	Medium	Ongoing	
	Downtown Revitalization	Review and update Community Improvement Plan (CIP) objectives	1-3 years	\$	Medium	Ongoing	
Strong Communications	Improve coordination of internal communications	Continue to identify and offer affordable space available in the Township in conjunction with Sarnia Lambton Business Development Corporation to implement the "win this space" program annually, or when acceptable space is available	<1 year	\$\$	Light	Ongoing	
		Seek advice on how to conduct an assessment of current internal communication processes identifying areas for improvement	<1 year	\$\$	Medium	Ongoing	
	Measure and evaluate communication effectiveness	Prepare strategy for implementing actions to address internal areas of improvement for communications	1-3 years	\$	Medium	Ongoing	
		Explore and establish key performance indicators (KPIs) to measure effectiveness of communication efforts including a service response standard expectation	1-3 years	\$	Heavy	Ongoing	
	Enhance external communication with residents	Implement KPI scorecard and review annually as part of departmental plans at budget, and during performance review	1-3 years	\$	Heavy	Ongoing	
		Explore and report to Council on current platforms used for sharing information with particular attention paid to areas of improvement in transparency and accessibility (ie. Ease to access information on the Township website)	<1 year	\$	Medium	Ongoing	
Strategic Intergovernmental Relationships	Explore avenues for enhanced communication and collaboration with other governments	Explore alternative communication methods to improve outreach to residents and identify at least 1 new method of outreach	<1 year	\$	Light	Ongoing	
		Establish and formalize regular meetings and communication channels with representatives of governments, with summaries posted/shared after major meetings	1-3 years	\$	Medium	Ongoing	
	Monitor and communicate legislative changes	Keep informed about policy developments at the county, provincial and federal levels, and issues reports as required to Council	<1 year	\$	Medium	Ongoing	
		Have staff produce summary reports on legislative changes for presentation to Council regularly or at the request of Council	<1 year	\$	Medium	Ongoing	



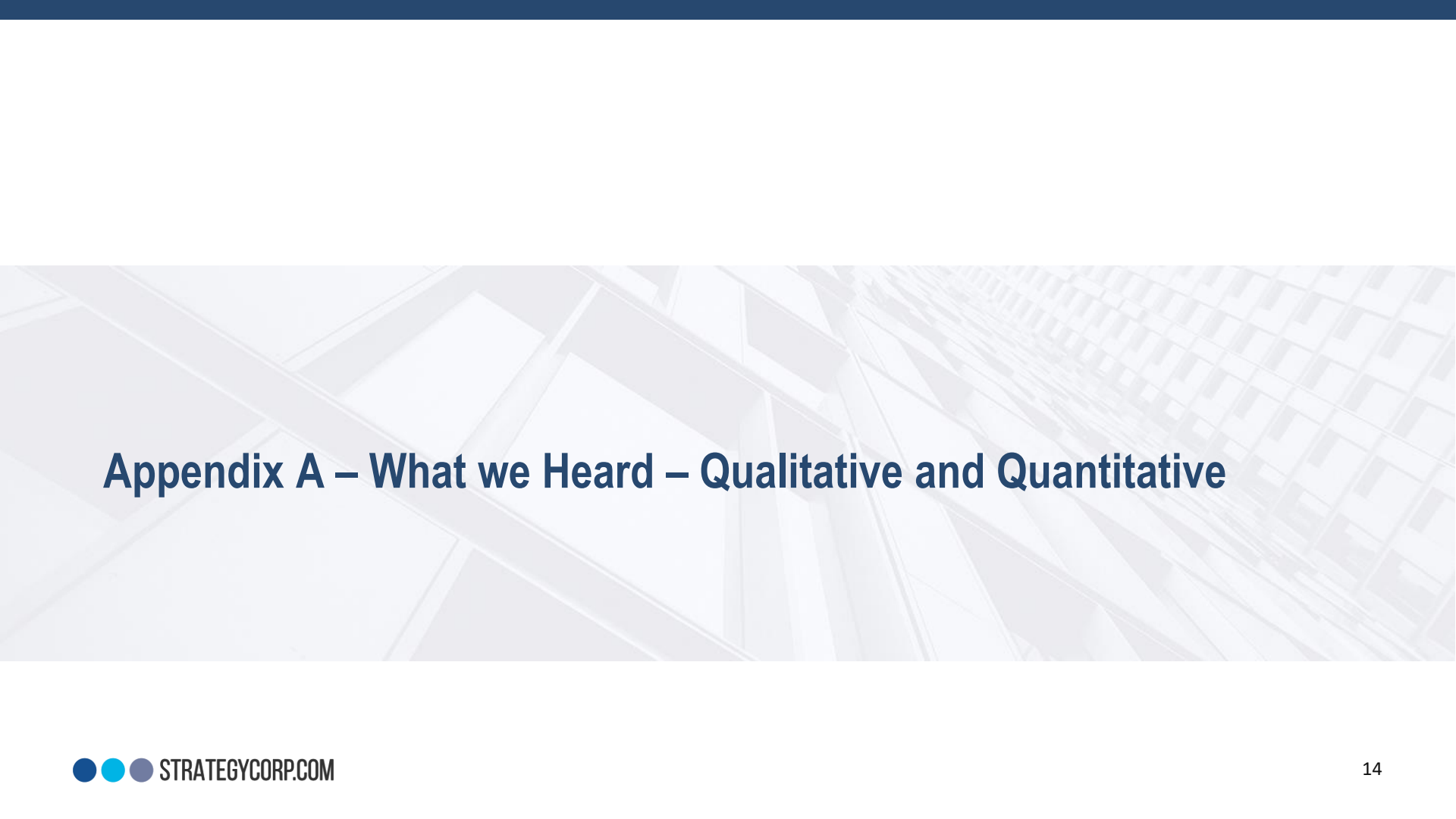
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## Appendix A – What we Heard – Qualitative and Quantitative

# Recall: Interview Findings: Strengths, Challenges, Opportunities, Aspirations and Results (SCOAR)

## Strengths

- Geography and Built Form
- Community Engagement and Participation
- Competitive Cost of Living and Cost of Development
- Relationships with Community Groups
- Highly Competent Workforce
- Local Knowledge of Conditions “On the Ground”
- Staff Teamwork and Collaboration
- Community Infrastructure Development
- Strong Municipal Fiscal Position and Financial Planning
- Open to Partnerships

## Challenges

- Communication and Information Management
  - Low community knowledge of municipal operations and goals
- Regulations and Processes
  - Provincial Rules
  - Ossification of processes
- Organizational Culture and Leadership
  - Municipal reputation
- Demographic and Social Changes
- Economic and Financial Factors
- Environmental and Social Sustainability

## Opportunities

- Economic Development and Investment
  - Capitalizing on momentum
  - Success stories (i.e. ELCC)
- Organizational Performance and Development
  - Financial planning
  - Infrastructure investment
- Environmental Sustainability
  - Possible gas recovery system at Twin Creeks Landfill
  - Long term relationship with WM operator of Landfill

# Recall: Interview Findings: Strengths, Challenges, Opportunities, Aspirations and Results (SCOAR)

## Aspirations

- Economic Development and Growth Attraction
  - Leveraging existing development
  - Agri-business and sustainable energy
- Organizational Development and Reputation
  - Affordable place to live for regional job growth
  - Sought after employer
  - Council-Staff cohesion
- Healthcare
  - Attracting medical services

## Results

- How will we know when we have achieved our aspirations?
- What numbers/statistics can we use to measure our progress towards our aspirations?
- Can we translate our aspiration into something measurable?
- How and when will we track progress towards our aspirations?

## What we heard: Qualitatively, residents are proud and supportive of Warwick

### "What do you like most about living in the Township?"

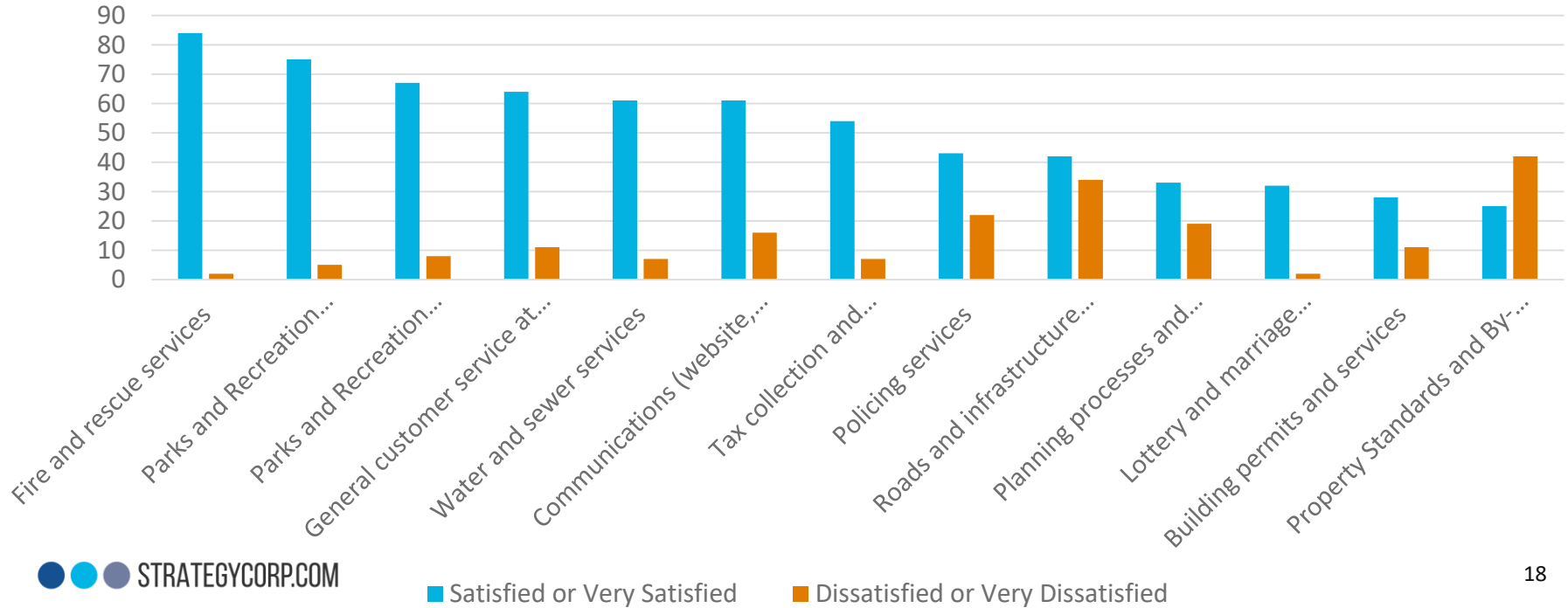
- *"The quiet small town feel."*
- *"A great little town with great people."*
- *"I like most that I am able to live in the village of Warwick within Warwick Township it's quiet and very friendly good neighborhood."*
- *"Close proximity to larger towns with more to offer in terms of lifestyle/entertainment. Quiet township itself."*
- *"Small town feel, quiet but with all essentials. Taxes are reasonable for the services."*
- *"We have an awesome amount of local residents that volunteer to make our community look nice and appealing for others to move here."*
- *"Everyone supports each other, everyone wants to be involved in bettering the community."*

### "What areas should the Township focus its attention?"

- *"Focus on being a green and sustainable community."*
- *"We need to continue investing the revenue we receive from the landfill to sustain ourselves well into the future."*
- *"Affordable housing (the area is excellent in terms of getting to neighboring cities, Sarnia, London, etc.). Potential to be a great area for commuters looking to be close to work/the city, but away from the 'big city' feel."*
- *"Accessibility is key to support so many residents but especially our aging population."*
- *"You have to have moderate growth and expansion to maintain a healthy strong vibrant community."*

# What we heard: Quantitative analysis shows generally high satisfaction with some areas of improvement desired

Overall, how satisfied are you with the quality and delivery of services provided by the Township of Warwick?



# What we heard: Quantitative analysis shows strong support for general Township priorities

When you think about the Township of Warwick's future, how important are the following issues to you?

