

Township of Warwick: Strategic Plan Balanced Scorecard

Introduction & Cover Page

Document Purpose

This document serves as a living progress tracker for the goals and initiatives identified in the Township of Warwick's Strategic Plan. The purpose of this document is to provide a simple framework for tracking progress against the Township's strategic initiatives, and reporting them to other internal stakeholders.

Document Instructions

This document has two relevant sections

1. Recap - Township of Warwick's Strategic Plan: This tab provides a summary of the Township's overall strategic plan;
2. Overall Progress Update: This tab provides a high-level overview of the progress against the Township's strategic plan, including commentary inputs.

The "Overall Progress Update" tab can then be used as a summary to present to stakeholders and articulate high-level progress of the plan.

Township of Warwick: Strategic Plan Balanced Scorecard

Recap - Township of Warwick's Strategic Plan

STRATEGIC PLAN AT A GLANCE

VISION

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

MISSION

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.

VALUES

Our values guide all our decisions and actions:



Facilitate
Economic
Development



Strong
Communications



Strategic
Intergovernmental
Relationships



Improve &
Sustain
Infrastructure



Responsible
Financial
Stewardship



Maintain
Environmental
Stewardship

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Overall Progress Update

						Select From Dropdown	Fill In
Pillars	Goals	Actions	Timing	Costing	Resourcing	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	
Continue to identify and offer affordable space available in the Township in conjunction with Sarnia Lambton Business Development Coporation to implement the "win this space" program annually, or when acceptable space is available		<1 year	\$\$	Light	Ongoing		
Strong Communications	Improve coordination of internal communications	Seek advice on how to conduct an assessment of current internal communication processes identifying areas for improvement	<1 year	\$\$	Medium	Ongoing	
		Prepare strategy for implementing actions to address internal areas of improvement for communications	1-3 years	\$	Medium	Ongoing	
	Measure and evaluate communication effectiveness	Explore and establish key performance indicators (KPIs) to measure effectiveness of communication efforts including a service response standard expectation	1-3 years	\$	Heavy	Ongoing	
		Implement KPI scorecard and review annually as part of departmental plans at budget, and during performance review	1-3 years	\$	Heavy	Ongoing	
	Enhance external communication with residents	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	
		Explore alternative communication methods to improve outreach to residents and identify at least 1 new method of outreach	<1 year	\$	Light	Ongoing	
Strategic Intergovernmental Relationships	Explore avenues for enhanced communication and collaboration with other governments	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	
Improve & Sustain Infrastructure	Enhance Asset Management Plan	Update the facilities component to include projected climate change impacts	1-3 years	\$	Medium	Ongoing	
		Continue to update asset management plan in conjunction with Bill 588-17	1-3 years	\$	Medium	Ongoing	
	Reduce Energy consumption in public and recreation facilities by 2% annually	When required in July 2024, update 5-year energy plan with set targets and projects identified to meet goals	>3 years	\$\$	Medium	Ongoing	
	Support the expansion and availability of Internet across the municipality	Identify speed download/upload standards and feasibility for expansion	<1 year	\$	Medium	Ongoing	
		Educate residents on internet coverage options available through the "Welcome to Warwick" package, delivered to new residents	<1 year	\$	Medium	Ongoing	
Responsible Financial Stewardship	Implement responsible tax rate increases	Annually advise council on analysis, need, and/or options relative to operating environment and existing baseline	<1 year	\$	Heavy	Ongoing	
	Diversify Township revenue streams	Explore non-traditional business and investment partnerships with an attempt to create a new business opportunity for the Township, annually	>3 years	\$\$	Heavy	Ongoing	
		Explore grants and other government programs to support delivery of infrastructure or services and report back to Council	<1 year	\$	Medium	Ongoing	
	Update long-term financial planning	Research and explore new long-term debt and repayment plans and report back to Council	<1 year	\$\$	Heavy	Ongoing	
		Propose and implement long-term strategy for debt and repayment	1-3 years	\$\$\$	Light	Ongoing	
Maintain Environmental Stewardship	Partner with Waste Management (WM) to improve stakeholder relations	Request Waste Management present to Council bi-annually	<1 year	\$	Light	Ongoing	
	Enhance enforcement of municipal by-laws	Hire a Parking Enforcement Officer	1-3 years	\$\$\$	Medium	Ongoing	