



**TOWNSHIP OF WARWICK
STRATEGIC PLAN
2023 - 2026**

Acknowledgement of Ancestral Lands

We acknowledge that the (land on which we are gathered here today) Township of Warwick is located on the traditional lands of the Anishinabe as well as the many Indigenous nations in Ontario whose footsteps have marked them for centuries. We also wish to acknowledge that we are situated on Treaty 29 and Treaty 25 territories signed by Chippewa Chiefs and offer our respect and gratitude for these lands.

Warwick Township Council and Staff will strive to educate residents about our history through programming and events. We pledge to our First Nations neighbours that we will not tolerate systemic racism and commit to advancing reconciliation by building trusting relationships and fostering ideas for future consultation and partnership opportunities.

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Message from Mayor Case

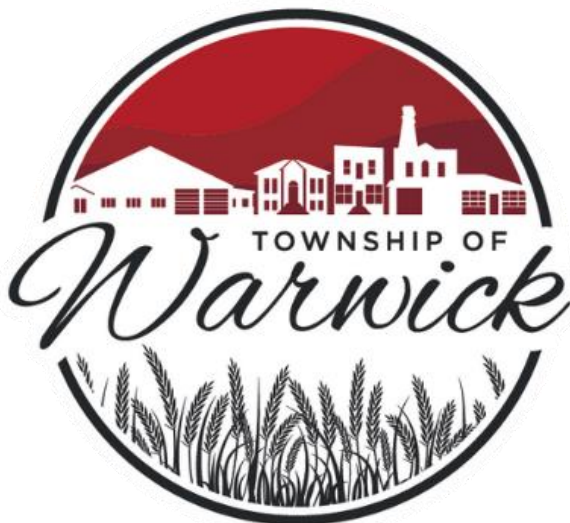
On behalf of Warwick Township Council, we are pleased to present the Strategic Plan and the areas of focus for this term of Council. The slogan for the Township of Warwick is “A Community in Action” and wow, does our municipality have a lot to offer.

Warwick is a great place to live, work and play and this term of Council's key priority is focusing on our community and businesses. We want to partner with residents, community groups and business leaders to collect provide the services and amenities they need that will help us achieve our overall goal of enhancing municipal communications, economic development, and growth. Part of this means continuing to build on infrastructure – roads, internet services and energy diversification. It means meeting the needs of our existing residents and business community while at the same time providing services and amenities to attract new residents and investment. It means being environmental stewards to ensure a clean future for our children and grandchildren.

There are many possibilities for Warwick and Council is excited to work on your behalf for the next three years with this action plan.

Sincerely,

Todd Case
Mayor,
Township of Warwick



From L to R: Councillor Joe Manning,
Deputy Mayor John Couwenberg,
Mayor Todd Case, Councillor Jerry Westgate,
Councillor Wayne Morris

Introduction

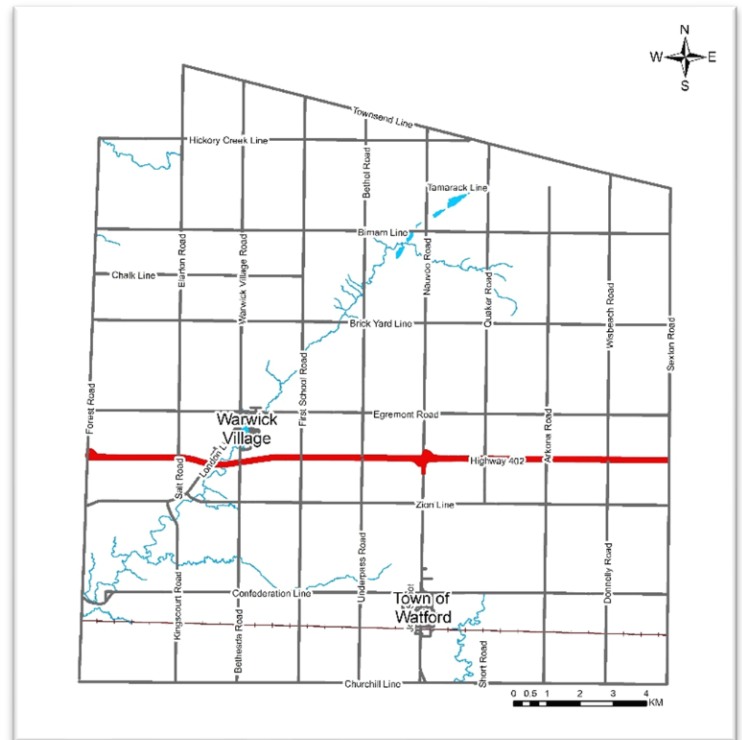
Located in the heart of Southwestern Ontario, the Township of Warwick is home to more than 3,800 people most of whom live in Watford, the largest town. Major employment areas in the Township include agriculture, solid waste, value added manufacturing and construction. The Township has a rich history, 180 acres of Conservation Area with great camping spots, and strong community volunteer organizations. Several large community events draw crowds every year like the Cornfest, Maple Syrup Festivals, Watford-Alvinston Road Race and the International Silver Stick Hockey Tournaments.

Our strategic plan for the 2022-2026 term of Council is a dynamic roadmap, projecting the actions that Council and Staff will take to address significant priorities. It empowers the Township to navigate challenges and capitalize on opportunities, ensuring a prosperous and sustainable future for our community. The plan carries over several core priorities while simultaneously building on the successfully achieved actions identified in the previous Strategic Plan 2019-2022.

The Strategic Plan is rooted in council's vision of an attractive community with abundant opportunities for growth. The Township's strategic priorities emerge from the vision and include: economic development, strong communications, intergovernmental relationships, infrastructure improvement and maintenance, responsible financial stewardship, and maintain environmental stewardship.

Strategic actions to advance the priorities are organized into a Balanced Scorecard. The Scorecard organizes objectives, goals and tasks that will be carried out to advance each priority. The balanced scorecard can be found in the appendix at the end of the Strategic Plan.

You are invited to follow along as we introduce you to our Strategic Plan for the 2022-2026 term of Council, how we made it and how we plan to implement it. Together we will create a resilient community responsive to resident's needs and one with a bright future!

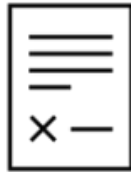


About Warwick

The Township is committed to providing high quality services to the communities we share. The Township is responsible for providing the following services to residents:



Animal Services



Building Permits and Related Services



Fire and Rescue Services



Economic Development



Emergency Management



Licensing and Permitting Services



Parks and Recreation Programs and Amenities



Planning Processes and Related Services



Property Standards and By-Law Enforcement



Roads and Infrastructure Maintenance and Financing



Tax Collection and Administration



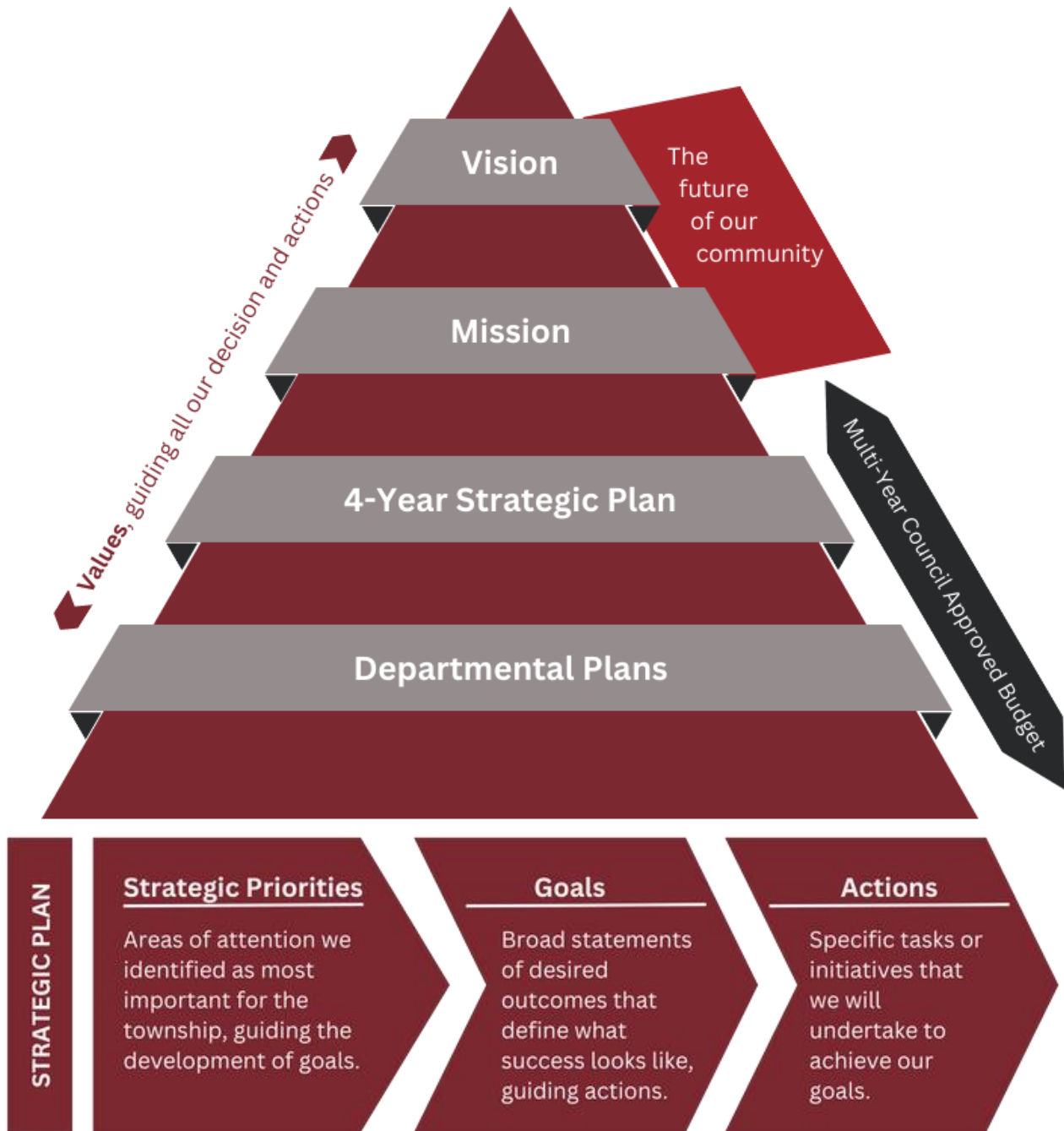
Water and Sewer Services



Waste and Recycling Services

How To Read This Strategic Plan

Over the 2022-2026 term of Council, we will work toward achieving the strategic goals and objectives identified for each of our priorities. As progress is made and objectives are achieved, additions or adjustments may be made. Allowing for updates to the Strategic Plan as it is implemented ensures the plan remains reflective of the current reality in the community and the greater operational environment.



How We Prepared This Plan

The Township of Warwick's Strategic Plan and public and stakeholder engagement process was a concentrated approach to gathering input from various individuals and organizations that have a stake in the Township's future.

This Strategic Plan contains the Township's strategic priorities and the goals, objectives and actions we plan to implement to achieve the greater vision and mission we have developed together.

Mobilization

- Beginning in April 2023, the Consultant began researching the Township's 2019-2022 Strategic Plan and other relevant plans and reviews. This gave the Consultant the background needed to participate in discussions about the Township's past and future.

Engagement

- The Consultant conducted interviews with the Mayor, Councillors and Staff, gauging their priorities for the upcoming Council term and projecting their expectations for the future of the Township. In July, an Open House was hosted at the Township Office in conjunction with an online survey to collect the priorities of Township residents.

Analysis and Priority Setting

- Building on the information collected, the data was analyzed.
- This included a review of the Township's strengths, challenges, opportunities, aspirations and results.
- Mayor, Council and Staff interviews were synthesized with the results of the community survey to develop clear priorities.

Strategy Development

- Once the priorities were set, the strategic plan took shape through the detailing of actions, and then workshopped with the Mayor, Council and Staff to ensure alignment on all plan elements and to provide a clear roadmap for the Township's future direction.

Refinement and Finalization

- Individual objectives and goals were further refined based on other Township strategies, departmental plans and staffing resources.
- The plan was presented to Council, and based on the feedback received, refinements were made to further strengthen alignment.

What We Heard

Mayor, Council and Staff interview findings were analyzed extracting Strengths, Challenges, Opportunities, Aspirations and Results otherwise known as a “SCOAR” analysis.

Strengths	<ul style="list-style-type: none"> • <i>Geography and Built Form</i> • <i>Community Engagement and Participation</i> • <i>Competitive Cost of Living and Cost of Development</i> • <i>Relationships with Community Groups</i> • <i>Highly Competent Workforce</i> • <i>Local Knowledge of Conditions “On the Ground”</i> • <i>Staff Teamwork and Collaboration</i> • <i>Community Infrastructure Development</i> • <i>Strong Municipal Fiscal Position and Financial Planning</i> • <i>Open to Partnerships</i>
Challenges	<ul style="list-style-type: none"> • <i>Communication and Information Management</i> <ul style="list-style-type: none"> ○ <i>Low community knowledge of municipal operations and goals</i> • <i>Regulations and Processes</i> <ul style="list-style-type: none"> ○ <i>Provincial Rules</i> ○ <i>Ossification of processes</i> • <i>Organizational Culture and Leadership</i> <ul style="list-style-type: none"> ○ <i>Municipal reputation</i> • <i>Demographic and Social Changes</i> • <i>Economic and Financial Factors</i> • <i>Environmental and Social Sustainability</i>
Opportunities	<ul style="list-style-type: none"> • <i>Economic Development and Investment</i> <ul style="list-style-type: none"> ○ <i>Capitalizing on momentum</i> ○ <i>Success stories (i.e. ELCC)</i> • <i>Organizational Performance and Development</i> <ul style="list-style-type: none"> ○ <i>Financial planning</i> ○ <i>Infrastructure investment</i> • <i>Environmental Sustainability</i> <ul style="list-style-type: none"> ○ <i>Possible gas recovery system at Twin Creeks Landfill</i> ○ <i>Long term relationship with WM operator of Landfill</i>
Aspirations	<ul style="list-style-type: none"> • <i>Economic Development and Growth Attraction</i> <ul style="list-style-type: none"> ○ <i>Leveraging existing development</i> ○ <i>Agri-business and sustainable energy</i> • <i>Organizational Development and Reputation</i> <ul style="list-style-type: none"> ○ <i>Affordable place to live for regional job growth</i> ○ <i>Sought after employer</i> ○ <i>Council-Staff cohesion</i> • <i>Healthcare</i> <ul style="list-style-type: none"> ○ <i>Attracting medical services</i>
Results	<ul style="list-style-type: none"> • <i>How will we know when we have achieved our aspirations?</i> • <i>What numbers/statistics can we use to measure our progress towards our aspirations?</i> • <i>Can we translate our aspirations into something measurable?</i> • <i>How and when will we track progress towards our aspirations?</i>

What We Heard

In addition to interviews with Mayor, Councillors and Staff a significant number of residents responded to the online Community Survey providing their feedback to pre-determined questions and offering several of their own ideas. Satisfaction with the services provided by the Township was generally high, with residents most satisfied with communications (55.7%) parks and recreation amenities (52.5%), water and sewer services (52.5%) and planning processes and services (49.2%). The most important future priorities for survey respondents included senior care (45.9%), Twin Creeks Landfill facility operations/proposed expansion (45.9%), mental health and substance use (39.3%) and community safety and well-being (39%).

Further, respondents told us what they like about living in the Township of Warwick and here is a snapshot of those comments:

“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.”

Respondents also shared new ideas for what the Township should focus its attention on during the 2023-2026 term of Council, including:

“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.”

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

The Six Strategic Pillars

Warwick's new Strategic Plan is built on six key pillars, representing the Township's commitment to fostering a thriving community through the facilitation of economic development, being a strong communicator, developing strategic intergovernmental relationships, improving & sustaining municipal infrastructure, responsible financial stewardship, and environmental stewardship. Each pillar is designed to guide the Township's decision-making, priorities, and investments over this term of Council, as Warwick continues to evolve and adapt to meet the needs of its residents and businesses.





Strategic Pillars, Goals and Actions

Facilitate Economic Development

Attracting, retaining and expanding competitive business opportunities.

Goals	Actions
<p>Create attractive environment for business in the Township</p>	<p>Attract new businesses and/or retain or expand existing businesses to increase the number of jobs available in the Township</p>
	<p>Identify, prioritize, acquire and finalize available land for business growth, potentially through the facilitation of sale to development partners</p>
	<p>Conduct local business survey identifying what has been working well and what challenges businesses have been experiencing</p>
<p>Support and facilitate residential development</p>	<p>Identify, propose and implement Official Plan amendments supporting economic development (ie. Rezoning land to commercial use)</p>
	<p>Direct planning staff to review Official Plan to confirm it contains policies supporting economic development, and identify opportunities to foster more economic opportunity</p>
<p>Downtown Revitalization</p>	<p>Review and update Community Improvement Plan (CIP) objectives</p>
	<p>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</p>



Strategic Pillars, Goals and Actions

Strong Communications

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

Goals	Actions
<p>Improve coordination of internal communications</p>	<p>Seek advice on how to conduct an assessment of current internal communication processes identifying areas for improvement</p>
	<p>Prepare strategy for implementing actions to address internal areas of improvement for communications</p>
<p>Measure and evaluate communication effectiveness</p>	<p>Explore and establish key performance indicators (KPIs) to measure effectiveness of communication efforts including a service response standard expectation</p>
	<p>Implement KPI scorecard and review annually as part of departmental plans at budget, and during performance review</p>
<p>Enhance external communication with residents</p>	<p>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)</p>
	<p>Explore alternative communication methods to improve outreach to residents and identify at least 1 new method of outreach</p>



Strategic Pillars, Goals and Actions

Strategic Intergovernmental Relationships

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

Goals	Actions
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
Monitor and communicate legislative changes	Keep informed about policy developments at the county, provincial and federal levels, and issues reports as required to Council
	Have staff produce summary reports on legislative changes for presentation to Council regularly or at the request of Council



Strategic Pillars, Goals and Actions

Improve & Sustain Infrastructure

Encouraging resilient built forms through strategic investment and land acquisition.

Goals	Actions
<p>Enhance Asset Management Plan</p>	<p>Update the facilities component to include projected climate change impacts</p>
	<p>Continue to update Asset Management Plan in conjunction with Bill 588-17</p>
<p>Reduce Energy consumption in public and recreation facilities by 2% annually</p>	<p>When required in July 2024, update 5-year energy plan with set targets and projects identified to meet goals</p>
<p>Support the expansion and availability of Internet across the municipality</p>	<p>Identify speed download/upload standards and feasibility for expansion</p>
	<p>Educate residents on internet coverage options available through the “Welcome to Warwick” package, delivered to new residents</p>



Strategic Pillars, Goals and Actions

Responsible Financial Stewardship

Ensuring the long-term fiscal sustainability of the Township.

Goals	Actions
Implement responsible tax rate increases	Annually advise council on analysis, need, and/or options relative to operating environment and existing baseline
Diversify Township revenue streams	Explore non-traditional business and investment partnerships with an attempt to create a new business opportunity for the Township, annually
	Explore grants and other government programs to support delivery of infrastructure or services and report back to Council
Update long-term financial planning	Research and explore new long-term debt and repayment plans and report back to Council
	Propose and implement long-term strategy for debt and repayment



Strategic Pillars, Goals and Actions

Maintain Environmental Stewardship

Attracting, retaining and expanding competitive business opportunities.

Goals	Actions
Partner with Waste Management (WM) to improve stakeholder relations	Request Waste Management present to Council bi-annually
Enhance enforcement of municipal by-laws	Hire a Parking Enforcement Officer

Conclusion

The Township of Warwick conducted a well-rounded strategic planning process with resident input and plenty of workshop refinement. In the early phase, all ideas were gathered and catalogued according to themes with specific objectives and actions emerging from them. Priorities from the 2019-2022 strategic plan were identified as complete or ongoing and carried over as needed. A balanced scorecard was prepared to outline the specific actions for implementing the greater objectives and visions.

The 2023-2026 Strategic Plan for the Township of Warwick is an expression of the vision for the future of the Township. As conditions in the Township change over the 2023-2026 term of Council, adjustments may be made to the plan. As the plan evolves over time, Community and Council will remain united in creating a Township that is an attractive place with an abundance of opportunities.