



STRATEGIC PLAN 2026-2029

COUNCIL AND ADMINISTRATION WORKSHOP WITH VERACITY PLANNING SOLUTIONS INC.

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Executive Summary

On December 4, 2024, the City of Warman convened a full-day workshop with Council and Administration to initiate the development of the 2026-2029 Strategic Plan. This collaborative session aimed to align organizational efforts with long-term strategic objectives and focused on key components essential to guiding the City's growth and development.

A summary document was prepared which summarized the findings and provided potential strategic themes and focus areas. The document was circulated to City Council and a follow-up workshop was held with all members of Council on January 20, 2025, to confirm the vision, mission and values and to validate the strategic themes and focus areas.

Key Highlights

1. The Visions Mission and Values were validated by Council.
2. The Strategic Themes were validated through Council:
 - Growth and Development
 - Fiscal and Economic Stability
 - Infrastructure and Services
 - Community and Quality of Life
 - Regional and Government
3. The Strategic Themes Focus Areas were validated through Council.

With Councils validation of the above Administration will now need to prepare an action plan with KPIs to execute on Councils Strategic Direction which Administration will present to Council in early spring. Veracity recommends when the action plan is finalized oversight responsibilities for the Strategic Plan and Action Plan be assigned to the six standing Committees of Council for accountability and reporting to Committee of the Whole.

Vision

The City of Warman is a safe and caring community.

We continue to lead and foster a culture of excellence, innovation and growth while providing unlimited opportunities for our citizens and stakeholders.

Mission

The City of Warman embraces growth in a sustainable fashion while balancing affordability for residents and stakeholders. We provide the highest quality of services to ensure Warman continues to be the best place in the province to live, work, play and invest.

Values

Excellence - The City of Warman promotes a culture of excellence and strives for continuous improvements in its governance, services and facilities.

Inclusive - The City of Warman treats all visitors, citizens, and employees with dignity, respect, and fairness.

Collaboration - The City of Warman encourages ideas and collaboration through stakeholder input that results in effective, ethical, and transparent decision making.

Growth - The City of Warman embraces growth. We are committed to planning for the future and developing the infrastructure to support and stimulate continued growth.

Accountability - The City of Warman is cost conscious and focused on value. We provide wise and effective stewardship of our resources for the benefit of all.

Strategic Themes and Focus Areas

1. Growth and Development

1.1 Attract Commercial and Industrial Investment

- a. Diversify the tax base.
- b. Promote Warman as “investment-ready” to attract businesses and industries.
- c. Diversify local employment opportunities.

1.2 Attract Residential development growth to support our commercial sector.

1.3 Strategic Land and Infrastructure Planning

- a. Address land control limitations and plan for sustainable development.
- b. Ensure infrastructure (e.g., water supply, roadways) supports future growth.

2. Fiscal and Economic Stability

2.1 Diversify Revenue Streams

- a. Expand the industrial and commercial tax base through targeted incentives.
- b. Explore opportunities for tourism, regional events, and recreation growth.

2.2 Maintain Fiscal Responsibility

- a. Continue sound financial management, including asset management and debt limits.
- b. Balance affordability for residents with long-term financial sustainability.

2.3 Optimize Grant Opportunities and Readiness.

3. Infrastructure and Services

3.1 Sustainable Municipal Services

3.2 Maintaining and Enhancing Service Levels

3.3 Enhance Transportation and Connectivity

- a. Improve highway access and explore transportation solutions (e.g., ridesharing, rail).
- b. Ensure connectivity within Warman and the P4G region.

4. Community and Quality of Life

4.1 Improve Local Healthcare and Emergency Services

- a. Advocate for improved healthcare services.
- b. Continue to advocate for improved local ambulance resources within the City of Warman.
- c. Maintain or enhance the RCMP services within the City of Warman.
- d. Plan for staffing and resources to meet service expectations as growth continues.

4.2 Expand Recreational and Cultural Amenities

- a. Continue to review and implement the Recreation Master Plan.
- b. Promote tourism and community events to enhance local pride and economic activity.

5. Regional and Government

5.1 Strengthen Regional Partnerships

- a. Explore opportunities to collaborate with neighboring municipalities, developers and educational institutions.
- b. Foster partnerships to share costs and maximize funding opportunities.

5.2 Advocate for Provincial and Federal Support

- a. Work with higher levels of government to secure funding for infrastructure and services.
- b. Promote Warman's needs and strengths to address regional competition and support growth.

5.3 Plan for Staffing and Resources to Meet Service Expectations

Recommended Next Steps

Action Planning – Administration to bring plan to Council in early spring, for validation.

Action planning identifies realistic results to guide an organization towards their Vision. All actions should be specific, measurable, time bound, identify an owner/resourcing and have key performance indicators attached. An action plan will be created for implementation focusing on 1-3 Year priorities, 3-5 Years and 5 Years and beyond. Phasing of actions is required to ensure adequate resourcing and risk management.

Setting Key Performance Indicator's (KPI's) – Administration will bring to Council recommended KPI's on the Strategic Plan and actions at an early spring meeting of

Council. KPI's are essential for a strategic plan as they provide measurable benchmarks to track progress, ensure accountability, and align efforts with organizational goals. They enable data-driven decision-making, motivate teams, and highlight challenges early, ensuring continuous improvement and adaptability. KPIs also demonstrate impact to stakeholders, reinforcing confidence in the organization's strategic direction.

Conclusion

To realize its Vision, the City of Warman must prioritize collaboration—both internally and externally—and provide clear, accountable leadership for the Strategic Plan work. This requires aligning annual business planning processes with strategic themes and focus areas, accompanied by consistent progress reporting.

Upon finalizing the Strategic Plan, Action Plan and KPIs, it is recommended that oversight responsibilities for its various components be assigned to the six standing Committees of Council. This approach ensures that each Councillor and their administrative counterparts are accountable for providing regular progress updates to Council of the Whole on a quarterly basis. These updates will build confidence that the organization is not only advancing but doing so in a unified manner. The Strategic Plan should be regularly reviewed and updated on a yearly basis, reflecting the City of Warman's commitment to continuous growth and adaptability.