

Municipality of Wawa Strategic Plan

A Plan of Action
2023-2027

August 2023





Council 2022-2026 (Left to Right):

Councillor Joseph Opato, Councillor Micheline Hatfield, Mayor
Melanie Pilon, Councillor Cathy Cannon, Councillor Jim Hoffmann

Table of Contents

<u>Land Acknowledgement</u>	<u>Pg. 4</u>
<u>Executive Summary</u>	<u>Pg. 5</u>
<u>Message from the Mayor</u>	<u>Pg. 7</u>
<u>Message from the CAO/Clerk</u>	<u>Pg. 8</u>
<u>Background</u>	<u>Pg. 9</u>
<u>Mission Statement</u>	<u>Pg. 11</u>
<u>Vision Statement</u>	<u>Pg. 12</u>
<u>Core Values</u>	<u>Pg. 13</u>
<u>Key Priorities and Action Items</u>	<u>Pg. 16</u>
<u>Strategic Plan At-a-Glance</u>	<u>Pg. 33</u>
<u>Sample Key Priority and Action Item Report Card</u>	<u>Pg. 35</u>

Land Acknowledgement

The Municipality of Wawa acknowledges that we are situated on land that has been inhabited by Indigenous peoples since time immemorial.

We recognize that the Municipality of Wawa is in the Robinson-Superior Treaty territory and the land is the traditional territory of the Anishinaabe. Specifically, we acknowledge the neighbouring community of Michipicoten First Nation, for whom we have great respect.

We also recognize the contributions of all Indigenous peoples, including the Métis, in shaping and strengthening the community and Province of Ontario.

Executive Summary

In 2021, the Municipality of Wawa took progressive steps to complete a Transformation Review (TR). A TR is synonymous with the terms 'Service Delivery Review' (SDR) or 'Operational Review' (OR). The intent of the TR was to ensure that the services and programs provided by the Municipality were relevant, appropriate, high quality and that they were delivered in an efficient and sustainable manner. The TR process involved extensive research and consultation, including interviews with Council and staff, the municipal auditor, as well as community stakeholders.

The extensive consultations and research conducted during the lead up to the production of the TR served to lay the groundwork for the preparation of the 2021-2025 Strategic Plan. With the election of a new Council in Fall 2022, Council deemed it appropriate to undertake a Strategic Plan Refresh exercise. The purpose of a Strategic Plan Refresh is to revisit plan content to ensure the content remains accurate and relevant given current circumstances. A refresh is also an opportunity for a new Council to affirm its strategies and goals for the term of Council. In May of 2023, the refresh exercise began. Consultations with Council, staff and the community through a high-level on-line survey informed content updates to this Strategic Plan.

Executive Summary

This Strategic Plan builds on the 2021-2025 plan and complements the recommendations of the TR; thus, ensuring alignment for a coordinated go-forward strategic approach to goal setting. This strategic plan should be read in conjunction with the TR. Wherever appropriate, Key Priorities and Action Items have been cross-referenced with the TR for consistency of messaging and ease of reference.

This plan will carry into the next four years to ensure business continuity and as a new Council assumes office at the end of this term. Regular monitoring and reporting of the strategic plan is essential to ensure the Municipality is on track to deliver planned priorities. Course corrections can be made when prudent, as part of the monitoring and reporting processes. Doing so, concurrent with annual budget deliberations, allows for corresponding financial decisions to be made.

Annual reporting of the strategic plan and approval of the budget will inform the development of annual departmental workplans. Departmental workplans are utilized by the administration to operationalize Council's priorities, ensure they are coordinated across departments and set measurable deliverables. The CAO will champion these critical steps.

Message from the Mayor

Directed by Municipal Government Wayfinders, and with the insights of staff and the public, a strategic plan refresh provided Council with an opportunity to set out a comprehensive blueprint of the goals and objectives, planned projects and specifies key performance indicators (KPI's) to determine success for our next term, specifically 2023-2027. The strategic plan is designed to be a living document and will be reviewed on an annual basis and executed in coordination with operational plans, such as the annual capital/operational budgets.

As Mayor, I am fully committed to overseeing the municipal strategic planning process and ensuring that the plan is forward-thinking and can be used to guide positive change in the municipality.

Mayor Melanie Pilon



Message from the CAO/Clerk

- The Wawa Municipal Strategic Plan reflects community priorities and will guide Council and staff when making decisions about budget and project priorities over the next few years. Mayor Pilon and members of Council recognized the importance of refreshing the Wawa Strategic Plan to set goals and objectives for the Municipality to achieve based on community input and the priorities of this term of Council. Along with employees and dedicated municipal committee volunteers, and the support of the community, I am confident we will achieve the priorities set-out in the Strategic Plan to meet Council's long-term vision of a sustainable, diverse and supportive community for all residents. Thank you Michael and David from Municipal Government Wayfinders for guiding us through this refresh of the Wawa Strategic Plan.
- Maury O'Neill, CAO/Clerk

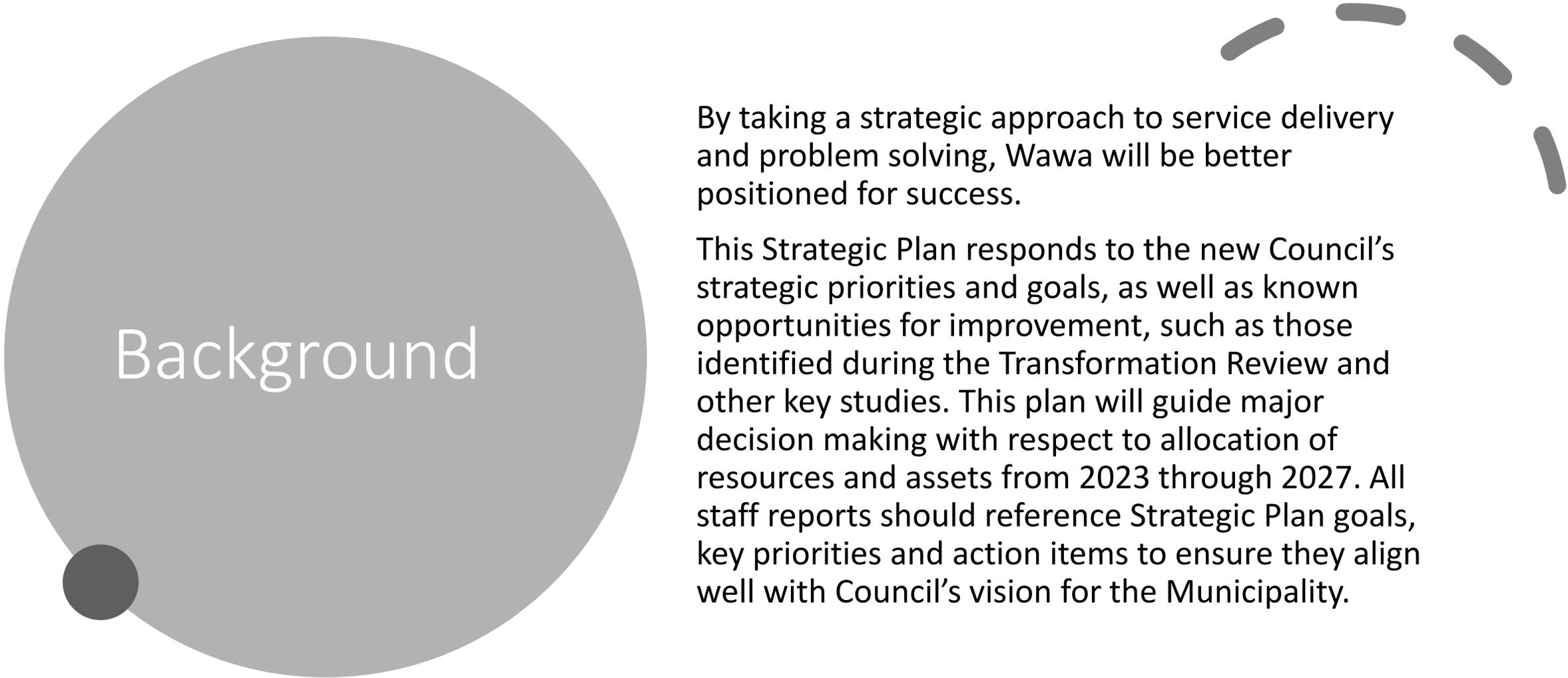


Background

The Municipality of Wawa is a small and somewhat remote single tier municipality in northern Ontario, situated in the District of Algoma.

Wawa is the hub of the North Algoma Region. It lays claim to some of Ontario's most spectacular natural beauty. The region has a reputation for its outstanding outdoor activities, including fishing, hunting and hiking. The Municipality of Wawa is attractive, well maintained and offers a wide variety of excellent services and facilities for residents and tourists to enjoy. With the expansion of local mining operations, Wawa is well positioned to further promote the region as a place to live, work, visit and invest.

Wawa faces many common challenges shared by small Ontario municipalities, including, economic issues due to inflationary pressures and geopolitical issues, the growing infrastructure funding gap, lingering COVID-19 pandemic issues and an ever-changing municipal legislative landscape. These all place added burdens on the Municipality's resources.



Background

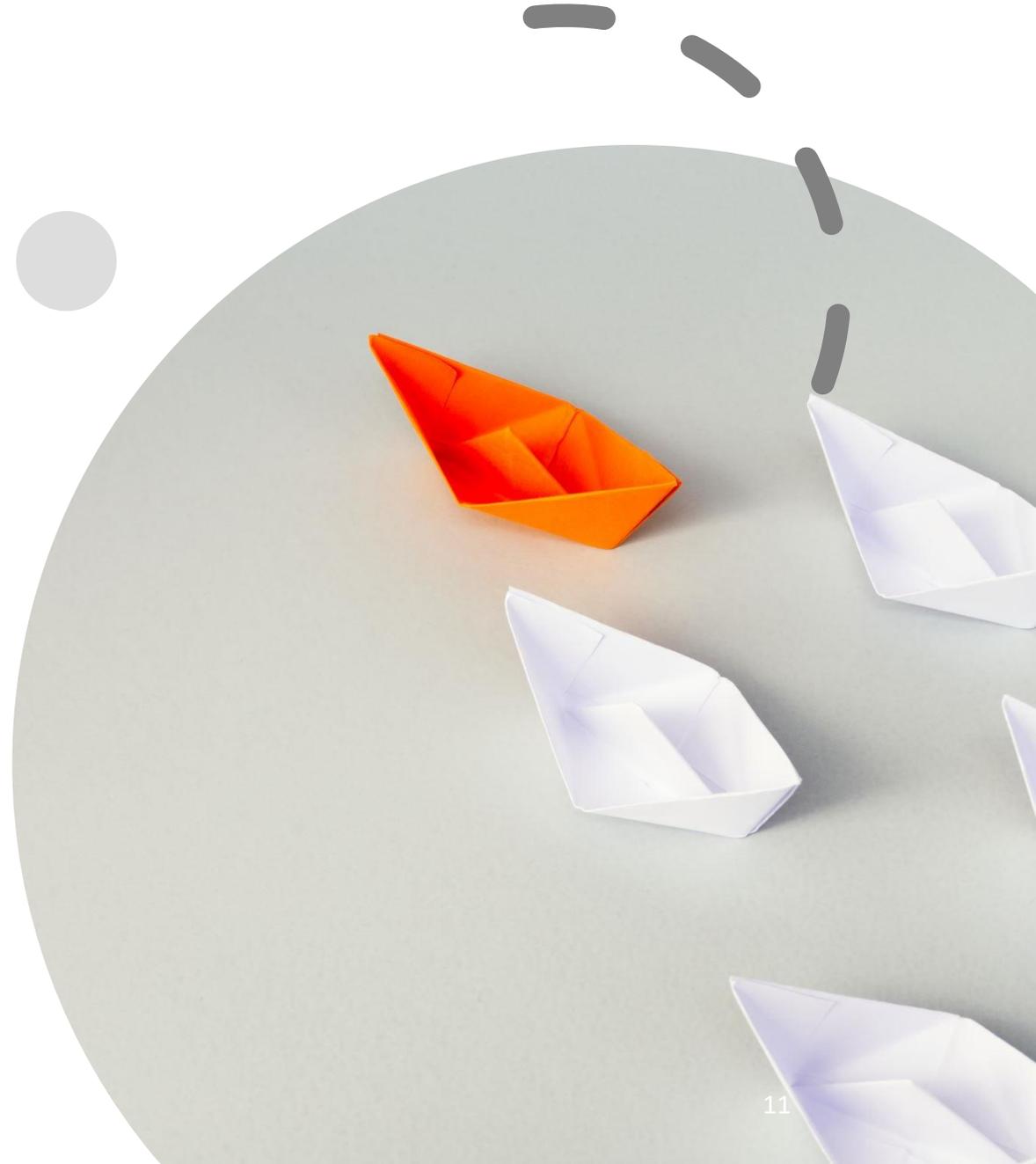
By taking a strategic approach to service delivery and problem solving, Wawa will be better positioned for success.

This Strategic Plan responds to the new Council's strategic priorities and goals, as well as known opportunities for improvement, such as those identified during the Transformation Review and other key studies. This plan will guide major decision making with respect to allocation of resources and assets from 2023 through 2027. All staff reports should reference Strategic Plan goals, key priorities and action items to ensure they align well with Council's vision for the Municipality.

Mission Statement

Council and its employees proudly serve the community by providing a balanced range of sustainable, affordable and necessary core municipal services and programs that meet residents' needs.

The Municipality's Mission Statement is founded on the belief that our core purpose is to deliver a suite of services and programs that meet the needs of our community. Our strong desire to offer quality services is at the heart of our reason for being. We believe in financial viability and accountability as we deliver high caliber services and programs to our residents.





Vision Statement

Wawa will be a leading community that other Ontario municipalities aspire to emulate as we continually strive to offer essential and cost-effective programs and services.

Our Vision Statement is an affirmation of our goals and objectives. It sets the stage for what we will do and how we will do it. Our vision for the future builds on our Mission Statement and embodies our desire to govern responsibly. Our vision recognizes that we will be leaders that are focused on meeting the needs of the community through financial prudence. Achieving our Vision Statement will be indicative of our success.



Core Values

Our Core Values are our beliefs. They are what guides our actions. Our Core Values are a statement about who we are as a municipal government. In addition, our Core Values confirm who we are as a Council, staff and volunteers. Our Core Values remind us of how we will administer our affairs, deal with issues or respond to the people. They will guide our day to day, as well as our long-term decision making.

Core Values

A. Integrity and Respect

We strive for high standards of professionalism and ethical behaviour in the workplace. We conduct ourselves with openness and transparency to inspire trust. We strive for the equitable and fair treatment of everyone.

B. Teamwork and Collaboration

We foster an environment of equality where all people are valued and treated with dignity and fairness. We work together for the benefit of the community. We build internal and external relationships to achieve common goals.

C. Excellent Customer Service

We endeavour to provide excellent public service, improve our internal and external relationships and respond to all we serve quickly and professionally. We strive to respond to all inquiries within 24 hours.

Core Values

D. Fiscal Responsibility and Sustainability

We strive to increase the efficiency and effectiveness of the organization through long-term planning, increasing reserves for capital improvements and completing annual operational plans focused on best value for use of public money.

E. Accountability

We believe in being accountable and taking responsibility for ourselves, our employees, our customers and our work. We strive to meet annual goals and objectives and communicate the outcomes to our residents.

Key Priorities and Action Items are where our Vision is turned into action. They are the steps we will take to realize our goals, objectives and vision. Transformation Review topics are provided for cross-reference where appropriate with each Action Item. Key Priorities and Action Items are measurable for future monitoring and reporting purposes. Each Action Item is accompanied with a recommended priority ranking and an estimated timeline. Action Items may span multiple years, occur annually or require permanent on-going effort. Timelines are an estimate of the year and/or frequency of engagement for each Action Item. Timelines are intended to be a guide for planning purposes. Timelines are not cast in stone and may require adjustments.

We will monitor and report on our Key Priorities and Action Items annually to ensure our plan maintains positive momentum.

Key Priorities and Action Items

Key Priorities and Action Items

Our six (6) Key Priorities are derived from common themes that emerged from our consultative Strategic Planning workshops. They align well with the Transformation Review surveys, interviews and findings.

- Infrastructure Improvements
- Tourism and Economic Development
- Government Operations
- Long-term Financial Planning
- Human Resources
- Programs and Services

Key Priority: Infrastructure Improvements

*“Municipal governments own more of Ontario’s core infrastructure than any other order of government. These facilities are essential to our economic prosperity, health and quality of life.”
Association of Municipalities of Ontario (AMO)
2021*

Strategic Goal:

To reduce the infrastructure funding deficit and expand the use of strategies and innovative tools to effectively manage long-term infrastructure needs.



Key Priority: Infrastructure Improvements

Ref. #	Action Item	TR Reference	Priority Ranking	Est. Timeline
INF-1	Update the Asset Management Plan with Condition Assessments and Levels of Service	AM-01	P1	Annually
INF-2	Increase Annual Funding to Capital Reserves for Future Infrastructure Needs	AM-04	P1	Annually
INF-3	Implement Capital Recommendations from Water & Wastewater Master Plan	N/A	P1	Annually
INF-4	Complete a Conceptual Design with Cost Estimates and Financing Strategies to Upgrade the Town Hall (and Construct)	AM-03	P2	2024-25

Key Priority: Infrastructure Improvements

Ref. #	Action Item	TR Reference	Priority Ranking	Est. Timeline
INF-5	Restore access across Wawa Creek at Valley Park Walking Trail and Implement Upgrades/Maintenance	N/A	P3	2024-25
INF-6	Pursue Funding and Complete Upgrades to Improve the Community Centre HVAC System and Other Critical Building Components	AM-01	P3	2025-26
INF-7	Complete a Conceptual Design with Cost Estimates and Financing Strategies to Replace/Upgrade the Fire Hall	N/A	P3	2026-27



Key Priority: Tourism and Economic Development

“Fostering municipal economic development requires strategy and cooperation to ensure a connection between the built environment, the social and cultural wellbeing of a community, and sustainable growth. How a community chooses to invest in creating or redeveloping its built environment depends on its planned outcomes which can be achieved through the use of any number of different planning and financial tools.” Jessica Ferlaino

Strategic Goal:

To facilitate the development and growth of a diversified and sustainable economy by supporting tourism, growth and entrepreneurship.

Key Priority: Tourism and Economic Development

Ref. #	Action Item	TR Reference	Priority Ranking	Est. Timeline
TED-1	Develop and Implement a Housing Strategy to Increase Housing Stock	N/A	P1	2023-24
TED-2	Establish a Round Table to Engage with Mining and Forestry Industries to Realize Mutual Opportunities	N/A	P1	2023
TED-3	Encourage Private Owners to Comply with Property Standards By-law	BL-01	P1	On-going
TED-4	Complete the Update of the Community Improvement Plan (CIP)	ED-08	P1	2023
TED-5	Complete the Implementation of the Municipal Accommodation Tax	ED-10	P1	2023-24
TED-6	Support Physician & Medical Professional Recruitment	N/A	P1	On-going

Key Priority: Tourism and Economic Development

Ref. #	Action Item	TR Reference	Priority Ranking	Est. Timeline
TED-7	Hire an Economic Development Officer (EDO)	N/A	P1	2024
TED-8	Develop and Implement a Branding and Marketing Strategy	ED-3	P2	2024
TED-9	Determine New Industrial Park Location & Develop Plan of Subdivision	N/A	P2	2024-25
TED-10	Implement Recommendations in the Five-year Wawa Tourism Plan and Develop Implementation Plan	ED-01 to 11	P2	2024-25
TED-11	Undertake a Market Gap Analysis	ED-1	P2	2025
TED-12	Develop and Implement an Immigration Strategy	N/A	P2	2025-26
TED-13	Complete a Review of Future Operations of Tourist Information Centre	ED-09	P3	2025-26

Key Priority: Government Operations

“Planning is bringing the future into the present so that you can do something about it now.” Alan Lakein

Strategic Goal:

To implement programs and policies that enhance the effective and efficient delivery of government operations and services.



Key Priority: Government Operations

Ref. #	Action Item	TR Reference	Priority Ranking	Est. Timeline
GG-1	Submit Annual Department Operational Plans	SP-01/03/06	P1	Annually
GG-2	Conduct a Facilitated Review of Outstanding Transformation Review Recommendations to Affirm Council's Priorities	N/A	P1	2023
GG-3	Promote the Municipal Website to Encourage More Use and Deliver Efficiencies	AT-03	P1	Annually
GG-4	Update, Monitor and Report Semi-annually on Strategic Plan Activity	SP-02	P1	On-going
GG-5	Increase Regular External and Internal Communications	AT-03/04/06	P1	On-going

Key Priority: Government Operations

Ref. #	Action Item	TR Reference	Priority Ranking	Est. Timeline
GG-6	Develop Strategies to Implement AMO Calls to Action for Truth and Reconciliation	N/A	P1	2023-24
GG-7	Review and Update By-laws and Policies Regularly	N/A	P2	Annually
GG-8	Complete Fire Risk Assessments and Update Regulating By-law	FD-03/07	P2	2023-24
GG-9	Review Transit Operations and Consider Converting Bus to Electric Van	N/A	P3	2023-24
GG-10	Support and Encourage Building a New O.P.P. Detachment	AM-03	P3	2024-26

Key Priority: Long-term Financial Planning



Wawa

August 2020

**The Asset
Management Plan
for the
Municipality of
Wawa**

“Municipal governments are responsible for delivering services to local residents and must manage their finances effectively.”
Province of Ontario

Strategic Goal:

To develop strategies to achieve long-term sustainability based on service objectives and financial challenges.

Key Priority: Long-term Financial Planning

Ref. #	Action Item	TR Reference	Priority Ranking	Est. Timeline
LTF-1	Complete a Review of ADSAB Apportionment Calculations	AF-13	P1	2023-24
LTF-2	Implement Recommendations from Water and Wastewater Rate Charges Review	AF-08	P1	Annually
LTF-3	Update 10-Year Financial Plan Annually	AF-04	P1	Annually
LTF-4	Implement Recommendations in Water and Wastewater 10-Year Financial Plan	AF-04/08	P2	2024
LTF-5	Undertake a Review of the Wawa Community Centre Operations and User Fees to Ensure Sustainability and Update Annually	AF-11	P2	2024



Key Priority: Human Resources

“Train people well enough so they can leave, treat them well enough so they don't want to”

Sir Richard Branson

Strategic Goal:

To take the best care of employees and ensure the best fit between employees and jobs while avoiding manpower shortages or surpluses.

Key Priority: Human Resources

Ref. #	Action Item	TR Reference	Priority Ranking	Est. Timeline
HR-1	Ensure Annual Training and Team Building Plans for Staff and Council are Implemented	HR-02/ C-01	P1	Annually
HR-2	Develop a Succession Plan Strategy	HR-01	P1	Annually
HR-3	Negotiate 2024 Union Agreement	N/A	P1	2024
HR-4A	Complete an Independent Organizational Review to Ensure Resources Align with Service Levels (Ref: PS-1)	N/A	P2	2024
HR-4B	Review and Update Job Descriptions and Hire a Consultant to Conduct Pay Equity and Job Evaluation Reviews	HR-04/05	P3	2025

Key Priority: Programs and Services Review

“There are ever-increasing expectations for governments to make informed choices about the services they provide to their citizens. This is evident for municipalities whether facing times of positive economic growth or periods of fiscal constraint.” Ministry of Municipal Affairs and Housing

Strategic Goal:

To carefully monitor and review our internal and external programs and services to ensure they are relevant, best-practice, efficient and financially viable.



Key Priority: Programs and Services Review

Ref. #	Action Item	TR Reference	Priority Ranking	Est. Timeline
PS-1	Review and Determine Service Levels of Core Services in All Departments	N/A	P1	2023-24
PS-2	Review External Broadband Requirements for the Community and Pursue Upgrades and Funding Opportunities	N/A	P1	2024
PS-3	Review Opportunities to Increase Recycling and Reduce Weekly Garbage Pick-up to Bi-weekly	PW-02	P2	2024
PS-4	Review Waste Collection and Cost-effectiveness of Delivery Model	PW-03	P2	2024
PS-5	Develop a Cemetery Expansion Plan	N/A	P2	2024-25

Strategic Plan At-A-Glance Summary Sheet



Mission: Council and its employees proudly serve the community by providing a balanced range of sustainable, affordable and necessary core municipal services and programs that meet residents' needs.

Vision: Wawa will be a leading community that other Ontario municipalities aspire to emulate as we continually strive to offer essential and cost-effective programs and services.

Core Values: Integrity and Respect, Teamwork and Collaboration, Excellent Customer Service, Fiscal Responsibility and Sustainability, Accountability

Key Priorities and Actions

Infrastructure Improvements	Tourism and Economic Dev.	Government Operations	Long-term Financial Planning	Human Resources	Programs and Services
<ul style="list-style-type: none"> • Update AMP • Increase annual funding to capital reserves • Implement Capital Recommendations from Water & Wastewater Master Plan • Strategy to upgrade and construct town hall • Valley Park Walking Trail • Community Center Upgrades • Strategy to replace/upgrade Fire Hall 	<ul style="list-style-type: none"> • Housing Strategy • Round table Mining and Forestry • Encourage property standards compliance • Complete CIP • Implement MAT • Physician & Medical Professional Recruitment • Hire EDO • Branding & Marketing Strategy • New Industrial Park • Implement 5-yr tourism strategy plan • Market Gap Study • Immigration Strategy • Review Tourist Info Centre 	<ul style="list-style-type: none"> • Submit annual dept operational plans • Facilitated TR review • Promote website • Report on Strategic Plan (semi-annually) • Increase regular external/internal communications • Truth & Reconciliation • Review/Update by-laws & policies • Complete Fire Risk Assessments/update E&R by-law • Review transit ops, consider electric van • Support new OPP detachment building 	<ul style="list-style-type: none"> • Complete review of ADSAB apportionment calculation • Implement Water and wastewater rate charges plan • Update Ten-Year Financial Plan Annually • Implement Water and wastewater 10-yr financial plan • Review community centre ops and user and user fees to ensure sustainability 	<ul style="list-style-type: none"> • Annual training & team building plans for staff and council • Succession plan • 2024 Union Agreement • Independent Organizational Review • Review/update job descriptions and hire consultant to conduct pay equity and job evaluation reviews 	<ul style="list-style-type: none"> • Service Levels Review Core Services • Review broadband requirements • Review opportunities to increase recycling and reduce garbage pick-up to bi-weekly • Review waste collection and cost-effectiveness of delivery model • Cemetery Expansion Plan

Key Priority: Human Resources

Strategic Goal: To take the best care of employees and ensure the best fit between employees and jobs while avoiding manpower shortages or surpluses.

Action	TR Code	Timelines	Lead	Status
Complete annual training plans for staff and council	HR-02/ C-01	Annually	CAO	S
Succession plan strategy	HR-01	On-going	CAO	NS
Review/update health and safety policies/procedures	HS-01	On-going	CAO	D
Update hiring policies and procedures	N/A	2022	CAO	C

Chief Administrative Officer (CAO), Fire Chief (FC), Director, Infrastructure Services (DI), Treasurer (T), Director, Community Services (DCS), etc.

Started (S), Not Started (NS), Completed (C), Delayed (D)

Sample: Key Priority and Action Item Report Card

Facilitated and compiled for the Municipality
of Wawa by:



www.mgwayfinders.com