



WAWA STRATEGIC PLAN – Jan 1 to April 30), 2024 - STATUS REPORT

CAO-CLERK– June 4, 2024



Reference #	Action Item	Accountability	Status Update	Due Date
KEY PRIORITY: INFRASTRUCTURE IMPROVEMENTS				
INF-1	Update the Asset Management Plan with condition assessments and levels of service	Treasurer	In-progress – on-track with Asset Manager support. Levels of service and asset retirement obligations in-progress to be completed by July 1, 2024.	In Progress July 1/24
INF-2	Increase annual funding to capital reserves for future infrastructure needs	Treasurer CAO-Clerk	Completed annually during budget process based on annual infrastructure needs and monies available	In Progress Annually
INF-3	Implement Capital Recommendations from Water and Wastewater Plan	Director IS	Application to Enabling Housing Fund for Tamarak services submitted in April. Other recommendations in Plan pending funding annually. Recent Electrical Study on WTP completed with multiple recommendations to be implemented beginning in Summer 2024.	In Progress Annually
INF-4	Complete conceptual design for Town Hall Rebuild and develop financing strategy	CAO-Clerk	Not started and targeted early 2025 start for RFP for design support	Not Started 2025
INF-5	Investigate restring access across Wawa Creek for Valley park	Director CST	Research for funding possibility underway. Deferred to 2025 budget deliberations pending funding	Not Started 2025
INF-6	Complete building and component upgrades to MMCC including HVAC.	Director CST	With NOHFC funding HVAC to be installed this summer. Electronic Sign – In progress, ordered and installation end of June. Gym – Flooring ordered and gym to be relocated end of summer. New funding program to be announced soon.	2025



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INF-7	Complete conceptual design with cost estimates and financing strategies to upgrade Town hall	CAO-Clerk	RFP not started. Funds being set aside each year in budget for future capital project which may be eligible for funding or require loan financing.	2025
INF-8	Complete a conceptual design with cost estimates and financing strategies to replace the Fire Hall	Fire Chief	Condition assessment of Fire Hall completed in 2023. Funding being set aside each year in capital budget for future renovations/rebuild. NOHFC is a possible funding source.	2026-27
KEY PRIORITY: ECONOMIC DEVELOPMENT AND TOURISM				
TED-1	Work with partners and develop and implement a Wawa Housing Strategy to increase supply and attract investment	CAO-Clerk (EDO)	With FedNor support, process of hiring EDO to implement in process. Start date of July 1, 2024. Housing Action Plan developed with target and municipality awaiting share of Provincial Housing Funds. Various meetings held with variety of partners.	Ongoing
TED-2	Support entrepreneurial development through workshops and support programs	CAO-Clerk (EDO)	Various workshops supported in partnership with regional EDO group, SECFDC, Mill Works, etc.	Ongoing
TED-3	Encourage private owners to comply with Property Standards By-law	Chief Building Official	In process as complaints received. Efforts to ensure abandoned buildings demolished in 2024.	Ongoing
TED-4	Complete and update the Downtown Community Improvement Plan (CIP)	CAO-Clerk (EDO)	Completed in March 2024, with OMAFRA funding. Staff developing financial incentive program and request to Council for funding to be made in June with summer launch date of programs.	In Progress 2024-2025
TED-5	Complete Implementation of MAT Tax	Director CST CAO-Clerk	Public meetings held and June 4/24 Development of forms and by-law in progress Research for best practices in progress	In Progress Jan 1 2025



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TED-6	Support Physician and Medical Recruitment	Council CAO-Clerk	New Funding Agreement for three years at \$23,500/yr. approved Councillor Hatfield on Committee – meet quarterly	In Progress Expires Dec. 2026
TED-7	Hire Economic Development Officer	CAO-Clerk	Funding approved by FedNor for 3 years - \$300,000 Interviews in progress – anticipate July 1 start date	In progress July 2024 to 2027
TED-8	Develop and Implement Branding and Marketing Study	Director CST EDO	Not started RFP under development – FedNor funding available	2024-2025
TED-9	Determine New Industrial Park Location & Develop Plan of Subdivision	CAO-Clerk EDO	Not started	2024-2025
TED-10	Implement Recommendations in Tourism Plan and Develop Action Plan	Director CST	In Progress	2024-2026
TED-11	Undertake Market Gap Analysis	EDO	Not started	2025
TED-12	Develop and Implement Immigration Strategy	EDO	Not started	2026
KEY PRIORITY – GOVERNMENT OPERATIONS				
GG-1	Develop annual department operational plans	CAO-Clerk Directors	Complete and monthly reports provided to Council	Ongoing
GG-2	Review Council Priorities	CAO-Clerk Council	Council held four budget meetings to-date Review of priorities to be reviewed annually	Ongoing
GG-3	Promote website and deliver more services on-line including payment option	CAO-Clerk All staff	In-progress – awaiting new fincail software in 2025 to add payment option Examining on-line billing for taxes, water and sewer	In Progress 2025



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GG-4	Update, monitor and Report semi-annually on Strategic Plan Activity	CAO-Clerk	In-progress –Report for Jan to April 2024 period complete. Next update scheduled for end of August	In Progress
GG-5	Increase regular external and internal communications	Directors	In-progress - Increase use of social media, weekly radio, surveys Seniors funding submitted April for AF Communications Coordinator & Electronic Billboard at Post Office Quarterly Newsletter under consideration	Ongoing
GG-6	Increase internal and external communications	CAO-Clerk	Bi-monthly newsletter Monthly Top Ten Staff email blasts, website press releases and Voyent Alert – Community messaging system	Ongoing
GG-7	Review and update by-laws and policies regularly	CAO-Clerk Directors	Updated as required Update of procedural and hiring by-laws in summer	Ongoing
GG-8	Complete Fire Risk Assessment and Update Regulating By-law	Fire Chief CAO-Clerk	Completed Action plan in place with regular updates to Committee	Completed 2024
GG-9	Review Transit Operations and consider converting bus to electric van	CAO-Clerk Manager IS	In progress – funds received through grant and change order to not purchase electric submitted	In Progress 2024
GG-10	Support and encourage building of new O.P.P. Detachment	CAO-Clerk	In progress – currently working with Infrastructure Ontario to prepare, survey and sell and parcel	In Progress 2024-25



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KEY PRIORITY – LONG-TERM FINANCIAL PLANNING				
LTF-1	Complete a review of ADSAB Apportionment and advocate to change current billing model	CAO-Clerk	In progress – ADSAB denied request so effort to request Province is only path forward. Met with Ministry at ROMA. Strategy to be developed for Fall of 2024.	2024-2025
LTF-2	Implement recommendations from Water – Wastewater Master Plan	Director IS Manger IS	Funding to Housing Enabling Fund submitted April 2024 for tamarack services. Electricity Study completed and funding requested for urgent repairs	In Progress 2024-2026
LTF-3	Update Ten-Year Financial Plan	Treasurer Asset Manager	Staff to update ten-year plan in Oct - December Asset Management Plan requires ten-year capital forecast to be completed in 2025 2025 budget planning to begin September	In Progress
LTF-4	Implement Water – Wastewater Rate Charges Plan	Treasurer	In progress and under review. Due to anticipated revenue short-falls to cover anticipated capital needs, rates increases may have to exceed plan	In Progress
LTF-5	Undertake a review of the Wawa Community Centre Operations and User Fees to ensure sustainability	Director CST Treasurer	On going. Professional study recommended to examine long-term plan for continued operations. User fees adjusted annually	Under Review
KEY PRIORITY – HUMAN RESOURCES				
HR-1	Ensure annual training and team building for staff and Council are implemented	CAO-Clerk Directors Council	In-progress. Council and management team training session held in May. Staff annual training held May 2023. Annual golf tournament planned for August. Mental Health training provided, and each department develops annual training plan and budget requests	Ongoing
HR-2	Develop a succession plan strategy	CAO-Clerk	Council approved policy – HR-023 (2023) Training opportunities provided to interested staff.	Ongoing



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HR-3	Complete 2024-2028 USM Collective Agreement ADD: Update other employee agreements (inc. admin and management agreements)	CAO-Clerk USW	Meetings set for June 13 and 14, 2024. Contract expires July 31, 2024.	August 1, 2024
HR-4	Complete Organizational Review – Align resources with service levels.	CAO	RFP under development. Proposal request to be issued prior to year-end.	2025
HR-5	Update job descriptions and job evaluations. NEW: Update employee hiring policies and procedures	CAO-Clerk	Included above in HR-4.	2025
KEY PRIORITY – PROGRAM EFFICIENCY REVIEWS				
PS-1	Review and determine service levels of all programs and services, inc. library	CAO-Clerk Treasurer	Under development as part of Asset Management Plan and future council input required for 2025 budgetting.	In Progress 2024
P5-2	Review broadband requirements and pursue upgrade	Mayor CAO-Clerk	Mayor working with Infrastructure Ontario and funding to be provided for upgrades in 2024	In progress 2024
PS-3	Review opportunities to increase recycling and reduce weekly garbage pickup to bi-weekly. Review waste collection and cost-effectiveness of delivery model.	Director IS Manger IS	Tender for new refuse collection due June 28 which inc. recycling component Draft garbage by-law in development to reduce amount of garbage picked-up weekly	In Progress 2024
P5-4	Develop plan to expand cemetery and add Columbarium	Director IS	In progress. Second quote for services released to clear and prep. site due June 11 th .	In Progress 2024
PS-5	NEW: Implement new financial software program and train staff	Treasurer	In-progress. Start new system in Fall 2024.	In Progress 2024-25