



Municipality of Wawa Strategic Plan

Planning to Succeed
2021-2025



Council 2018-2022 (Left to Right):

Deputy Mayor Pat Tait, Councillor Mitch Hatfield, Mayor Ron Rody, Councillor Cathy Cannon, Councillor Bill Chiasson

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Executive Summary

In 2021, the Municipality of Wawa took progressive steps to conduct 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 a group of local community stakeholders. To ensure that public sentiment was received, the TR included an online survey, which received a good rate of response.

The extensive consultations and research conducted during the lead up to the production of the TR have served to lay the groundwork for the preparation of this Strategic Plan. To augment the research and background collected during the TR, two workshops were held, one with community stakeholders and one with municipal staff. A live polling software platform was used to rank strategic priorities during the workshops. Both workshops helped to further inform the content of this Strategic Plan. Council considered the feedback collected during the workshops and provided direction to finalize the Strategic Plan through the CAO.

Executive Summary

This Strategic Plan complements the recommendations of the TR; thus, ensuring alignment for a coordinated go-forward strategic approach to goal setting. Therefore, 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 as the new Council assumes office. 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 lead these critical steps.

Message from the Mayor

Strategic planning enables Council and staff to understand the past, envision the future, and manage the present to work towards achieving a unified vision for the Municipality. The newly developed Wawa Strategic Plan sets out agreed upon objectives and goals for this term of Council and the next. Our goals and objectives will be achieved if residents and staff believe they are realistic, reflective of community values and are based on input from a variety of stakeholders. I believe this strategic plan will be successful since it meets all those requirements. Thank you to Municipal Government Wayfinders, Municipal Staff and all residents who shared their vision of a better Wawa during the development of the 2021-2025 Wawa Strategic Plan.

Mayor Ron Rody



Message from the CAO-Treasurer

The 2021-2025 Wawa Strategic Plan is an important document for both Council and employees. It provides clear direction and specific goals for the Municipality to achieve over the next five years, goals that were based on wide-ranging community input. The objectives and priorities in the Plan provide the roadmap for all of us to build Wawa into the community we want it to be. The Plan is not a static document and will be reviewed annually and changed as the community's needs and desires change. I am honoured to be part of the team of excellent employees in the Municipality who are dedicated to serving the public now and into the future.

Maury O'Neill, CAO-Treasurer



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, the new reality of a continuing COVID-19 pandemic, a growing infrastructure funding gap 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. As part of the Transformation Review process, Council wisely directed the completion of a Strategic Plan. The Transformation Review report identified Strategic, Master and Long-Range Planning as areas for opportunities for improvement.

This Strategic Plan responds to Council's directive and the TR's opportunities for improvement. It will guide major decision making with respect to allocation of resources and assets from 2021 through 2025. 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.



A background image showing several small white seedlings with green sprouts growing out of a dark, textured soil. The image is slightly faded and serves as a backdrop for the text.

Vision Statement

Wawa is a sustainable community focused on providing essential and cost-effective programs and services that contribute to the well-being of all its residents.

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 focused on meeting the needs of the community through financial prudence. Achieving our Vision Statement will be indicative of our success.

A photograph of the exterior of the Municipality of Wawa Municipal Offices. The building is a single-story structure with a white brick facade and large windows. The entrance is covered by a small white awning with the words "MUNICIPAL OFFICES" in black capital letters. To the left of the entrance, there is a sign that says "OFFICES 40". The building is surrounded by greenery, including bushes and trees. In the foreground, there are two wooden benches with red metal legs on a brick-paved area. Two tall white flagpoles are visible on either side of the entrance. The sky is clear and blue.

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

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 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.



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Key Priorities and Action Items

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

- 1. Infrastructure Improvements**
- 2. Tourism and Economic Development**
- 3. Government Operations**
- 4. Long-term Financial Planning**
- 5. Human Resources**
- 6. 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	Est. Timeline
INF-1	Update the Asset Management Plan with condition assessments and levels of service	AM-01	Annually
INF-2	Develop annual road and sidewalk rehabilitation and replacement programs and budget	AM-01	Annually
INF-3	Increase annual funding to capital reserves for future infrastructure needs	AM-04	Annually
INF-4	Complete building condition assessments for all municipal buildings	AM-03	2022
INF-5	Develop a Water and Wastewater 10-Year Financial Plan	AF-04/08	2022

Key Priority: Infrastructure Improvements

Ref. #	Action Item	TR Reference	Est. Timeline
INF-6	Upgrade amenities at outside recreational areas, including a new running track and outdoor electronic sign, subject to funding	N/A	2022
INF-7	Pursue funding and complete improvements to improve the Community Centre HVAC system and other critical building components	ED-09	2022-24
INF-8	Complete a conceptual design with cost estimates and financing strategies to upgrade the town hall and construct	AM-03	2022-24
INF-9	Undertake Water and Wastewater rate charges study	AF-08	2023
INF-10	Complete a conceptual design with cost estimates and financing strategies to replace the Fire Hall	N/A	2024

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 Ferlaine

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	Est. Timeline
TED-1	Work with partners to increase housing supply to meet demand	ED-01/05	Annually
TED-2	Support entrepreneurial development through workshops and support programs	ED-06/07	Annually
TED-3	Encourage private owners to comply with Property Standards By-law	BL-01	On-going
TED-4	Create an Ad Hoc Committee of Council for Economic Development and Tourism	N/A	2022

Key Priority: Tourism and Economic Development

Ref. #	Action Item	TR Reference	Est. Timeline
TED-5	Review Marina divestiture strategy and develop future operating plan	N/A	2022
TED-6	Develop a five-year Wawa Tourism Strategy and Action Plan	ED-01 to 11	2022-23
TED-7	Review and update the Community Improvement Plan (CIP) with the BIA	ED-08	2022-23
TED-8	Implement a Municipal Accommodation Tax for tourism marketing purposes	ED-10	2023
TED-9	Complete review of future operations of Tourist Information Centre	ED-09	2023



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	Est. Timeline
GG-1	Develop annual department operational plans	SP-01/03/06	Annually
GG-2	Improve online services available to residents to interact with Municipality	AT-03	Annually
GG-3	Update, monitor and report semi-annually on Strategic Plan activity	SP-02	On-going
GG-4	Support and participate in local medical professional recruitment program	N/A	On-going
GG-5	Increase regular external and internal communications	AT-03/04/06	On-going

Key Priority: Government Operations

Ref. #	Action Item	TR Reference	Est. Timeline
GG-6	Prepare for 2022 Municipal Elections and increase local participation	N/A	2022
GG-7	Support and encourage the building of a new O.P.P. detachment	AM-03	2022/23
GG-8	Complete Fire Risk Assessments and update Regulating by-law	FD-03/07	2022/23
GG-9	Implement Electronic Records Management System	AT-01	2022/23
GG-10	Review Transit Operations and consider converting bus to electric van	N/A	2022/23



Key Priority: Long-term Financial Planning

“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	Est. Timeline
LTF-1	Complete a Ten-Year Financial Plan and update annually	AF-04	Annually
LTF-2	Ensure operating and capital budget is completed for a multi-year term	AF-03/04/09	Annually
LTF-3	Increase reserves overtime to fund infrastructure deficit and reduce reliance on Special Grant for Dam Compensation	AF-12	Annually
LTF-4	Update all financial policies and procedures	AF-01/05/07	Annually
LTF-5	Complete review of ADSAB apportionment calculation	AF-13	2022/23
LTF-6	Undertake a review of the Wawa Community Centre Operations and User Fees to ensure sustainability	AF-11	2022-23



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	Est. Timeline
HR-1	Ensure annual training plans for staff and Council are completed	HR-02/ C-01	Annually
HR-2	Develop a succession plan strategy	HR-01	On-going
HR-3	Review and update all health and safety policies and procedures	HS-01	On-going
HR-4	Update employee hiring policies and procedures	N/A	2022
HR-5	Review and update job descriptions	HR-05	2022/23
HR-6	Hire consultant to conduct Pay Equity and Job Evaluation Reviews	HR-04/05	2023/24

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, state of the art, efficient and financially viable.



Key Priority: Programs and Services Review

Ref. #	Action Item	TR Reference	Est. Timeline
PS-1	Review municipal properties and determine surplus for public sale	AM-03	2022
PS-2	Review internal network and broadband requirements and upgrade	N/A	2022
PS-3	Review opportunities to increase recycling and reduce weekly garbage pick-up to bi-weekly	PW-02	2022-23
PS-4	Review waste collection and cost-effectiveness of delivery model	PW-03	2022-23
PS-5	Review financial software program and make recommendation to upgrade	AT-08	2022-23
PS-6	Review recreational services and programs and develop a plan	N/A	2023-24



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 is a sustainable community focused on providing essential and cost-effective programs and services that contribute to the well-being of all its residents.

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 • Annual road/sidewalk rehab program • Increase annual funding to capital reserves • Building condition assessments • Water and wastewater 10-yr financial plan • Upgrade outdoor rec amenities • Community Center Upgrades • Strategy to upgrade and construct town hall • Water and wastewater rate charges study • Strategy to replace Fire Hall 	<ul style="list-style-type: none"> • Work with partners to increase housing supply • Support entrepreneurs • Encourage property standards compliance • Ad Hoc committee of council for Ec. Dev. and tourism • Marina divestiture strategy/future operating plan • Develop 5-yr tourism strategy and action plan • Review/update CIP with BIA • Implement Municipal Accommodation Tax • Review of future ops of Tourist Info Centre 	<ul style="list-style-type: none"> • Develop annual dept operational plans • Improve online services • Report on Strategic Plan (semi-annually) • Support medical recruitment • Increase regular external/internal communications • Prepare for election/increase participation • Support new OPP detachment building • Complete Fire Risk Assessments/update E&R by-law • Review transit ops, consider electric van 	<ul style="list-style-type: none"> • 10-yr fin plan, update annually • Ensure budgets are completed for multi-year term • Increase reserve to fund infrastructure deficit/reduce need Special Grant for Dam Compensation • Update financial policies/procedures • Complete review of ADSAB apportionment calculation • Review community centre ops and user and user fees to ensure sustainability 	<ul style="list-style-type: none"> • Annual training plans for staff and council • Succession plan strategy • Review/update health and safety policies/procedures • Update hiring policies and procedures • Review/update job descriptions • Hire consultant to conduct pay equity and job evaluation reviews 	<ul style="list-style-type: none"> • Review municipal properties and determine surplus for sale • Review internal network and broadband requirements • Review opportunities to increase recycling and reduce garbage pick-up to bi-weekly • Review waste collection and cost-effectiveness of delivery model • Review financial software and make recommendations to upgrade • Review recreation services/program and develop a 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	DT	D
Update hiring policies and procedures	N/A	2022	CL	C

Chief Administrative Officer (CAO), Fire Chief (FC), Director, Infrastructure Services (DI), Deputy Treasurer (DT), Director, Community Services (DCS), Clerk (CL), etc.

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

Sample: Key Priority and Action Item Report Card



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