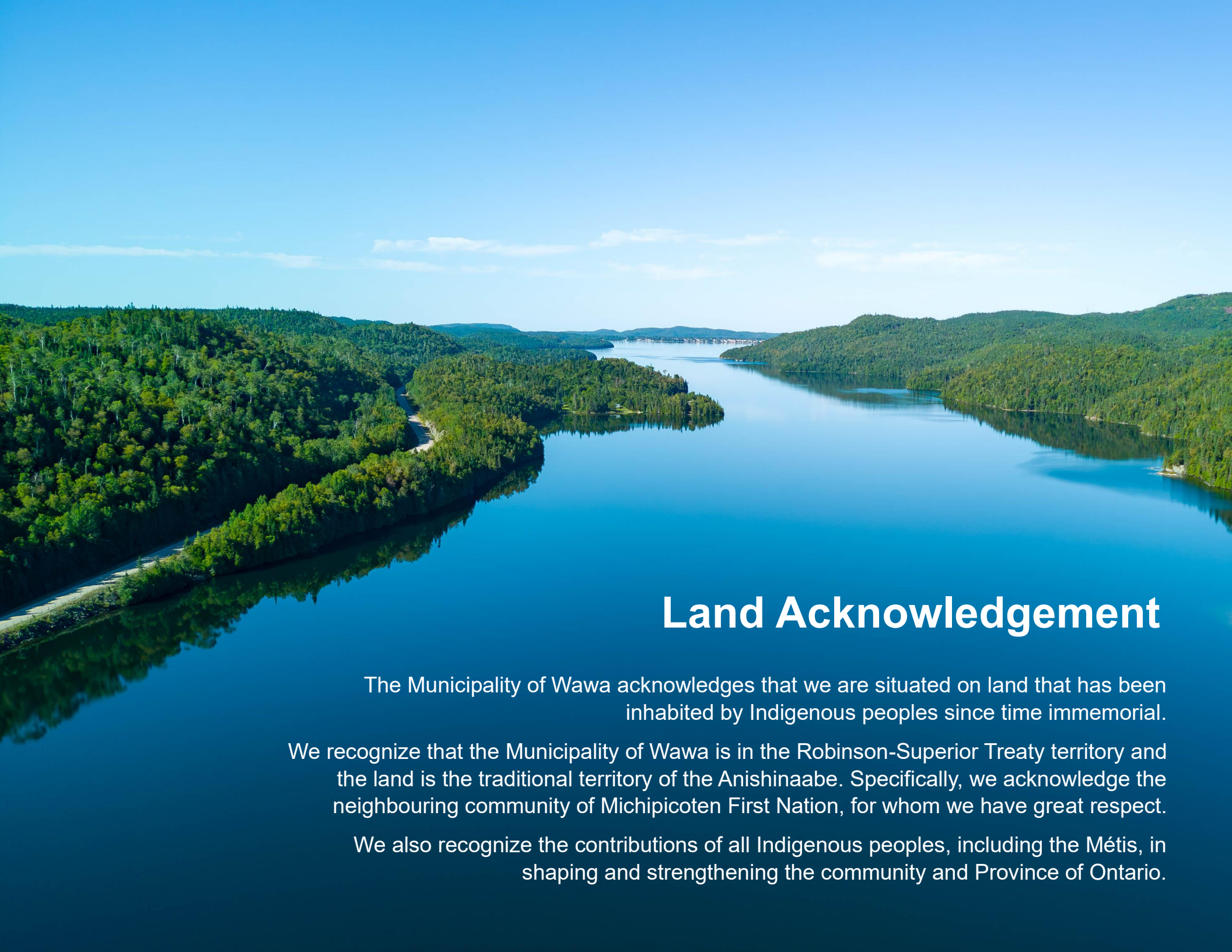




Resilient Roots, Thriving Future

Wawa Strategic Plan 2026-2027

An aerial photograph of a serene landscape. A wide, calm lake with deep blue water occupies the center and right portions of the frame. The water's surface is still, reflecting the clear sky and the surrounding greenery. On the left, a dense forest of tall, green trees covers a hillside that slopes down towards the water. A narrow, light-colored path or road is visible, winding along the edge of the forest. In the distance, the lake continues to wind through more forested areas, with some small buildings or structures visible on a distant shore. The sky is a vibrant, clear blue with a few wispy white clouds near the horizon. The overall scene is peaceful and natural.

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.



Resilient Roots, Thriving Future.

Vision Statement

Wawa: A resilient, inclusive, and sustainable community, built on innovation and shared prosperity for generations to come.

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.



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.

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.

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 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. Staff will monitor and report on the Key Priorities and Action Items semi-annually to ensure the Plan is on track.





Key Priority: Infrastructure Renewal

REF. #	ACTION ITEM	LEAD	PRIORITY	TIMELINE
INF-01	Implement Capital Recommendations from Water and Wastewater Plan – <i>Wawa Lake Storm Sewers – Implement Study Recommendations</i>	IS	HIGH	2026 - 2027
INF-02	Conceptual Design for Municipal Office and Fire Hall	CAO	HIGH	2026
INF-03	Make application(s) for funding for MMCC roof	CST	HIGH	2026
INF-04	Review location and funding for Industrial Park	EDO	HIGH	2026
INF-05	Examine Feasibility of increased recycling program	IS	MEDIUM	2027
INF-06	Review Waste Collection By-Law and service levels. Update Garbage Collection By-Law (e.g. with limit on weekly amount and reduce winter pick-ups to bi-weekly)	IS	MEDIUM	2027
INF-07	Apply for funding for municipal lot servicing plan	IS	LOW	2027



Key Priority: Community Well-Being

REF. #	ACTION ITEM	LEAD	PRIORITY	TIMELINE
CWB-01	Facilitate New Seniors Centre and Programming - Apply for Funding	TREASURER	HIGH	2026
CWB-02	Review Transit Van Operations Delivery Options	CST	HIGH	2026
CWB-03	Develop Indigenous Reconciliation Action Plan	EDO	MEDIUM	2026
CWB-04	Increase Communication and Civic Engagement through use of on-line platforms and municipal presence at public events	CAO	MEDIUM	2026-2027
CWB-05	Review Annual Contribution to Support Medical Professionals Recruitment	COUNCIL	LOW	2027
CWB-06	Increase Accessibility in Community (i.e. Rehabilitate Sandy Beach Boardwalk)	CST	LOW	2026-2027
CWB-07	Develop Parkette in Mission with Trillium Funds	CST	HIGH	2026



Key Priority: Tourism and Economic Development

REF. #	ACTION ITEM	LEAD	PRIORITY	TIMELINE
TED-01	Obtain funding and implement upgrades to goose nest market, develop marketing plan and TIC accessibility renovations	CST	HIGH	2026
TED-02	Development of a Municipal Accommodation Tax (MAT) Municipal Funds Investment Framework	CAO	HIGH	2026
TED-03	Continue CIP Program on Broadway Avenue	EDO	HIGH	2026
TED-04	Implement Housing Action Plan • Examine CIP incentives for new housing • Complete housing needs assessment	EDO	MED	2026-2027
TED-05	Educate and enforce Property Standard By-Law	CBO	MED	2026-2027
TED-06	Continue to Seek Broadband Expansion	COUNCIL	MED	2026
TED-07	Increase communications with tourism marketing strategies and social media presence	EDO	LOW	2026



Key Priority: Organizational Excellence & Human Resources Development

REF. #	ACTION ITEM	LEAD	PRIORITY	TIMELINE
HRD-01	Update HR Policies including hiring policy, part-time employees, and review job descriptions <i>Update employee working agreements</i>	CAO	HIGH	2026
HRD-02	Select and train candidate for Fire Chief succession (October 2026)	CAO	HIGH	2026
HRD-03	Implement financial software and increase on-line citizen inquiries/payments	TREASURER	HIGH	2026
HRD-04	Increase Communication – Increase the use of communication technology (podcasts, social media, Voyent Alert, website calendar)	CAO	MED	2026-2027
HRD-05	Develop and share department annual work plans with community and council	CAO	MED	2026
HRD-06	Increase use and training on AI and adapt/apply throughout organization	CAO	LOW	2026-2027



Key Priority: Fiscal Responsibility and Governance

REF #	ACTION ITEM	LEAD	PRIORITY	TIMELINE
FRG-01	Evaluate cost of operating MMCC and review service level and user fees to achieve a 50% cost recovery	CST	HIGH	2026
FRG-02	Increase capital reserves (add additional 1% to capital levy in 2026)	TREASURER	HIGH	2026
FRG-03	Prepare New Council Orientation Training (December)	CAO	HIGH	2026-27
FRG-04	Complete 2026 Budget with Public Input and Engagement by March 2026	TREASURER	HIGH	2026
FRG-05	Prepare for Election 2026 (October) - Update Voter's List - Candidates, Ballots, Advanced Polls, etc.	CAO	HIGH	2026
FRG-06	Implement an Annual Schedule for By-law and Policy Updates	CAO	MED	2026
FRG-07	Lobby for change to ADSAB formula legislation	COUNCIL	LOW	2026-2027

Wawa Strategic Plan 2026-2027 – AT A GLANCE

Infrastructure Renewal	Community Well-Being	Tourism and Economic Development	Organization & Human Resources Development	Fiscal Responsibility and Governance
Implement Water and Wastewater Plan Recommendations inc. Wawa Lake Storm Sewers	Facilitate New Seniors Centre and Programming and apply for Funding	Obtain funding and implement upgrades to goose nest market, develop marketing plan and TIC	Update HR Policies including hiring policy, part-time employees, and update job descriptions	Evaluate cost of operating MMCC and review service level and user fees (aim for 50% cost recovery)
Complete Conceptual Design with cost and financing strategies for Town Hall & Fire Hall	Review Transit Van Operations Delivery Option	Development of a Municipal Accommodation Tax (MAT) Funds Investment Framework	Select and train candidate for Fire Chief succession by October 2026	Increase capital reserves and add an additional 1% to capital levy in 2026
Obtain cost estimate and apply for funding for MMCC roof	Develop Indigenous Reconciliation Action Plan	Continue CIP Program on Broadway Avenue	Implement financial software and increase on-line payments	Prepare New Council Orientation Training (December)
Develop new Industrial Lots and determine potential location, steps to development and funding available	Review Annual Contribution to Support Medical Professionals Recruitment	Implement Housing Action Plan and examine CIP incentives for housing Complete housing needs assessment	Update management and non-union staff working agreements	Complete 2026 Capital and Operating Budget with Public Input (by March)
Examine feasibility of an increased set of recycling programs	Increase Accessibility in Community (i.e. Rehabilitate Sandy Beach Boardwalk)	Educate and enforce Property Standard By-Law	Develop and share department annual work plans	Implement a Schedule for By-law & Policy Updates
Review Waste Collection By-Law and service levels. Update Garbage Collection By-Law	Develop Accessible Parkette in Mission with Trillium Funds	Council to continue to Lobby for Improved Broadband at Provincial and Federal Level	Increase use and training on AI and adapt/apply throughout organization Develop Use of AI Policy	Prepare for Election 2026 - Update Voter's List - Candidate Training
Apply for available funding for municipal residential lot servicing on Algoma and Tamarack	COMMUNICATION Increase communication and Civic Engagement through use of on-line platforms and municipal presence at events	COMMUNICATION Increase local tourism awareness and expand tourism marketing, web presence and social media campaigns	COMMUNICATION Increase internal and external communication through various media including website and social media	Continue to lobby for change to ADSAB formula legislation and educate community on impact