



WAWA STRATEGIC PLAN – STATUS REPORT

CAO Update – December 31, 2024



| Reference # | Action Item | Accountability | Status Update | Due Date |
|--|---|--------------------------|---|---------------------------|
| KEY PRIORITY: INFRASTRUCTURE IMPROVEMENTS | | | | |
| INF-1 | Update the Asset Management Plan with condition assessments and non-core asset levels of service | Treasurer | July 2024 deadline met and Plan updated. Next update to Plan due July 2025. | Ongoing |
| INF-2 | Develop annual road and sidewalk rehabilitation, replacement programs and budget | Director IS Treasurer | On-going and part of capital budget and road/sidewalk assessment scan. \$100,000 being dedicated annually to upgrades to sidewalks and \$150,000 to roads. | Ongoing |
| INF-3 | Increase annual funding to capital reserves for future infrastructure needs | Treasurer CAO | Completed annually during budget process. 2025 will see less funds going to reserves due to increasing operating budget and need to maintain reasonable levy increase in 2025 | Ongoing |
| INF-4 | Complete building condition assessments for all municipal buildings | Treasurer | FCM grant received to complete building condition assessments summer of 2023. Further assessments may be required (e.g. Fire Hall). | Completed 2023 |
| INF-5 | Develop a Water & Wastewater 10-Year Financial Plan | Treasurer | Completed in 2022 by Watson and Associates To be updated annually by Treasurer | Completed 2022 |
| INF-6 | Upgrade outside amenities recreational areas, including running track and outdoor electronic sign, subject to funding | Director CST | NOHFC grant accessed and renovations to HVAC, sign and lobby completed Trillium funding accessed and track upgrade in 2023 Provincial grant for 50% for MMCC roof submitted in October 2024 | Completed 2024 |



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| INF-7 | Pursue funding and complete improvements to improve the Community Centre HVAC system and other critical building components | Director CST | See INF-6 | Completed 2024 |
| INF-8 | Complete a conceptual design with cost estimates and financing strategies to upgrade Town Hall and construct | CAO | RFP for Architect/Engineer to be issued in 2025 | In Progress 2025-2027 |
| INF-9 | Undertake Water and Wastewater Rate Charges Study | Treasurer | Completed by Watson and Associates in 2022 To be updated annually by staff | Completed 2022 |
| INF-10 | Complete a conceptual design with cost estimates and financing strategies to replace the Fire Hall | Fire Chief | RFP for Architect/Engineer to be issued in Q1 2025 | In Progress 2025-2026 |
| KEY PRIORITY: ECONOMIC DEVELOPMENT AND TOURISM | | | | |
| TED-1 | Work with partners to increase housing supply to meet demand | EDO | In-progress Housing Action Plan completed. Various meetings held with partners inc. One Bowl, SEED Homes and GVC | Ongoing |
| TED-2 | Support entrepreneurial development through workshops and support programs | EDO | Active and In-progress Various activities supported and member of regional EDO working group and SECFDC, Mill Works, etc. | Ongoing |
| TED-3 | Encourage private owners to comply with Property Standards By-law | Chief Building Official | Ongoing and Property Standards By-law under review for updating | Ongoing |
| TED-4 | Create an Ad Hoc Committee of Council for Economic Development and Tourism | CAO | Completed in May 2022 Monthly meetings held regularly | Completed May 2022 |



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| TED-5 | Review Marina divestiture strategy and develop future operating plan | CAO Director CST | Active and In-progress Consultations with Michipicoten First Nation and DFO continuous in 2023-2025 Draft agreements developed and awaiting approvals | In-Progress March 2025 |
| TED-6 | Develop a five-year Wawa Tourism Strategy and Action Plan | Director CST | Funding received from FedNor and Five-Year Plan Completed March 2023 Action planning in-progress | Completed March 2023 Action Plan Ongoing |
| TED-7 | Update the Downtown Community Improvement Plan | CAO EDO | OMAFRA Rural Economic Development (RED) Program grant received in June 2023 and project completed in February 2024. CIP incentives launched in Sept. 2024 with \$80,000 allocated. | Completed March 2024 CIP Incentives Ongoing |
| TED-8 | Implement a Municipal Accommodation Tax for tourism marketing purposes | Director CST | MAT By-law passed in September 2024. Program starts April 1, 2025 Researching third-party entity by Dec 31/25 | Completed September 2024 Start April 1, 2025 |
| TED-9 | Complete review of future operations of Tourist Information Centre | Director CST | Active and in-progress. 2024 used existing staff to keep TIC open in September. 2025 will use existing staff to manage operations and develop volunteer program and hire adults where possible | In Progress Dec. 2025 |
| KEY PRIORITY – GOVERNMENT OPERATIONS | | | | |
| GG-1 | Develop annual department operational plans | CAO Directors | Annual plans developed annually. Monthly staff reports to Council started May 2023 | Ongoing |



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| GG-2 | Improve online services available to residents to interact with Municipality | CAO Treasurer | In-progress – New Website with addition of payments on-line to be increased and under development New financial software Town Suite to provide property owner portal to pay taxes and other on-line beginning June 2025 Voyent Alert System implemented December 2023 | In Progress |
| GG-3 | Update, monitor and report semi-annually on Strategic Plan activity | CAO | In-progress – CAO to provide annual update report to Council in January 2025 for 2024. Council to review and update Plan in 2025 | In Progress Update March 2025 |
| GG-4 | Support and participate in local medical professional recruitment program | Council | In-progress - Council appointment to LDNC Medial Recruitment Committee and money set aside in reserves for such purpose - \$23,000 in 2025 | Ongoing |
| GG-S | Increase regular external and internal communications | CAO Directors | In-progress - Increased use of social media, Bi-monthly newsletter published, increased use of Voyent Alert and press releases issued regularly | Ongoing |
| GG-6 | Prepare for 2026 Municipal Elections and increase local participation | 2026 | Election to be held in October 2026 Increase in updates to Elections Ontario Portal | In Progress |
| GG-7 | Support and encourage the building of a new O.P.P. detachment | CAO | In-progress – sale to be completed in 2025 Municipal land set-aside for new build and communications with IO on-going | In Progress |
| GG-8 | Complete Fire Risk Assessment and Update Regulating By-law | Fire Chief CAO | Completed with LOOMEX Group in 2023 Action Plan reviewed monthly with Committee | Completed <i>Action Plan ongoing</i> |



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| GG-9 | Implement Electronic Records Management System | CAO | Implemented but improvements and updates on-going | Ongoing |
| GG-10 | Review Transit Operations and consider converting bus to electric van | CAO Director ICT | New transit Van purchased in 2024 with grant Operator to be reviewed and new service agreement to operate to be reviewed in 2025 | Completed |
| KEY PRIORITY – LONG-TERM FINANCIAL PLANNING | | | | |
| LTF-1 | Complete a Ten-Year Financial Plan and update annually | Treasurer | Completed 2022 by Watsons with funding from MMA Treasurer to update in 2025 | Completed Due June 2025 |
| LTF-2 | Ensure operating and capital budget is completed for a multi-year term | Treasurer | In-progress. Began multi-year approach in 2021 and completed for 2025 operating and capital budgets | Completed Annually |
| LTF-3 | Increase reserves and reduce reliance on Special Grant for Dam Compensation | Treasurer | As budget funds available. SEE 10-Year Financial Plan Lobbying for change to ADSAB formula on-going | Ongoing |
| LTF-4 | Update all financial policies and procedures | CAO | All financial policies up-to-date and updated as required Annual reviews undertaken by Treasurer | Completed |
| LTF-5 | Complete review of ADSAB apportionment calculation | CAO Treasurer | Tax specialist completed review report in 2022 & 2023. Presentation and request for reconsideration presented to ADSAB in Jan 2024. ROMA delegation 2024 & 2025. | Completed In Progress |
| LTF-6 | Undertake a review of the Wawa Community Centre Operations and User Fees to ensure sustainability | Director CST | Aspects of operations to be reviewed including staffing, hours of operation, daily operations and user fees. In 2024-25, one full-time seasonal position changed to two part-time seasonal (20 hrs per week). | Due June 2025 |



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| KEY PRIORITY – HUMAN RESOURCES | | | | |
| HR-1 | Ensure annual training plans for staff and Council are completed | CAO Directors | Budget process includes training plans and funds annually. Staff annual training held May each year. Joined WSIB Excellence program in 2022-24. | Annually |
| HR-2 | Develop a succession plan strategy | CAO | Policy passed in 2024 and staff succession underway. | Annually |
| HR-3 | Review and update all health and safety policies and procedures | CAO Director CST H & S Committee | All health and safety policies updated as part of the 2023-25 WSIB rebate program. To be reviewed annually by H & S Committee Annual review of Harassment Policy required. | Completed Annually |
| HR-4 | Update employee hiring policies and procedures | CAO | In-progress. New hiring policy to Council in Q1 2025. | In Progress 2025 |
| HR-S | Review and update job descriptions | CAO | To be initiated in 2025 | 2025 |
| HR-6 | Pay Equity and Job Evaluation Review | CAO | To be initiated in 2025 | 2025 |
| KEY PRIORITY – PROGRAM EFFICIENCY REVIEWS | | | | |
| PS-1 | Review municipal properties and determine surplus for public sale | CAO Treasurer | Tax sales held Annually. 3 Maple St. surplus in June 2023. Other properties sold as declared. No properties to be listed at the current time. | Annually |
| P5-2 | Review internal network and broadband requirements and upgrade | CAO | Upgrades done annually as required. Consultant support provided. | Ongoing |



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| PS-3 | Review opportunities to increase recycling and reduce weekly garbage pickup to bi-weekly | Director IS | Bi-weekly pick-ups in winter only to be considered in updated by-law (2025-2026). Recycling not feasible at this time. | In-Progress Due June 2025 |
| P5-4 | Review waste collection and cost-effectiveness of delivery model | Director IS | New Refuse contract expires September 2026. To be reviewed in Q1 2026 | Due by Mar. 2026 |
| PS-5 | Review financial software program and make recommendation to upgrade | Treasurer | In-progress. New software to be installed by June 2025 and new website | In Progress Due June 2025 |
| PS-6 | Review recreational services, programs and develop plan | Director CST | Recreation plan to be developed in 2026 | Due in 2026 |