



“A Town for the People”

*Town of Nipawin
Strategic Plan - Vision 2025*

Version 4.0



Mayor's Message



Early in 2018 the Town of Nipawin proudly presented a new Strategic Direction Plan for 2017 to 2021, entitled “**A Town for the People**”. The next, updated Version 2.0 of the plan was released in March of 2019. Version 2.0 updates items that were completed in 2017 and in 2018 and laid out directions for the years of 2019 to 2021. Version **3.0** defined the Council’s direction moving forward from 2019 to 2023. In December 2022, Council adopted Version **4.0** which continues to move forward from 2022 to 2025.

The community of Nipawin is a safe, welcoming, diverse and optimistic community that welcomes visitors from far and wide. The Town provides and promotes employment and business opportunities for future growth and development. Version **4.0** of the Strategic Plan continues to provide direction to ensure the enhancement and enriching of the Town’s various programs and services for the benefit of all the community’s residents, and visitors, both now and into the future. The scope of the new Roadmap covers areas outlined and referenced in the *Municipalities Act* – Culture, Housing, Economic Development, Tourism & Marketing, Infrastructure, Public Safety and Services, Transportation and Urban Design and Environment.

The Strategic planning process continues to use values and strength-based approaches. It is collaboration between the Council, Senior Administration and staff of the Town of Nipawin and has facilitated by facilitator, Don Winn. Facilitation, using Mr. Winn, to review and update the plan continued in September 2018 and 2019. As with the initial plan, entitled “A Town for the People”, Version **4.0** continues to focus on the values, strategic principles, and priorities. Various forms of public consultation have been undertaken to ensure that community involvement becomes part of the plan as it continues to move into the future. This 4.0 Version continues the plan but also embraces the new data and information available to the town and looks at ways to enhance the community and ready it for future growth.

As the Town Council moves ahead with consultation and implementation of this newest Version 4.0 the community will increasingly to be asked to collaborate and share. From the outset, all versions of the plan were designed to be dynamic and to be reviewed and updated annually year over year. As with the earlier versions, the Council will continue to invite public consultation and input at “open house” forums which will resume in 2023.

“A Town for the People” means that many hands will be required to provide input and complete the plan. Thank you to those who have contributed to the development of this plan. Mayor, Council and Administration express sincere appreciation to those who will continue to work to carry out the plan as the plan moves ahead.

Sincerely,

Mayor Rennie Harper

Nipawin, A Town for the People, Exceptional by nature

The Town of Nipawin is a treasure, situated on the forest fringe in the boreal area of northeastern Saskatchewan.

Nipawin is a safe, friendly, optimistic, diverse, and welcoming community that provides employment and business opportunities for future growth and development. Nipawin has a solid population of 4569 and offers a strong retail and service sector capable of serving the region. Nipawin is nestled between two lakes: Codette and Tobin. Boreal forest expands to the North and some of the best agricultural land in Canada surrounds the area. These conditions have led to Nipawin becoming, and continuing to be known, as one of the best all season recreational areas anywhere.

Nipawin consistently maintains and updates its infrastructure. In that regard, 2020 saw the completion of a new Water Treatment Plant in full operation and keeping with Nipawin's tradition of excellent water. 2023 will see the completion of renovations to the Jubilee Arena and enhanced safety with sidewalk addition along highway 35.

Nipawin offers exceptional facilities for citizens and visitors alike. A world-class 18-hole Evergreen Golf Course offers an outstanding course and driving range. The adjacent Evergreen Centre offers full-service restaurant and catering services, a lounge, several small conference rooms, as well as a large auditorium allow for large or small group functions. Winter activities include many opportunities such as curling, outdoor skating at Barber's Pond, fat bike and cross-country ski rentals, pickle ball, SJHL Hockey at a newly renovated Centennial Arena, snowmobiling on an extensive system of groomed trails, and downhill and cross-country skiing, to highlight a few.

There are opportunities for young and old alike to enjoy the green spaces of Nipawin's beautiful Central Park. Central Park hosted the opening of a new outdoor pool, complete with water slide, in July 2017. The Nipawin Skate Park allows young people to enjoy and enhance their biking and boarding skills. Families and visitors can enjoy the area's Regional Park which offers daily campsites, spray pool, a swinging bridge, and a trout pond. Nipawin's living Forestry Museum allows for a stroll through the past. The museum boasts, among other things, a working antique sawmill, cabooses and an old one-room schoolhouse and small prairie church. July 1st events at the museum include freshly baked bread from an outdoor clay oven. Considered a tourism destination, Nipawin is also home to the Premier's Walleye Cup, Fish for Freedom and Vanity Cup fishing tournaments and the famous annual Northern Pike Festival. Houseboat rides on the Saskatchewan River, Nipawin Exhibition and fishing for the elusive walleye on Tobin Lake (largest pike and walleye records) are only some of the attractions.

Nipawin offers an excellent K to 12 education system as well as adult education through the Cumberland College. The town has good access to daycare, Home Care and to a comprehensive array of health care services including a full complement of physicians housed in a new Medical Clinic adjacent to the Nipawin Hospital which accommodates a variety of visiting specialists and services. Nipawin is well known for its volunteers and its hometown spirit.

Nipawin's Mayor and Council actively strive to build partnerships and to develop opportunities for the residents of this community and the surrounding area.

Perhaps, with any luck, you may have the opportunity to see a spectacular view of the Northern Lights as they dance across Nipawin's clear northern skies.



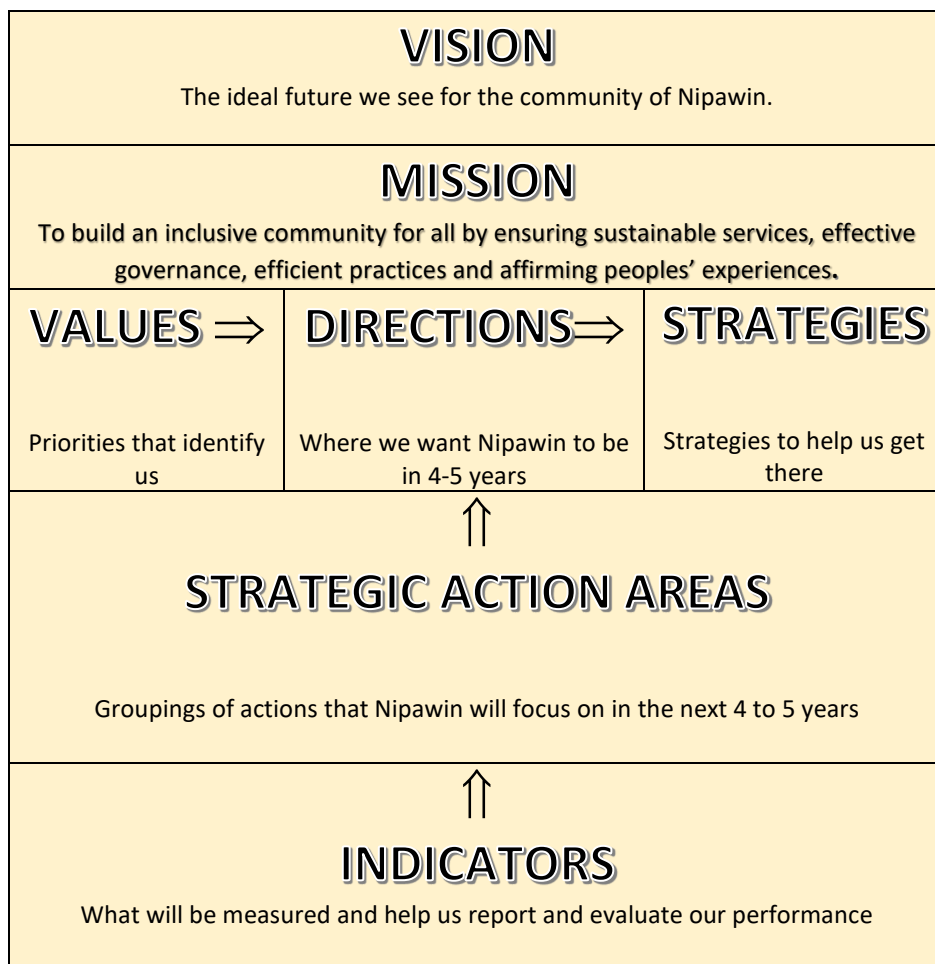
Strategic Plan

The Plan is based on a vision, mission, values and strategic principles. Together they allow initial actions to become clearer and simultaneously layout the next steps to achieve the vision.

The Vision represents the Town of Nipawin’s ideal future. The values are reflective of Nipawin’s identity and represent the community priorities.

Each of the Strategic Principles and Values has its own definition of the planned direction.

As consultation continues, indicators will be identified as a means of tracking progress and providing an overview of our performance as we move forward over the next several years. The indicators will be measured and reported into the document annually.



Town of Nipawin Strategic Plan “Vision 2025”

INTRODUCTION: Vision 2025, Strategic Plan Version 4.0 focuses on Culture, Housing, Economic Development, Infrastructure & Public Safety, Transportation, Urban Design and Environment.








VISION: “A Town for the People” (Exceptional by nature)

MISSION: To build an inclusive community for all by ensuring sustainable services, effective governance, efficient practices and affirming peoples’ experiences.

STRATEGIC PRINCIPLES: The Town of Nipawin’s Plan is guided by the following principles which support the Vision as identified in the five-year strategic plan.

- **Affirmation:** *Support* the diversity of community and respecting individual experiences, while recognizing we are all citizens of Nipawin.
- **Governance:** *Lead* responsibly and legally making informed decisions while working together for the common good of the community.
- **Efficient:** *Achieve* appropriate results by establishing policies that provide sound guidance and direction into the future.
- **Sustainable:** *Cultivate* decision-making that values and considers its effect on the economic, environmental, cultural and social long-term viability of the community.

VALUES:

 <p>ACTIVE</p>	<p>ACTIVE</p>	<p>Nipawin is an active, healthy, walkable community.</p>	<p>Provide sport, recreation and active living opportunities for all our citizens across all ages.</p>
 <p>WELCOMING</p>	<p>WELCOMING</p>	<p>Nipawin is safe, inclusive, accessible community with strong sense of community, excellent health and social services and affordable housing.</p>	<p>Attract skilled workers, young adults and families while providing a safe, interesting place for an active, dignified retirement and advocating for social and health care infrastructure for our residents</p>
 <p>PROSPEROUS</p>	<p>PROSPEROUS</p>	<p>Nipawin provides diverse business opportunities and is centre of the area's prosperity</p>	<p>Encourage businesses and services that support our goals of partnership and becoming a hub of the northeast.</p>
 <p>CREATIVE</p>	<p>CREATIVE</p>	<p>Nipawin is a year-round regional destination focused on heritage, arts and culture.</p>	<p>Value our heritage and invest and foster our cultural diversity.</p>
 <p>GREEN</p>	<p>GREEN</p>	<p>Nipawin is a clean community with ample parks and green spaces.</p>	<p>Invest in parks, trails and green spaces and promote natural systems.</p>
 <p>CONNECTED</p>	<p>CONNECTED</p>	<p>Nipawin is inclusive and is connected by technology, events, transportation and gathering spaces and is supportive of partnerships.</p>	<p>Connect our residents to services, destinations and each other and to surrounding communities.</p>
 <p>SUSTAINABLE</p>	<p>SUSTAINABLE</p>	<p>Nipawin is a community that is easy to move around in and the infrastructure is managed proactively and constructed and maintained to meet the needs of the future.</p>	

TOWN OF NIPAWIN Strategic Roadmap – Vision 2025

VISION:

A Town for the People

MISSION:

To build an inclusive community for all by ensuring sustainable services, effective governance, efficient practices and affirming people’s experiences.

STRATEGIC PRINCIPLES:

Affirmation, Governance, Efficient, Sustainable

VALUES:

ACTIVE WELCOMING PROSPEROUS CREATIVE GREEN CONNECTED SUSTAINABLE

Focus Areas & Definitions	Year 1 – Plan (Dec. 31/2023)	Year 2 – Plan (Dec 31/2024)	Year 3 – Vision (Dec 31/2025)	What do we see?
Culture <ul style="list-style-type: none"> ○ Reconciliation – Nipawin & surrounding First Nation Communities ○ Equity, Diversity & Inclusion ○ Cultural & demographic diversity considered in all aspects of planning ○ Improved access for those with disabilities ○ Urban Reserve Options 	<ol style="list-style-type: none"> 1. Multi-cultural focus at all Town events <ol style="list-style-type: none"> 1.1. Collaborate with other organizations to hold one new multi-cultural event in Year #1. 1.2. Continue to invite participation from multi-cultural groups at all events 2. Facilitate transportation for people with all manner of mobility issues <ol style="list-style-type: none"> 2.1. Conduct Paratransit cost review & ridership statistical evaluation to determine feasibility of eligibility expansion 2.2. Re-evaluation of accessibility parking, sidewalk accessibility, etc. 3. Cultural awareness training for Council, Management & Staff <ol style="list-style-type: none"> 3.1. Staff cultural awareness workshops held in collaboration with external stakeholders including: SaskCulture / Neighbouring First Nations and Communities / Education / Interagency. 4. Continue relationships with First Nations <ol style="list-style-type: none"> 4.1. Council meets with neighbouring First Nations to establish stronger relationships 5. Staff Support <ol style="list-style-type: none"> 5.1. Build a culture of excellence through Council/staff team workshops 6. Leadership training, recognition and education opportunities for staff <ol style="list-style-type: none"> 6.1. Leadership & professional development training opportunities available to staff 7. Continue strengthening relationships with surrounding communities 	<ol style="list-style-type: none"> 1. Multi-cultural focus at all Town events <ol style="list-style-type: none"> 1.1. Cultural focus at all town-organized events 1.2. Continue to collaborate with other organization to hold one new multi-cultural event annually 2. Facilitate transportation for people with mobility issues <ol style="list-style-type: none"> 2.1. Prioritize and implement recommendations from cost and ridership review 3. Cultural awareness training <ol style="list-style-type: none"> 3.1. Continue workshops and promote staff attendance at training events 4. Continue to strengthen relationships with First Nation communities <ol style="list-style-type: none"> 4.1. Identify opportunities to collaborate 5. Leadership training, recognition, and education opportunities for staff <ol style="list-style-type: none"> 5.1. Continue to offer and promote leadership and professional development opportunities for staff 	<p>Actively continue work on reconciliation.</p> <p>All town-organized event will have multi-cultural component.</p> <p>“Teamwork makes the dream work”</p>	<p>Orientation includes cultural training, specifically focused on Indigenous Culture</p> <p>Demonstrated commitment to reconciliation</p> <p>Multi-Cultural Focus</p> <p>Creation of a Culture of Community</p> <p>Municipal Sustainability</p> <p>Culture of Excellence</p>
Housing <ul style="list-style-type: none"> ○ Quantity and quality of housing (diverse housing needs – town) 	<ol style="list-style-type: none"> 1. Housing Needs 	<ol style="list-style-type: none"> 1. Implement/support programs to address housing needs identified through Housing Needs Assessment. 	<p>Safe, Affordable housing for all</p>	<p>Comprehensive housing list and identified gaps</p>

<p>houses, small house concept, communal living).</p> <ul style="list-style-type: none"> ○ Assessment of current housing conditions, issues, population forecasts used to determine future and current housing needs. ○ Needs for senior and other population 	<ol style="list-style-type: none"> 1.1. Housing needs Assessment for all demographics in collaboration with stakeholders 1.2. Ensure inclusive partnerships are built and maintained with community groups and organizations to support all parties' work. Mutually beneficial 1.3. Bylaw enforcement to address a minimum of three (3) dwellings of concern / year. 1.4. Identify opportunities for future residential expansion 	<ol style="list-style-type: none"> 2. Bylaw enforcement to continue to address a minimum of three (3) dwellings of concern per year 3. Continue to expand on opportunities for future residential expansion 		<p>Safe housing conditions</p> <p>Community Safety & Well-being plan</p>
<p>Economic Development</p> <ul style="list-style-type: none"> ○ Economic viability of the community ○ Collaboration with business community, Chamber of Commerce through Economic & Tourism Advisory Committee (CETAC) ○ Downtown revitalization study utilized 	<ol style="list-style-type: none"> 1. Engage marketing firm to develop a brand for the Town of Nipawin <ol style="list-style-type: none"> 1.1. Develop consistent, copy-righted marketing logos for us on all Town communications to reflect uniqueness 2. Downtown Revitalization <ol style="list-style-type: none"> 2.1. Update 2017 downtown commercial needs study 2.2. Evaluate previous downtown revitalization plan to identify actions completed and create plan to move forward – collaboration with CETAC 3. Cost-sharing agreements with surrounding municipalities <ol style="list-style-type: none"> 3.1. Research and negotiate new opportunities for cost and opportunity sharing and update existing agreements – recreation, economic development etc. 3.2. Review and update fee structure, including development permit fees, building permit fees, etc. 4. Identify opportunities for future commercial expansion 	<ol style="list-style-type: none"> 1. Implement re-branding recommendations 2. Prioritize and implement next phase in Downtown revitalization plan 3. Continue discussions regarding cost-sharing agreements 4. Identify opportunities for future commercial expansion 	<p>Nipawin is thriving</p>	<p>Economic Development process and structure</p> <p>Commercial development plan in place</p> <p>Downtown revitalization continues</p>
<p>Tourism & Marketing</p> <ul style="list-style-type: none"> ○ Create awareness of the unique year-round attributes of the Town and area ○ Collaborate with Regional Park and Chamber of Commerce/local business (CETAC) and other means to work together to send consistent messages. 	<ol style="list-style-type: none"> 1. Community survey to determine what residents envision as a “Town for the People” 2. Enhance and modernize communication and IT processes <ol style="list-style-type: none"> 2.1. Engage consultant to conduct survey to gather data regarding communications to determine what residents view as preferred methods of communication 2.2. Current municipal website updated ensuring user-friendliness, ease of navigation, updated content. All 	<ol style="list-style-type: none"> 1. Continue to enhance and grow communication over select platforms and enhanced Town website 2. Continue to take advantage of opportunities to promote Nipawin outside the local area 	<p>Comprehensive communication</p> <p>Town and region well-promoted</p>	<p>Comprehensive communication plan</p> <p>Consistent branding</p> <p>Partnerships developed</p>

	<p>communication platforms linked back to the official Town of Nipawin website</p> <ol style="list-style-type: none"> 3. Investigate opportunities to encourage additional accommodation businesses (hotels) 4. Investigate opportunities for all-season tourism, building on regionalism and leveraging partnerships. 			
<p>Infrastructure, Public Safety & Services</p> <ul style="list-style-type: none"> ○ Utilize/optimize use of Asset Management Plan to determine replacement needs and develop a minimum 5-year plan ○ Sewage treatment plants, water/sewer pipes, power plants ○ Energy Net Zero targets (e.g. solar options for future, small nuclear reactor consideration and partnerships) ○ Essential services: schools, LTC, health services, RCMP, Fire protection (regional), Heliport 	<ol style="list-style-type: none"> 1. EMO Plan developed 2. Investigate funding for green initiatives and continue green initiatives within Town-owned facilities <ol style="list-style-type: none"> 2.1. Pursue funding streams/grants supportive of green initiatives for all town-owned facilities 2.2. Identify greenhouse gas reduction opportunities 3. Present Asset Management Plan to Council for approval <ol style="list-style-type: none"> 3.1. Engage consultant to assist in creation of comprehensive Asset Management Plan 4. Heliport Initiative <ol style="list-style-type: none"> 4.1. Heliport project actively in progress (funds raised) 5. Continue to support community safety & well-being (Plan developed) <ol style="list-style-type: none"> 5.1. Continue to build relationships with stakeholders and provide fire safety education 6. Needs assessment – most efficient use of all town-owned facilities <ol style="list-style-type: none"> 6.1. Assess current use of facilities and investigate opportunities for expanded or alternative uses 	<ol style="list-style-type: none"> 1. Engage consultant in development of a master drainage plan 2. Continue investigating green initiatives/opportunities for funding 3. Continue Asset Management plan 4. Continue to pursue completion of the heliport project 5. Continue to work with stakeholders regarding community safety and well-being 	<p>Nipawin is green, growing and going</p>	<p>Environmentally conscious</p> <p>Comprehensive Asset Management</p> <p>Protective Services, community health & Safety Plan in place</p> <p>Community Growth Plan in place</p>
<p>Transportation</p> <ul style="list-style-type: none"> ○ Everything to keep community connected (internally & externally) – Current & future (roads, sidewalks, walking trails, wetland preservation) ○ Public transportation (handivan – internal); medical transportation (external) ○ Signage, regional airport, heliport 	<ol style="list-style-type: none"> 1. Implement Traffic Plan <ol style="list-style-type: none"> 1.1. Continue to prioritize action items and implement a minimum of one item from existing traffic plan 1.2. Identify locations with high traffic safety risk 1.3. Support regional transportation initiatives including medical transportation 2. Update and implement Active Community Plan <ol style="list-style-type: none"> 2.1. Update existing Active Community Plan, prioritize action items and 	<ol style="list-style-type: none"> 1. Implement a minimum of one additional item from the Traffic Plan 2. Engage consultant to provide recommendations for areas with high traffic safety risks 3. Implement a minimum of one additional phase of Active Community Plan 4. Continue to support regional medical transportation initiatives 5. Continue airport improvements accessing available funding 	<p>Nipawin is accelerating through activity and accessibility</p>	<p>Traffic Plan, Active Community Plan and trail system in place</p> <p>Regional Airport</p> <p>Heliport available</p> <p>Regional transportation services</p>

	<p>implement a minimum of one item annually</p> <p>3. Airport Improvements</p> <p>3.1. Identify and prioritize improvements required and apply for all available funding</p>			
<p>Urban Design & Environment</p> <ul style="list-style-type: none"> ○ Future characteristics of existing areas and suggestions for design of future development ○ Preserve community natural elements (water/wetland resources, animal habitats, green spaces) ○ Aesthetic and functional components of buildings, streets, and neighbourhoods ○ Pollution/climate change issues and/or environmental degradation (landfill). ○ Land and community growth into the future (is there a need to expand community gardens) 	<p>1. Engage consultant to develop Official Community Plan complete with growth plan and Community Safety & Well-being plan</p> <p>2. Develop plan to modernize Landfill, equipment and facilities</p> <p>3. Continue to identify opportunities for development attraction</p>	<p>1. Complete Official Community Plan (OCP) and Community Safety & Well-being plan</p> <p>2. Engage consultant to update Zoning bylaw</p> <p>3. Implement plan to modernize landfill operations, equipment and facilities</p>	<p>Official Community Plan in place</p> <p>Official Community Safety & Well-being plan developed</p> <p>Residents and businesses reducing, reusing and recycling</p> <p>Solid steps preparing for a sustainable future</p>	<p>Comprehensive growth plan</p> <p>Old landfill decommissioned</p> <p>Downtown revitalization plan proceeding</p> <p>Community Actively recycling</p>