



“A Town for the People”

*Town of Nipawin
2017 to 2021 Strategic Plan*

Update – Version 2.0



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 newest, updated Version 2.0 of the plan is released early in 2019. Version 2.0 updates items that were completed in 2017 and in 2018 and lays out directions for the years of 2019 to 2021.

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 2.0 of the Strategic Plan will provide direction to help the community ensure the enhancement and enriching of the Towns various programs and services for the benefit of all the community's residents, and visitors, both now and into the future.

The Strategic Plan was initially developed in November 2017 using values and strength-based approaches. It was a collaboration between the Council, Senior Administration and staff of the Town of Nipawin and was facilitated by facilitator, Don Winn. Facilitation, using Mr. Winn, to review and update the plan continued in September 2018. As with the initial plan, entitled **“A Town for the People”**, Version 2.0 builds on the focus of the values, strategic principles and priorities for the next several years. Public consultations were undertaken to ensure that community involvement becomes part of the plan as it continues to move into the future.

As the Town Council continues to move ahead with consultation and then implementation of Version 2.0, the community will continue to be asked to collaborate and share. The plan, from the outset, was designed to be dynamic and will be reviewed and updated annually year over year. As with the earliest version, the Council will continue to invite public consultation and input at **“open house”** forums each year going forward.

“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

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 4400 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, 2019 will see the completion of a new Water Treatment Plant in full operation and keeping with Nipawin's tradition of excellent water.

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, 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 school house 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. The Town of Nipawin offers a safe community with an outstanding quality of life including access to excellent health services and facilities as well as an excellent education system.

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 the clear northern skies.



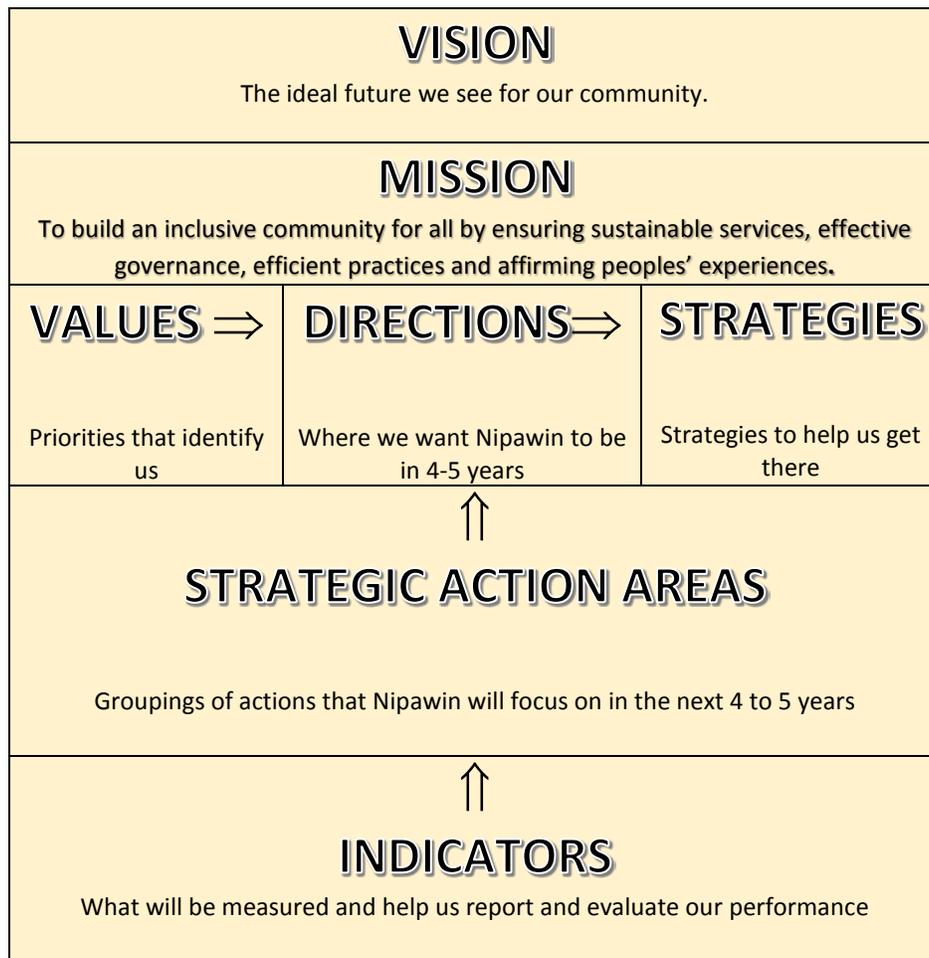
Strategic Plan

The initial Plan as well as Version 2.0 are 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 2017 to 2021

INTRODUCTION: The 2017-21 Strategic Plan document began in November 2017 through collaboration between the Council, Senior Management and employees of the Town of Nipawin and facilitated by facilitator, Don Winn. This document is entitled “A Town for the People” and identified priorities, core values and proposed actions. Version 2.0 is the second iteration of the plan and incorporates updates.

VISION: “A Town for the People”

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

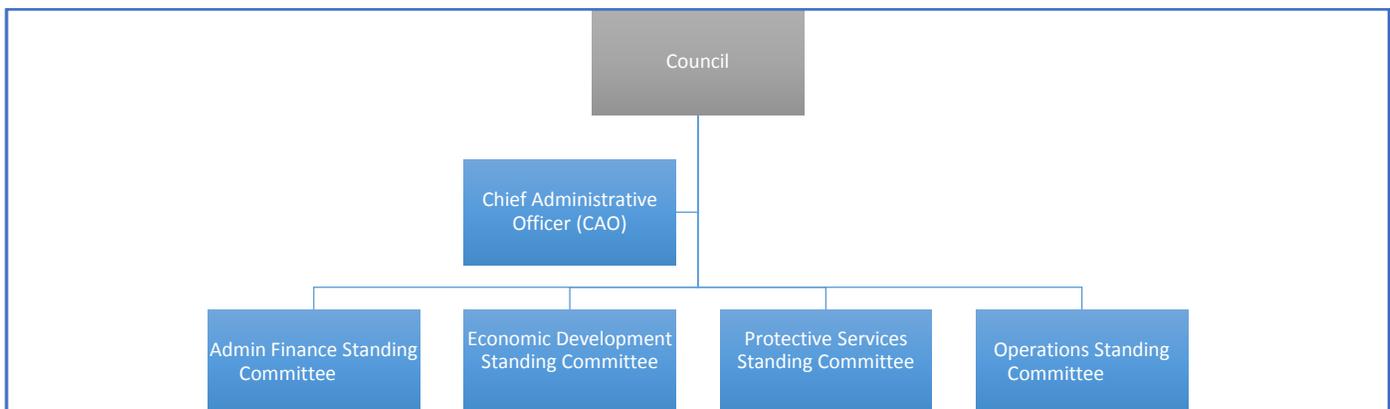
STRATEGIC PRINCIPLES: The Town of Nipawin’s Plan is guided by the following principles which support the Vision as identified in the five-year strategic plan.

- **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:

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

Responsible:



Final Quarter of 2017	2018	2019	2020 to 2021	Values
<p>Create a formal internal & external communication strategy and publicize the Strategic Plan.</p> <p><i>Responsible:</i> Ec. Dev. Officer/Mayor/CAO</p> 	<p>Include downtown revitalization plan in 2019 Budget discussions</p> <p>- Develop & present study & conceptual plan Q4 (Prairie Wild)</p> 	<p>Develop downtown revitalization plan</p> <p><i>Responsible:</i> Ec. Dev. / Standing Committees</p>	<p>Implement downtown revitalization plan 2021</p> <p><i>Responsible:</i> Ec. Dev. / Standing Committees</p>	<p>Activity</p> <p>Creative</p> <p>Green</p> <p>Connectivity</p> <p>Welcoming</p>
<p>Award Asset Management Planning Consultant (Grant Application).</p> <p><i>Responsible:</i> Admin. & Finance/CAO /Council</p> 	<p>Include implementing Phase 1 of Active Community Plan in 2019 Budget discussions</p> 	<p>Implement Phase 1 - Active Community Plan (Q2)</p> <p><i>Responsible:</i> Parks & Rec / Operations</p>		<p>Activity</p> <p>Creative</p> <p>Green</p> <p>Connectivity</p> <p>Welcoming</p>
<p>Complete Analysis of department costs / benefits & implement potential cost savings.</p> <p><i>Responsible:</i> Standing Committees during budget review.</p> 	<p>Consider budget requirements for 2019 to develop Community Parks Plan & tree mapping</p> <p>Moved to 2019</p>	<p>Develop Phase 2 of Active Community Plan Parks & Rec / Operations</p>	<p>Implement Phase 2 of Active Community Plan Parks & Rec / Operations</p>	<p>Activity</p> <p>Creative</p> <p>Green</p> <p>Connectivity</p> <p>Welcoming</p>
<p>Review ongoing operation of the Business Improvement District (BID).</p> <p><i>Responsible:</i> Council</p> 	<p>Include long range traffic control plan in 2019 Budget discussions</p> 	<p>Data collection for long range traffic control plan. (truck route, paving Timber Drive, active community plan, safe routes & bike lanes)</p> <p><i>Responsible:</i> Public Works / Operations</p>	<p>Develop and implement long range traffic control plan.</p> <p><i>Responsible:</i> Public Works / Operations</p>	<p>Sustainability</p> <p>Prosperous</p> <p>Creative</p> <p>Green</p> <p>Welcoming</p> <p>Connectivity</p>
		<p>Conduct condition assessment for Pinedale Pavement.</p> <p><i>Responsible:</i> Public Works</p>	<p>- Develop budget plan for pavement repair /replacement.</p> <p>- Develop reserve for future pavement improvement projects.</p> <p><i>Responsible:</i> Public Works / Admin/Finance</p>	<p>Sustainability</p> <p>Green</p> <p>Connectivity</p> <p>Welcoming</p> <p>Activity</p> <p>Prosperous</p>

Final Quarter of 2017	2018	2019	2020 to 2021	Values
	<p>Complete & gain Council approval of internal & external communication strategy</p> 	<p>Engage the public in gathering feedback and input. Try different engagement approaches (connection with fall registration night)</p> <p><i>Responsible: Council</i></p>		<p>Active Sustainability Creative Green Connectivity Welcoming</p>
	<p>Designate Central Park as Municipal Reserve Q4</p> <p>Moved to 2019</p>	<p>Designate Central Park as Municipal Reserve</p> <p><i>Responsible: Council</i></p>	<p>Identify recreational uses for Central Park</p> <p><i>Responsible: Operations</i></p>	<p>Activity Creative Welcoming Green Sustainability</p>
	<p>Asset Management Plan Grant Application Phase</p> 	<p>Review data collected for Asset Management Plan. Prioritize over a 5-year strategic plan. Include tree mapping. Include Arena dressing room upgrade.</p> <p><i>Responsible: Operations</i></p>	<p>Long-range financial plan</p> <p><i>Responsible: Admin/Finance</i></p>	<p>Activity Creative Green Welcoming Connectivity Sustainability</p>
		<p>Develop community parks plan including Urban Forest</p> <p><i>Responsible: Operations</i></p>	<p>Budget & implement tree mapping</p> <p><i>Responsible: Operations</i></p>	<p>Activity Creative Green</p>
	<p>Develop strategic plan to guide future land use (larger, focused Council discussion)</p> <p><i>Responsible: Council/Admin</i></p> <p>Moved to 2019</p>	<p>Develop future land use plan</p> <p>Develop community growth plan including highway commercial and light industrial.</p> <p><i>Responsible: Land Planning/Public Works</i></p>	<p>Review & enhance conceptual infrastructure plan.</p> <p>Responsible: Land Planning / Public Works</p>	<p>Sustainability Creative Green Connectivity Welcoming</p>
	<p>Develop plan to improve & enforce housing standards & ensure stronger bylaws. Obtain training for Bylaw Enforcement Officer</p> <p>Determine if Community Safety Officer can also serve as Bylaw Enforcement Officer</p> <p>Moved to 2019</p>	<p>Continue enhanced Bylaw Enforcement (CSO/Bylaw Enforcement Officer)</p> <p>Investigate Bylaw Appeals Board & Bylaw Court in partnership (TLDP)</p> <p><i>Responsible: Protective Services</i></p> <p>Moved to 2020</p>	<p>Continue enhanced Bylaw Enforcement (CSO/Bylaw Enforcement Officer)</p> <p>Investigate Bylaw Appeals Board & Bylaw Court in partnership (TLDP)</p> <p><i>Responsible: Protective Services</i></p>	<p>Active Sustainability Creative Green Connectivity Welcoming</p>

Final Quarter of 2017	2018	2019	2020 to 2021	Values
	Identify future needs (ex. implementation of development levy)	Develop servicing bylaw. <i>Responsible: Operations</i>		Active Sustainability Creative Green Connectivity Welcoming
		Housing – refocus on various options and demographics (Low income / affordable / senior / assisted living) <i>Responsible: Operations</i>		Activity Sustainability Green Connectivity Welcoming
	Town assumes lead responsibility for and drives tourism. <i>Responsible: Ec. Dev.</i>	Complete & Implement comprehensive tourism plan <i>Responsible: Ec. Dev./Parks & Rec.</i>	Develop budget and implement Phase 1 of staged marketing approach (Ec. Dev)	Activity Sustainability Creative Green Connectivity Welcoming Prosperous
	1. Develop tourism marketing strategy (CAO) 2. Document budget and develop staged marketing approach (CAO) 3. Town to consider taking ownership of tourism (Council) 4. Identify location & logistics of Tourism Centre (Land Planner) Implement Phase 1 of marketing strategy Moved to 2019	Begin development of updated zoning bylaw <i>Responsible: Operations</i>		Active Sustainability Connectivity Welcoming
	Evergreen Centre – Operational review to determine ongoing focus based on restructuring process 	Full integration of Evergreen Centre into Parks & Recreation Department <i>Responsible: Parks & Rec./Operations</i>		Sustainability Creative Green Connectivity Welcoming Prosperous Activity
	Continue ongoing support of improvement of Hwy 255. Ongoing 			Sustainability Green Connectivity Welcoming Prosperous

Final Quarter of 2017	2018	2019	2020 to 2021	Values
	Continued growth and partnerships with First Nations Partners, other municipalities, other levels of government <i>Responsible: Council</i> Ongoing			Sustainability Connectivity Welcoming Prosperous
	Identify social infrastructure – cultural diversity, etc. (i.e. First Nations Art Downtown) Collaborate with library and Family Resource Centre to support an Arts & Cultural Centre. <i>Responsible: Parks & Rec / Operations / Council</i>	1. Implement Multi-unit recycling program. (collect data) 2. Review Commercial Recycling <i>Responsible: Operations</i>		Sustainability Creative Green Welcoming
	Process Improvement / Technology Restructuring, job descriptions, fire, administration, Facilities - Booking/scheduling Services - automatic payments /user-pay) - identify key services and focus (cost, efficiency opportunities) - Website improvements - Interactive Town App	Determine Role of Parks & Rec. Board <i>Responsible: Council</i>		Active Sustainability Creative Green Connectivity Welcoming
		Pursue options for Green Technology <i>Responsible: Operations</i>		Sustainability Green Connectivity Welcoming Activity Prosperous

(Acknowledgement to the City of Humboldt for the use of the Values symbols.)