

STRATEGIC PLAN

Mission Statement:

Nipigon will be a destination point for visitors, businesses and new residents while maintaining and enhancing the quality of life for the community.

Values and Beliefs:

-We believe that “quality of life” in Nipigon is a vital aspect of small community living that should be reflected in our goals and objectives.

-We exist to serve the residents of Nipigon at the pleasure of the residents of Nipigon.

-We will promote comprehensive, planned, diversified and sustained development.

-We will pursue partnerships with other stakeholders and with other governments to gain mutual benefit.

-We will foster open communication and respect that leads to accountable, successful governance.

-We recognize that our sustainable resources are the traditional foundation of our economies.

-We will encourage innovative, entrepreneurial thinking and an openness to change.

-We affirm that a safe, accessible, healthy and attractive community is a priority.

-We believe that employees and volunteers are fundamental to our success.

-We believe that a broad range of municipal services enhances the quality of life for all citizens.

-We will motivate and capture community spirit as the energy that fuels our progress.

S.W.O.P Analysis:

What are our strengths, weaknesses, opportunities and potential challenges?

Strengths:

- Beautiful waterfront
- Committed citizenship
- Hiking trails
- Available high speed internet
- “New” local facilities including Hospital, Schools
- “New” Municipal facilities/infrastructure including Municipal Office/Library, Community Centre, WTP, STP
- Business district of highway can be captured
- Close neighbours willing to collaborate
- CN Line conversion to Canada Trail
- Relative low cost of living
- In-depth Town revitalization plan with Front St and Paddle to Sea Park
- Strong community churches
- NMCA Administration Offices
- Nipigon Historical Museum
- Dedicated Volunteer base for community organizations
- Fully serviced Residential Building Lots available

Weaknesses:

- Waterfront requires continued Development and service upgrades
- Local linear infrastructure- Roads, sewer, water, sidewalks
- Community Entranceways, highway signage
- Many Old Commercial Buildings
- Lack of hotel convention centre
- Downtown building facades don't fit new streetscape
- Targeted diversified housing developments needed/heightened residential demand
- Further develop and formalize trail network
- Lack of infrastructure for industrial based development
- Out shopping and limited local shopping opportunities
- Declining use of local recreational facilities and activities
- Website
- Lack of local business transition of marketing to larger regional and international economy
- Bike lanes
- Lack of Product Development Co-ordinator
- Promotion of Township

Opportunities:

- Ring of Fire Opportunities
- N.M.C.A.
- Tourism opportunities
- 4000 years of history
- Lake Superior Development Place (tourism)
- Forest (renewable resource)
- Hydro and Energy Projects - Little Jackfish, Transmission Lines, Renewable Energy
- At crossroads of Canada
- Ruby Lake Marble Quarry
- Natural Environment - clean air, water and wilderness
- Close proximity to airport/major centre
- Gateway to Nipigon waterways
- Lake Nipigon Basin and Provincial Park Initiatives
- Centre for Government and Environmental educational Services development
- New entrepreneur business incentives and opportunities
- Available labour workforce
- Available mid range housing market

Potential Challenges:

- Declining forestry industry
- Out migrating
- Population and demographic shift
- Potential continued decline of recreation facilities/programs usage
- Declining tax base
- Rural NWO economy
- Price of Gasoline
- Potentially HST
- Currency values
- Loss of "higher paying" jobs
- Declining property values
- Strong competition for investment with other North Shore and NWO communities
- No local control over fibre allocation
- Highway corridor speed limit
- Potential lack of skilled labour for proposed opportunities
- Increased pressure on limited volunteer base by increasing community organizations
- Lack of available cottage lot developments on Lake Superior and inland lakes

Focused Goals/Objectives

1. Business Development

The development of light industry and small to medium sized commercial businesses within Nipigon provides variety in locally available products and services. Investments in local businesses support local employment, and the circulation of money within the local economy. Key target markets for development include attracting mobile professionals, natural resource based business and supply services, tourism and tourism related businesses as well as environmental technology companies.

Strategic areas where the Township will work to support business development are;

- 1) An annual Business Retention and Expansion Program,
- 2) Investigating the creation of an economic development corporation
- 3) Investment readiness, including preparing an industrial site for investment
- 4) Website development to market business opportunities
- 5) Continuing the revitalization of the downtown

Activities:

- a. Business Development Program
 - Program: Annual Business Retention & Expansion Program, Business Breakfast
 - Project/Program: Entrepreneurship and Business Mentoring (no timeframe)
 - Provide needed development assistance to small business
- b. Investment Readiness
 - Project: Highway Corridor Infrastructure Development (no timeframe)
 - Project: Commercial Downtown Development Project
 - Program: Industrial Investment Readiness
- c. Investment Attraction Marketing
 - Project: Website Development and Quality of Life Marketing Campaign
 - Program: Updating Community Profile, and OIS website (Q1 annually)

Timeline:

Activity	2011 Q1&2	2011 Q3&4	2012 Q1&2	2012 Q3&4	2013 Q1&2	2013 Q3& 4	2014 Q1&2	2014 Q3&4
BR&E		*		*		*		*
Commercial Dev				Planning	*		Building	*
Website Dev			Building	*	Marketing	*	*	*

1 a. Industry:

The Township of Nipigon is the hub of the district and as such is a preferred location for industry. At the juncture of highways 11 and 17 and serviced by CP rail transportation network Nipigon has much to offer potential investors and developers. The Council and Municipal staff will work to attract and retain new industry and create new permanent jobs in the municipality.

a. Pursue Forest Fibre Products Opportunities – On Going

- i. Assist with potential funding sources for specific and re-investment opportunities
- ii. Explore potential for Biomass and Hog Fuel production projects
- iii. Investigate ample fibre source to ensure viability of opportunities 2012

b. Community input to S.F.L.'s and Community Forests - On Going

- i. Work with M.N.R. to stress importance of community input to fibre allocation
- ii. Obtain resolutions for support from other communities in northwest for this initiative
- iii. Manage access to fibre source 2012

c. Explore local Ring of Fire Processing Facility opportunity – On Going

- i. Work with region and potential investors to find local opportunities
- ii. Participate in regional conferences and sessions to best position the community

d. Explore potential for Mining and Aggregates in area

- i. Attract investor if mining potential in close proximity to Nipigon
- ii. Offer Nipigon or Lake Nipigon as a place for mining headquarter
- iii. Work with partners for development of Ruby Lake Marble 2012

E. Explore and participate in the NWMO plan to educate the community and region 2012

f. Work with Region to find opportunities and to re-establish a Red Rock site facility - ON GOING

- i. Explore opportunities with Partner Communities including Potential conversion to hardwood
- ii. Continued collaboration with Red Rock Township as needed

Timeline:

Activity	2011 Q1&2	2011 Q3&4	2012 Q1&2	2012 Q3&4	2013 Q1&2	2013 Q3&4	2014 Q1&2	2014 Q3&4
Fibre Source Study		Planning	*					
NWMO Education		*	*					

2. Tourism Development

Nipigon has high potential for development in the tourism sector because of the dramatic natural landscapes and world class recreational opportunities that surround the community. New tourism products that combine the cultural, environmental education and outdoor recreation subsectors are the best bets for attracting new tourists to the community.

Key tourism assets to develop include the touring markets around Lake Superior and across the country, and the proposed Lake Superior National Marine Conservation Area (LSNMCA).

Projects that provide visitors with comfortable access to a Lake Superior experience and enhance views of the lake support increased visitation. Marketable, well maintained trails in and around Nipigon increase access to the outdoors for visitors.

Tourism markets include the Superior North and Greenstone areas, Thunder Bay residents and visitors, cross Canada travelers, the near United States, Minnesota, Wisconsin and Michigan; And, boaters from the Georgian Bay area.

Strategic areas where the Township will work to support tourism development are;

- 1) Waterfront development
- 2) Adventure tourism and recreation
- 3) Touring
- 4) Marketing the Paddle to the Sea Park attraction

Activities:

- a. Tourism Product Development
 - Project: Waterfront Development
 - Railway Lookout-new Hwy bridge link
 - Project: CN Kinghorn Trail Development
 - Assist with improving existing and developing new tourism product
- b. Tourism Marketing Strategy
 - Project: Website Development
 - Project: Branding and Highway Improvements ie. Signage
 - Regional Tourism promotion Collaboration

Timeline:

Activity	2011 Q1&2	2011 Q3&4	2012 Q1&2	2012 Q3&4	2013 Q1&2	2013 Q3&4	2014 Q1&2	2014 Q3&4
Waterfront		Planning	*	*	Building	*	*	*
CN Kinghorn	Planning	*	Org. Dev.	*	Building	*	Marketing	*
Branding Hwy		Planning	Building					

3. Knowledge Economy

The future of the provincial and national economies will depend on new being knowledge and new technologies with commercial applications. The Lake Superior Discovery Place Nipigon project, or other similar potential project, would attract researchers, knowledge generating organizations and students to study the rich natural environment and cultural wealth of the community. The results of the project are to generate new knowledge, provide educational experiences for tourists and residents, as well as support the commercialization of environmental technologies. The LSDP Nipigon project is at an early stage of development, and council will assess the feasibility of the concept at the business planning stage.

Strategic areas where the Township will support the development of the knowledge economy are;

- 1) Lake Superior Discovery Place Nipigon/Other potential knowledge based proposal

Activities:

- a. Business Plan for Lake Superior Discovery Place Nipigon
- b. Secure the Lake Superior National Marine Conservation Area Administration Centre
- c. Encourage and pursue other knowledge and research based investment opportunities for the Marina

Timeline:

Activity	2011 Q1&2	2011 Q3&4	2012 Q1&2	2012 Q3&4	2013 Q1&2	2013 Q3&4	2014 Q1&2	2014 Q3&4
LSDP Nipigon		Planning	*	Org. Dev.	*	*		

4. NIPIGON REVITALIZATION/BEAUTIFICATION

Nipigon will benefit from Downtown Revitalization and Beautification to present to residents and visitors alike that Nipigon is a growing, proud community. This image of growth, rather than an image of decline, will greatly assist Nipigon in the attraction of new business and tourism

a. Improve entrance corridor aesthetics and signage coming into town through implementation of signage strategy

- i. Entrance Lookout Development and beautification
- ii. install Gateway, Highway promotion and directional signage

b. Explore creation of Beautification Committee to help implement improvements 2012

c. Improve aesthetics of town - ON GOING

- i. Improve aesthetics and Encourage business and properties along main entrance corridors' to cleanup
- ii. Clean up around C.P.R. property
- iii. Better kept flower gardens
- iv. Encourage painting of older looking buildings
- v. Incorporate a theme to street signs
- vi. Develop greening Strategy/more green space including regular planting of trees
- vii. Better signage in town to marina, hiking trails, etc.
- viii. Explore opportunities to utilize and improve vacant commercial lots
- ix. Revitalize "Taxi Stand" Front St property

d. Improve safety of town - ON GOING

- i. Fire inspection of old, vacant buildings
- ii. Consider destruction of old, vacant buildings
- iii. "Fire proof" town: protection against forest fires
- iv. Consider creation of alternate emergency route

Activity	2012 Q1&2	2012 Q3&4	2012 Q1&2	2012 Q3&4	2013 Q1&2	2013 Q3&4	2014 Q1&2	2014 Q3&4
DT Beautification	*	*	*	*	*	*	*	*
Taxi Stand Revit		*	*	*	*			
Signage	*	*	*	*				
Railway Lookout		*	*	*	*	*		

5. MARINA DEVELOPMENT

Nipigon will benefit from the expansion of the marina. This beautiful area will be further developed so the marina can reach its full potential as a major contributor to tourist attraction and extended tourist visitation. Specifically, the Nipigon marina is a prime location for the proposed National Marine Conservation Area headquarters.

a. Construction of National Marine Conservation Area headquarters to Nipigon: ON GOING

- i. work with Lake Helen on this initiative

b. Increase usage opportunities - ON GOING

- i. Better promotion of dock fishing
- ii. Offer boat and bike rentals
- iii. Offer boat tours of Nipigon River and Nipigon Bay

c. Complete and implement Marina Master Plan

- i. Campground and Beach
- ii. Explore the possibility of a fishing pond adjacent to existing Black Bridge

d. Better signage for marina

e. Upgrade docks, piers and services

f. Promotion of Marina facility and services ON GOING

- i. north of the 49th parallel
- ii. Docking, launching, trails, park

h. Consider museum relocation and Interpretive Centre as part of Marina development

- i. In conjunction with N.M.C.A. (long term plan)
- ii. In conjunction with LSDP and other partners

i. Marina Dredging

- i Short Term-immediate dock area
- ii. Long Term-Hire River Hydrologist to look at alleviate infilling

j. Properly train marina staff 2012-ON GOING

Activity	2012 Q1&2	2012 Q3&4	2013 Q1&2	2013 Q3&4	2014 Q1&2	2014 Q3&4
Master Plan	*	*				
Dock Upgrades	*			*	*	
Water Front Development				*	*	*

6. TOURISM and MARKETING

Nipigon has long been a tourist destination point. Nipigon will build on this record by expanding on existing tourist opportunities and by developing new and diversified attractions and opportunities.

PROMOTION - ON GOING

Promote Nipigon and Region as a destination for Hiking and trails useage

- Better promotion of trails via website upgrade
- Improved signage for trails
- Trails improvement/development strategy for Hiking, Biking, canoeing, x-country skiing, etc
- Develop trail maps
- Encourage guides for trails systems

Promote Nipigon and Region as a destination for Fishing and Hunting

- Better promotion of fishing and hunting via website upgrade
- Develop maps for fishing hotspots, boat launches, roads
- Encourage fishing and hunting guides to develop small businesses
- Encourage development of Ice Fishing business activities
- Encourage guides to develop website links to town website
- Promote Nipigon dock fishing in town (no need for boat)
- Offer boat rentals

Promote Nipigon and Region as a destination for Golfing

- Better promotion of Golf Course
- More collaboration with Golf Course
- Encourage golf course to develop website links to town website
- Encourage golf course to operate as a hub for other activities including hiking, swimming, cross country skiing, cycling
- Develop Maata's road into area for rustic "cabin type" condominiums for rental (long term)

Promote Nipigon and Region as a destination for camping

- Better promotion of camping and popular campsites via website upgrade
- Better promotion of Nipigon at R.V. dealerships across Ontario and beyond
- Develop map for popular camping locations and fishing holes
- Explore possibility of expanding township boundaries for the purpose of cottage lot development

Promote Nipigon as a destination point for ice climbing

- Speak with annual ice climbing group to see what resources they would use
- Better promotion of ice climbing via website upgrade

7. MARKETING

Nipigon will more aggressively market the town, the area, and our attractions by taking full advantage of all forms of advertising, promotion and media, and other.

- Full website upgrade.
- Make website user friendly and able for mayor, council and town committees to update their own sections.
- Encourage other businesses, organizations, groups to upgrade their websites and create links to ours.
- Develop strategy to attract investors to area
- Develop strategy to attract tourists to area
- Make town attractive to seniors
- Make town attractive to young families
- Make town attractive to professionals

Market the history of Nipigon - ON GOING

- Investigate the establishment of a Historical Society
- Compile, promote and share Nipigon's historical significance
- Attract people to museum
- Keep museum open longer during the year (nine months)
- Be sure museum employees are knowledgeable in Nipigon's history

Activity	2012 Q1&2	2012 Q3&4	2013 Q1&2	2013 Q3&4	2014 Q1&2	2014 Q3&4
Website	*	*	*			
Establish Historical Soc.		*	*			
Comm. Profile Invest. Read.	*	*				

8. CAPITAL INFRASTRUCTURE and COMMUNITY DEVELOPMENT

Being aware of the threats facing the regions major industry, forestry, Nipigon will plan carefully to ensure that citizens receive the highest standard of infrastructure and services possible while maintaining affordable tax rates. Nipigon's highest priority will remain Quality of Life for its Citizens. Departments and municipality to prioritize infrastructure renewal and sustainability. Prepare and plan for replacement or development of large capital expenditures

a. Housing Development

- i. Investigate and implement Seniors Housing project
- ii. Consider a strategy for development of a wider variety Housing needs (Cottage, Condominium, Upscale)
- iii. Develop strategy to improve utilization of existing vacant residential stock

b. Public Works - ON GOING

- i. Plan for continued repair of some low-quality streets
Railway-First St Roadway Corridor Improvements
- ii. Plan to repair/replace storm sewers and gutters in some areas
- iii. Plan to repair low-quality sidewalks
- iv. Plan to repair/replace certain water/sewer lines
- v. Plan for possible infrastructure expansion to highway and/or marina
- vi. Plan Fleet and equipment renewal
- vii. Development of municipal recycling and energy efficiency programs

c. Recreation Department

- i. Plan to replace ice resurfacer
- ii. Consider facility improvements such as interior painting and sound management

d. Museum

- i. Upgrade Museum Facade
- ii. Upgrade archive data management system

e. Fire Hall

- i. Expand Fire Hall to meet equipment needs

a. For cemetery

- i. Continue if necessary expansion and improvements to columbarium and cemetery plots

Activity	2012 Q1&2	2012 Q3&4	2013 Q1&2	2013 Q3&4	2014 Q1&2	2014 Q3&4	2015 Q1&2	2015 Q3&4
Railway-First Paving		*		*		*		*
Seniors Housing	*	*	*	*				
Ice Resurfacer								*
Museum Fac.	*	*						
Fire Hall Exp			*	*	*			

9. COLLABORATION - ON GOING

Nipigon will actively collaborate with all municipalities, organizations, and other government agencies to ensure a sustainable future for the region and provide all its citizens an opportunity for prosperity.

- Collaborate with Red Rock Indian Band on specific initiatives that can benefit the two communities
- Continue to work with Quad-council communities on specific initiatives of mutual benefit
- Develop sound relationships with federal and provincial ministers, members of parliament, and opposition leaders.
- Work with Regional Tourism and Marketing organizations to promote Nipigon and the Region
- Participate actively and show leadership in inter-community organizations such as N.O.M.A., A.M.O., and T.B.D.M.L.
- Collaborate with hospital
 - To fill gaps in health services in Nipigon and area
 - To be ever-aware of LHIN policies and plan to protect funding for health care in Nipigon and area

10. VOLUNTEER - ON GOING

Nipigon recognizes that no community or region grows and develops without the participation of active volunteers. Nipigon will support, encourage, and recognize individuals, groups, and organizations that make this important contribution

- Place more resources behind work of volunteers and volunteer-run events
- Explore ways to encourage new residents to actively participate in and volunteer with Community events and Organizations
- Encourage youth and young families to volunteer

11. RECREATION - ON GOING

Nipigon will be an active participant in the development of facilities and programs to provide recreational opportunities for all citizens, and all age groups, recognizing that leisure opportunities contribute directly to the well being and liveability of neighbourhoods and communities.

- More utilization of facilities, particularly by the schools during the day and after school programs
- Plan for improvements/mtce. of recreation facilities
- Plan for improvements to facilities at Lofquist Lake
- Expanding recreation programs offered (e.g.: Kayaking, canoeing)
- Develop a hiking club
- Explore the possibility of a "fitness trail"
- Continue recreation program development to ensure sustainability of recreation department
- Consider potential reorganization to include Parks with Recreation Dept. 2012
- Consider ways to collaborate with Golf Course, Hiking and ski trails
- Trail strategy development plan

Activity	2012 Q1&2	2012 Q3&4	2013 Q1&2	2013 Q3&4	2014 Q1&2	2014 Q3&4
Trails Strategy		*	*	*		
Hiking club		*				