

Our People, Our Future

IQALUIT STRATEGIC PLAN | 2017-2022





Table of Contents

MAYOR AND COUNCILLORS	2
PURPOSE OF THE PLAN.....	3
Vision	4
Corporate Mission.....	4
VALUES	5
SIX STRATEGIC PRIORITIES	6
Good Governance.....	7
Inuit Culture, Tradition and Cultural Diversity	8
Fiscal Sustainability	10
Sustainable Infrastructure	11
Service Excellence	12
Community and Economic Development.....	13
GOALS AND CORPORATE ACTION	
GOOD GOVERNANCE	
<i>Goal 1: To be accountable and honest in everything we do</i>	<i>14</i>
INUIT CULTURE, TRADITION AND CULTURAL DIVERSITY	
<i>Goal 2: Strengthen and enhance the use of Inuit culture</i>	<i>15</i>
FISCAL SUSTAINABILITY	
<i>Goal 3: To have programs and services that are fiscally sustainable</i>	<i>17</i>
SUSTAINABLE INFRASTRUCTURE	
<i>Goal 4: Prioritize, build and rebuild our community's foundation.....</i>	<i>19</i>
SERVICE EXCELLENCE	
<i>Goal 5: Satisfy the needs of our residents with innovative, and outstanding customer service</i>	<i>20</i>
COMMUNITY AND ECONOMIC DEVELOPMENT	
<i>Goal 6: Enhance our economic environment and attract investment</i>	<i>21</i>
HOW WILL THE STRATEGIC PLAN COME ALIVE?	23
MONITORING AND MEASUREMENT	23
Strategic Priorities Chart	24
MESSAGE FROM THE CORPORATE LEADERSHIP TEAM	25

MAYOR AND COUNCILLORS



Mayor
Madeleine Redfern



Deputy Mayor
Romeyn Stevenson



Councillor
Joanasie Akumalik



Councillor
Terry Dobbin



Councillor
Kathula Matshazi



Councillor
Simon Nattaq



Councillor
Noah Papatsie



Councillor
Jason Rochon



Councillor
Kyle Sheppard



PURPOSE OF THE PLAN

Our People, our Future is Iqaluit's Strategic Plan for the next **five years** (2017-2022). It incorporates Council's vision, guiding our future possibilities and it has provided the City with an opportunity to more clearly define the business the municipal corporation is in, to clarify strategic intent, and to establish priorities for municipal investment.

The Strategic Plan provides Council and Staff with a common focus, priorities, and outcomes. The journey is driven by innovation and commitment, the ability to think and act differently. It requires us to recognize and balance the difference between "wants" and "needs" and to be visionary and long-term thinkers. It is about appreciating the past, but with a focus on the future.

Our People, Our Future speaks to our collective commitment to align resources with priorities and ensure our long-term vitality and resilience as an Arctic leader.



On behalf of Council, I commit our political leadership to achieve our strategic goals.

Madeleine Redfern
Mayor



On behalf of City employees, I commit to support the achievement of Council's strategic goals

Muhamud Hassan
Chief Administrative Officer (CAO)



“All successful people, men and women, are big dreamers. They imagine what their future could be, ideal in every respect, and then they work every day toward their distant vision, that goal or purpose”.

Brian Tracy, American Author

Vision

Iqaluit will be an inspirational Arctic leader, grounded in the culture of our people, where knowledge and investment are encouraged, and families grow strong and healthy.

Corporate Mission

A statement of purpose or direction.

To provide services to our citizens that promote a healthy, safe, economically vibrant and culturally rich city.

"It is not hard to make decisions when you know what your values are."

Roy Disney, former Disney Executive, Nephew of Walt Disney

VALUES

SERVICE BASED

We deliver high standards of programs and services to our citizens.

CULTURALLY ORIENTED

We embrace Inuit culture and traditions, and honour the diversity of our citizens.

LEADERSHIP

We motivate and inspire by demonstrating qualities that foster effective decision making and promote success at all levels.

RESPECT

We treat each other and those we serve with courtesy, consideration, and fairness.

INTEGRITY

We are honest, trustworthy and transparent.

ACCOUNTABILITY

We take ownership of our decisions and responsibilities.

RESULT-DRIVEN

We will create an organizational culture built on outcomes and "keeping score" of our results.

ENVIRONMENTAL STEWARDSHIP

We respect and care for the land, animals and the environment.



"People with clear, written goals, accomplish far more in a short period than people without them could ever imagine."

Brian Tracy, American Author

SIX STRATEGIC PRIORITIES

Successful futures happen with careful and thoughtful planning. This planning is especially important when the challenges faced are great, but the opportunities are even greater.

The six strategic priorities include:

- **Good Governance**
- **Inuit Culture, Tradition and Cultural Diversity**
- **Fiscal Sustainability**
- **Sustainable Infrastructure**
- **Service Excellence**
- **Community and Economic Development**



GOOD GOVERNANCE

Lead in public service excellence

→ Key Actions ←

- Focus on openness, transparency and accountability in everything we do.
- Improve communications within city hall and between the City and the community at large, by taking steps to get to know the needs of the entire community, including the silent majority, and by meeting them.
- Introduce more convenient and effective channels for citizens to access city information and services.
- Emphasize the relationship between governance, community engagement and information, in support of better decision-making.



INUIT CULTURE, TRADITION AND CULTURAL DIVERSITY

Our city has been guided by Inuit societal values. We continue to be guided by these principles as we address our challenges and step forward together towards a brighter future.

Strengthen and enhance the use of the Inuit Culture

→ Key Actions ←

- The City respects Inuit; preserves and promotes Inuit culture and tradition.
- The intent and spirit of the Nunavut Land Claims Agreement is embraced.
- Iqaluit, as the capital, is recognized as both the territorial and cultural capital of Nunavut.
- The city respects, and is reflective of the society that we serve and respect.
- The city builds and supports our diverse community and stimulates the cultural economy.



**The City supports the Government of Nunavut
Inuit Qaujimajugungit guiding principles:**

Inuuqatigiitsiarniq:

Respecting others, relationships and caring for people.

Tunnganarniq:

Fostering good spirits by being open, welcoming and inclusive.

Pijitsirniq:

Serving and providing for family and/or community.

Aajiiqatigiinni:

Decision making through discussion and consensus.

Pilimmaksarniq/Pijariuqsarniq:

Development of skills through observation, mentoring, practice, and effort.

Piliriqatigiinni/Ikajuqtigiinni:

Working together for a common cause.

Qanuqtuurniq:

Being innovative and resourceful.

Avatittinnik Kamatsiarniq:

Respect and care for the land, animals and the environment.



FISCAL SUSTAINABILITY

The city must adhere to a fiscally prudent course that ensures quality core services and capital investments while living within its means. This financial course necessitates a paradigm shift to a new business model that works better and costs less. Given its limited resources, the city must focus on a “vital few” strategic priorities that will result in the most significant and sustainable successes for the City.

→ Key Actions ←

- Effective stewards of the City's finances.
- Achieve a balanced budget and balanced funds.
- Ensure long term sustainability and success.
- Identify long-term cost saving and cost-containment opportunity.
- Allocate at least \$2 million annually to Capital Improvement needs subject to City Council.
- Investment in the organization's assets to ensure readiness for future growth demands.
- City Official Plan which will guide land development and use.



SUSTAINABLE INFRASTRUCTURE

Prioritize, build and rebuild our community's foundation

The City of Iqaluit has \$120 million in assets (water, sanitary sewer, sanitation, facilities and land improvement). Millions of dollars will be required annually to properly steward these assets.



Key Actions



- Determine acceptable levels of infrastructure services.
- Improve the quality of our roads.
- Complete the Transportation/Road Master Plan.
- Establish Drainage studies.
- Establish (Asset Management) an integrated approach involving planning, finance, engineering and operations to effectively managing existing and new assets.
- Ensure our infrastructure meets the functional needs of a thriving and prosperous community.



SERVICE EXCELLENCE

Satisfy the needs of our residents with innovative, and outstanding customer service.

→ Key Actions ←

- Continue to develop online self-service tools and functions to improve timely access to services including online permits, service requests and development applications review, and ensure promotion to residents.
- Continue to expand Customer Service to departments with high volume interactions with the public.
- Improve the design and delivery of city services so that they provide what citizens want in the most reliable, convenient and cost-efficient way.
- Expand online community engagement program to improve city's ability to consult electronically with the public including regular online surveys.
- Strengthen employee engagement, performance management and accountability for results across the organization.



COMMUNITY AND ECONOMIC DEVELOPMENT

To enhance our economic environment
and attract investment

→ Key Actions ←

- Implement or assist in implementing economic development related plans approved by Council.
- Undertake investment attraction initiatives.
- Implement a Customer Relationship Management (CRM) system within the economic development department to track business and investment leads and inquiries.
- Work with partners and forge strong, dynamic working relationships with Iqaluit business community and Inuit organizations.
- Develop innovative public-private partnerships to foster business support and growth.
- Create ease of doing business in Iqaluit.
- Build strong partnerships and collaboration with the private sector, educational institutions, Inuit organizations and other levels of government.



GOALS AND CORPORATE ACTIONS

GOOD GOVERNANCE

Goal 1: To be accountable and honest in everything we do.

ACTION PLANS:

The City will develop a communication strategy, which includes, but is not limited to media relations, Inuit specific audiences, and stakeholder relations.

Lead(s): Manager of Communications

Priority: January 2017

The City will use all medium to inform the community about city and council activities. The City will establish a dialogue with MLA's focused on specific issues: Schedule initial meetings and extend invitations for quarterly, ongoing meetings.

Lead(s): Mayor

Priority: September 2016

The City will ensure a Council orientation program is formalized for new Council members and delivered within a month of the election.

Lead(s): Chief Administrative Officer

Priority: After each election

The City will review and update by-laws and policies.

Lead(s): City clerk

Priority: Ongoing

The City will review this Strategic Plan.

Lead(s): Chief Administrative Officer

Priority: Annually

INUIT CULTURE, TRADITION AND CULTURAL DIVERSITY

Goal 2: Strengthen and enhance the use of the Inuit culture

ACTION PLANS:

The City will develop a policy focused on adopting Inuit Qaujimajatuqangit to guide decision-making.

Lead(s): Director of Human Resources

Priority: 2017

The City will expand and develop standardized Inuktitut signage throughout the community and within the city.

Lead(s): Manager of Communications

Priority: September 2017

The City will develop a by-law to require businesses to have Inuktitut signage.

Lead(s): Economic Development Officer

Priority: September 2018

The City will develop an Inuit Employment Plan.

Lead(s): Director of Human Resources

Priority: December 2017

The City will develop an Inuit cultural awareness program for staff.

Lead(s): Director of Human Resources

Priority: 2017

The City will promote culture through festivals and events.

Lead(s): Director of Recreation

Priority: Ongoing

The City will create an overlay map of traditional land use, historical and current.

Lead(s): Director of Planning and Development

Priority: 2017-2022

FISCAL SUSTAINABILITY

Goal 3: To have programs and services that are fiscally sustainable.

ACTION PLANS:

The City will develop and maintain a five-year Financial Plan.

Lead(s): Senior Director of Corporate Affairs

Priority: 2017

The City will develop a balanced three-year budget plan.

Lead(s): Chief Administrative Officer and Senior Director of Corporate Affairs

Priority: March 2017

The City will develop a financial communication strategy.

Lead(s): Manager of Communications

Priority: March 2017

The City will develop public-private partnerships to leverage city resources.

Lead(s): Chief Administrative Officer

Priority: Ongoing

The City will appoint a Fiscal Sustainability Team composed of two Councillors, the Chief Administrative Officer and the Senior Director of Corporate Affairs.

Lead(s): Deputy Mayor

Priority: 2017

The City will develop a plan to address the issue of all arrears.

Lead(s): Senior Director of Corporate Affairs

Priority: 2017

The City will identify long-term cost saving, including:

- Operational efficiencies
- Joint partnership

Lead(s): Chief Administrative Officer and Directors

Priority: 2017-2022



SUSTAINABLE INFRASTRUCTURE

Goal 4: Prioritize, build and rebuild our community's foundation.

ACTION PLANS:

The City will develop an Asset Management Plan.

Lead(s): Senior Director of Corporate Affairs

Priority: June 2017

The City will identify, maintain and repair priority roads.

Lead(s): Director of Public Works

Priority: June 2017

The City will Review and complete a transportation/road plan.

Lead(s): Director of Public Works

Priority: December 2017

The City will fund a Drainage system plan.

Lead(s): Director of Public Works

Priority: December 2017

The City will seek and secure funding for key projects.

Lead(s): Chief Administrative Officer

Priority: Ongoing

The City will consult with other levels of governments on large infrastructure projects.

Lead(s): Mayor

Priority: Ongoing

SERVICE EXCELLENCE

Goal 5: Satisfy the needs of our residents with innovative, and outstanding customer service.

ACTION PLANS:

The City will ensure that customer service excellence is understood and ingrained in the culture and fabric of our organization.

Lead(s): Chief Administrative Officer, Directors and HR

Priority: 2017-2020

The City will expand online community engagement programs to improve the city's ability to consult electronically with the public including regular online surveys.

Lead(s): Manager of Communications

Priority: 2017

The City will create positive customer service experiences with the community.

Lead(s): Manager of Communications

Priority: 2017-2022



COMMUNITY AND ECONOMIC DEVELOPMENT

Goal 6: To enhance our economic environment and attract investment.

ACTION PLANS:

The City will implement the Economic Development Plan.

Lead(s): Economic Development Officer

Priority: 2017

The City will forge strong, dynamic working relationships with the Iqaluit business community.

Lead(s): Chief Administrative Officer

Priority: 2017-2022

The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, business tourism and to strengthen community ties with the rest of the country.

Lead(s): Director of Recreation

Priority: 2017-2022

The City will clearly communicate the importance for non-residential assessment and its impact on the tax base.

Lead(s): Chief Administrative Officer

Priority: 2017-2022

The City will support expansion and attraction of desired business and industry through competitive policies, by-laws, and infrastructure and service.

Lead(s): Chief Administrative Officer

Priority: 2017-2022

The City will update and implement the General Plan and Zoning By-law/Land Administration By-Law.

Lead(s): Director of Planning and Development

Priority: 2017/2018



HOW WILL THE STRATEGIC PLAN COME ALIVE?

The overall planning for the city will take its direction from the Strategic Plan.

- Define the City's priorities, processes, and short and long-term plans.
- Guide annual working priorities through a Business Plan
- Prioritize budget and resource allocation
- Collect and evaluate performance measures

MONITORING AND MEASUREMENT

To drive continuous improvement and enhance decision-making, we will build accountability and accessibility of information into each step of the strategic planning framework. This allows us to monitor both strategic direction and operational performance.

Ultimately, the success of the Strategic Plan will be measured in its ability to activate the vision for our city.

Strategic Priorities Chart

COUNCIL PRIORITIES

Governance
Inuit Culture, Tradition And Culture Diversity
Fiscal Sustainability
Infrastructure
Service
Community And Economic Development

ORGANIZATIONAL EXCELLENCE

1. By-Laws Review
2. Strategic Plan: Adoption
3. Performance Management System

Operation Strategies

CORPORATE SERVICES

1. Service Capacity: Review
2. Contract Administration: Review
3. By-Law Review Plus
4. Customer Service Review

PUBLIC WORKS AND ENGINEERING

1. Water & Sewer By-Law Review
2. Asset Management Review
3. Drainage System Plan
4. Road/Transportation Master Plan
5. Business Case Development
6. Solid Waste Management;
7. Water & Sewer-SWAP Implementation

EMERGENCY MUNICIPAL SERVICES

1. EMO Master Plan

MUNICIPAL ENFORCEMENT

1. Review By-Laws
2. Review Mandate: Review
3. Customer Service: Review

ADVOCACY

1. Infrastructure Deficit Funding
2. Homelessness Solution
3. CTV Act Review
4. City Charter For Iqaluit
5. High Speed Internet

CHIEF ADMINISTRATION OFFICER

1. Strategic Communication
2. Organization Review
3. Public Communication Strategy
4. Senior Management Retreat
5. Corporate Succession Planning

RECREATION

1. All Program Review
2. Policy And By-Law Review
3. Customer Service Review

PLANNING AND DEVELOPMENT

1. Land Development Review
2. All Related Bylaw Review And Plan Review

HUMAN RESOURCES

1. Performance Software
2. Values Definition
3. Organization Review

COMMUNICATION

1. Corporate Communication Plan
2. Public Relations
3. Employee Engagement Strategy
4. Marketing (Branding & Advertising)

ECONOMIC DEVELOPMENT

1. Economic Dev Plan-Implementation
2. Undertake Investment Initiatives
3. Create A Database For All Enterprises
4. Business Licence: Review And Update

MESSAGE FROM THE CORPORATE LEADERSHIP TEAM

This is an ambitious plan, but it is achievable. It will inspire innovation, a dedication to improvement and a drive to serve the community better. It will help to keep the energy and commitment of our people focused on what matters most so that citizens see meaningful results that balance both short-term needs and long-term opportunities.

City staff are committed to working collaboratively to run our operations in the most effective and efficient manner possible, and in having the best possible community impact through our efforts.



Chief Administrative
Officer
Muhamud Hassan



Senior Director
of Corporate Affairs
John Mabberi-Mudonyi



Director of
Public Works
Matthew Hamp



Director of
Recreation
Amy Elgersma



Director of Planning
and Development
Melodie Simard



Director of Emergency
Municipal Services
Luc Grandmaison



Manager of
Communications
Andrea Spitzer



Director of
Human Resources
Robyn Mackey

Our People, Our Future

