





# STRATEGIC PLANNING



### STRATEGIC PLANNING PROCESS

**DIAGNOSIS** 

Build a portrait of the City's geographic, social, economic and environmental components to highlight the key issues to which it must respond in the years to come.

VISION AND ORIENTATIONS

Generate a common, mobilizing vision to orientate the desired development, as well as broad guidelines that will allow the vision to be realized.

**ACTION PLAN** 

Put in place an action plan to achieve this.

IMPLEMENTATION AND FOLLOW-UP

Establish an implementation strategy to identify the necessary tools in order to follow the evolution of the initiative.



Image source: http://www.herbariumcurators.org/strategic-planning-course

# **IQALUIT STRATEGIC PLAN 2017 - 2022**



#### **PURPOSE OF THE PLAN**

- □ It incorporates Council's vision, guiding our future possibilities and it provides 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 desired outcomes.
- It requires us to recognize and balance the difference between "wants" and "needs" and to be visionary and long-term thinkers.

### **VISION**

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



### **MISSION**

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







# **WORKSHOP**













# FIVE STRATEGIC PRIORITIES



### **FIVE STRATEGIC PRIORITIES**

- 1. ENHANCE GOOD GOVERNANCE
- 2. BUILD SUSTAINABLE INFRASTRUCTURE
- 3. BECOME AN EMPLOYER OF CHOICE
- 4. SERVE OUR RESIDENTS WITH EXCELLENCE
- 5. BECOME AN ARCTIC LEADER IN SUSTAINABLE ECONOMIC DEVELOPMENT









## **OBJECTIVE**

Govern in a trustworthy, inclusive and transparent way



- Hold bi-weekly meetings with department heads/directors and produce meeting minutes with actions
- Create a manual describing administrative procedures and processes (Employees and Council)
- Organize a workshop on good governance and ethics to inform, stimulate discussion and build trust between Council and Management







### **OBJECTIVE**

# Fiscal sustainability



- Achieve a balanced budget and funds (align budget with short-/long-term strategic priorities)
- ☐ Develop a 5-year capital investment plan
- Develop guidelines and actions for the City's fiscal sustainability team and working groups and produce quarterly reports
- Implement a payment and collection strategy
- Identify uncollectable accounts and apply for write off







# **OBJECTIVE**

Communicate in a proactive manner



- Communication plan to be implemented
- Create a new position for Community
   Communication Liaison
- Social media strategy and policy









## **OBJECTIVE**

Ensure our infrastructure meets the functional needs of the Community



- Install a computer-aided maintenance management system (CMMS) to support the asset management plan
- ☐ Through the CMMS, ensure that the water treatment plant and booster stations are in optimal operating condition and that spare parts and expertise are available
- Complete the drainage master plan
- Implement drinking water management plan
- Incorporate safety and accessibility requirements into planning (Infrastructure and facilities)







## **OBJECTIVE**

Plan our future infrastructure taking into account:

- Population growth
- Climate change and environmental considerations
  - Existing infrastructure
  - Financial and HR realities



- Establish a 5-year capital plan based on an integrated approach involving planning, finance, engineering and operations to effectively manage existing assets and plan future projects. The plan should incorporate:
- Water and waste water
- Solid waste
- Renewable, affordable and efficient energy
- Facilities (City hall, Fire hall, new central warehouse) (5-year Capital Plan)







## **OBJECTIVE**

Plan our future infrastructure taking into account:

- Population growth
- Climate change and environmental considerations
  - Existing infrastructure
  - Financial and HR realities



- □ Plan for the short and long term development of subdivisions, taking into consideration future infrastructure
- Continue to implement solid waste management plan
- Establish a short-term supplementary water supply plan
- Develop a long-term supplementary water source







## **OBJECTIVE**

Build resiliency into
City Planning to account for:
climate change, disasters, risk
mitigation and response,
and service interruptions



- Revise the General Plan to include climate change provisions, develop resiliency plans for changing permafrost conditions, and natural and man-made hazards. Plan infrastructure accordingly
- Develop specific intervention plans to accompany the Emergency Management Plan for responses including natural disasters, technological incidents and human caused incidents



# BECOME AN EMPLOYER OF CHOICE





# BECOME AND EMPLOYER OF CHOICE



#### OBJECTIVE

Attract and retain qualified employees to work for the City



- Acquire external assistance (short-term contracts), to meet the needs of the human resources department
- Proceed to benchmark employees' benefits and adjust incentives to be competitive
- Participate in various career fair events and promote our employer brand through advertising
- ☐ Showcase the good work of City Employees recognition, awards, etc.
- Adapt to the changing work environment, cultural and economical realities by offering flexible work schedules where possible





# BECOME AND EMPLOYER OF CHOICE



# **OBJECTIVE**

The City is reflective of the society that it serves



- Proportional representation and affirmative action
- Complete and implement an Inuit employment program



# BECOME AND EMPLOYER OF CHOICE



# **OBJECTIVE**

Strengthen employee engagement



- Develop internal communications
- Implement employee survey, evaluation and regular documented feedback
- Organize employee team building activities









Ensure cultural sensitivity / understanding across the organization



Put in place cultural orientation and training for staff





#### **OBJECTIVE**

Ensure services are reliable and meet the needs of our residents



- □ Continue to develop online self-service tools and functions to improve timely access to services including online permits, service requests and development application reviews, and ensure promotion to residents
- Expand community engagement through regular online surveys and ensure that the results are communicated to the department concerned and that adjustments to services are implemented





## **OBJECTIVE**

Ensure services are reliable and meet the needs of our residents



- Ensure adequate staffing levels and job knowledge (training) to effectively deliver services
- Ensure continuous improvement of customer service across the organization through the setting of standards, performance reviews and knowledge sharing
- The City will develop a by-law to require Inuktitut signage
- The City will develop a Recreation Master Plan







#### **OBJECTIVE**

Improve relationships with residents and partners by building trust and confidence



- Create a Customer Relationship Management Plan (CRMP) including customer service processes and standards guideline
- Continue to expand Customer Service capacity (to all staff), processes and training. Ensure employees are trained for in-house delivery
- Develop public awareness materials to educate residents about water/sewer and other public works services



# BECOME AN ARCTIC LEADER IN SUSTAINABLE ECONOMIC DEVELOPMENT



# BECOME AND ARCTIC LEADER IN SUSTAINABLE ECONOMIC DEVELOPMENT



## **OBJECTIVE**

Iqaluit is recognized as the economic and cultural capital of Nunavut



- Build and maintain partnerships and collaborate with the private sector, educational institutions, Inuit organizations and other levels of government
- Develop a marketing strategy that identifies strengths, target markets and positioning

# BECOME AND ARCTIC LEADER IN SUSTAINABLE ECONOMIC DEVELOPMENT



## **OBJECTIVE**

Iqaluit is recognized as the economic and cultural capital of Nunavut



- □ Plan future infrastructure with partners to facilitate the development of new economic activities (boat landing stage, tourism facilities)
- Promote culture through festivals and events to link cultural diversities

# BECOME AND ARCTIC LEADER IN SUSTAINABLE ECONOMIC DEVELOPMENT



#### **OBJECTIVE**

Create ease of doing business in Iqaluit



- Update community economic development actions with Council
- Produce a quarterly economic report that measures and reports economic development activities (including information on licenses) and economic outlook
- Seek information on Gross Domestic Product (GDP) for Iqaluit
- Enforce business licensing



# BECOME AND ARCTIC LEADER IN SUSTAINABLE ECONOMIC DEVELOPMENT



#### **OBJECTIVE**

Create ease of doing business in Iqaluit



- Create an applicant's guide to facilitate the sole proprietorship of taxi licenses
- Promote and support the development and expansion of local business through incentives and business coaching
- □ The Economic Development Officer shall be the source of information for business development and related activities

# BECOME AN ARCTIC LEADER IN SUSTAINABLE ECONOMIC DEVELOPMENT



# **OBJECTIVE**

Promote
sustainable economic
development practices that lessen
impact on City infrastructure



- Assess sustainable development activities and determine strategic priorities
- Create an awareness campaign targeted at residents on good environmental practices
- Beautify and support development of beach waterfronts
- Develop public transportation options



## IMPLEMENTATION STRATEGY



# IMPLEMENTATION STRATEGY

PRIORITIES			LEAD DEPARTMENT								MPLEMENTATION SEQUENCE								
	OBJECTIVES	ACTIONS	idleator	rfortty	Admänktiration	Communication	vublic Works and Engineering	Sommunity Economic Developme	Jorporate Services	Emargency Services	Juman Besources	Municipal Enforcement	banding and Development	Secreation	The service of the se	Service of the servic	**************************************	Year 3 (2022)	**************************************
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government, community magazinem tand		Implement a payment and collection at allegy	% of advancement	2					Х							Χ			
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better ductaios sealing)	100	Cleate a new position foi Community Communication Locion		2							Х					Χ		1	
	3	Social media alialogy and policy	X of advancement	2		X										Χ			
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		incorporate safety and accessability in queenments into planning (planting) and facilities)	X of advancement	3							8		Х			1 3	Χ		
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		Develop a long-term supplementary valer source	% of advancement	1			Х									Χ	1 17 3 2		
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		Develop specific elevention plans in the Emergency Management Planto at tourseld including related decaders, lechnological incidents and human caused incidents.	X of advancement	1	-			1 3	9	Х	-			1 73		Χ			



# IMPLEMENTATION STRATEGY

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		Proceed to benchmak employees' benefits and adjust exemises to be competitive	% of advancement	1					6	- 3	X	1		Х			
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BECOME AN	2	Adapt to the changing work environment, cultural and economical resides by offering flexible work achievable.		2						18	X				Х		
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	Ensure services ere religible and niest the needs or our residents	Crows adequate at atting levels and pis knowledge (transing) to effectively deliver assumes	Oscaros a file number of vacanous	1						- 3	Х			Х	1		
SERVE OUR RESIDENTS WITH		Crows continuous improvement of customers across the organization through the setting of standards, performance reviews and knowledge strong	Vendy animation	3	Х											Х	
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		The City will develop a Recession Model Plan	% of advancement	1						1	1		X	Х			
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		Continue to expand Customer Service capacity (to all staff), process and training. Ensure employees are barred for in-house delivery	Number of employees lumber	1	Х									X			
		Develop public a variance a malerial to educate recidents about valenties we and other public violate evides	******	2		X		N.							X		
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		Develop a marketing at along that dentifies our altengths, laiget markets and positioning		3				Х	7		100					X	
		Plan fulue infrastructure with parimers to faciliste the development of new economic advises (boat landing stage, fourom facilities)		3				Х	776					90-11		Х	
		Promote culture though leatwats and events to link cultural diversales.	Number of events	2									X		Χ		
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		Promote and support the development and expansion of local business through incentives and business condumy	% of advancement	3				Х								X	
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	development to reduce impaction environment end City inmediations	Assess strategy and subtrable development activities and clerify which ones to support		3				Х	45.2						1	Х	
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BC2

URBANISME DESIGN URBAIN ARCHITECTURE DE PAYSAGE ENVIRONNEMENT STRATÉGIE