

CITY OF IQALUIT STRATEGIC PLAN UPDATE

JUNE 10TH, 2019

BC2





STRATEGIC PLANNING



STRATEGIC PLANNING PROCESS



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

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.



MISSION

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



Image source: <http://findingtruenorth.ca/blog/iqaluit-neighbourhood-guide>

WORKSHOP





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**



ENHANCE GOOD GOVERNANCE





ENHANCE GOOD GOVERNANCE



OBJECTIVE

***Govern in a
trustworthy, inclusive
and transparent way***



ACTIONS

- ☐ 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



ENHANCE GOOD GOVERNANCE



OBJECTIVE

***Fiscal
sustainability***



ACTIONS

- ☐ 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



ENHANCE GOOD GOVERNANCE



OBJECTIVE

***Communicate in
a proactive manner***



ACTIONS

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



BUILD SUSTAINABLE INFRASTRUCTURE





BUILD SUSTAINABLE INFRASTRUCTURE



OBJECTIVE

Ensure our infrastructure meets the functional needs of the Community



ACTIONS

- ☐ 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)



BUILD SUSTAINABLE INFRASTRUCTURE



OBJECTIVE

Plan our future infrastructure taking into account:

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



ACTIONS

- ☐ 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)



BUILD SUSTAINABLE INFRASTRUCTURE



OBJECTIVE

Plan our future infrastructure taking into account:

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



ACTIONS

- ☐ 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



BUILD SUSTAINABLE INFRASTRUCTURE



OBJECTIVE

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



ACTIONS

- ☐ 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



ACTIONS

- ☐ 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



ACTIONS

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



BECOME AND EMPLOYER OF CHOICE



OBJECTIVE

***Strengthen
employee engagement***



ACTIONS

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



SERVE OUR RESIDENTS WITH EXCELLENCE





SERVE OUR RESIDENTS WITH EXCELLENCE



OBJECTIVE

***Ensure cultural sensitivity /
understanding across
the organization***



ACTIONS

- ☐ Put in place cultural orientation and training for staff



SERVE OUR RESIDENTS WITH EXCELLENCE



OBJECTIVE

Ensure services are reliable and meet the needs of our residents



ACTIONS

- ☐ 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



SERVE OUR RESIDENTS WITH EXCELLENCE



OBJECTIVE

Ensure services are reliable and meet the needs of our residents



ACTIONS

- ☐ 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



SERVE OUR RESIDENTS WITH EXCELLENCE



OBJECTIVE

Improve relationships with residents and partners by building trust and confidence



ACTIONS

- ☐ 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***



ACTIONS

- ☐ 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***



ACTIONS

- ☐ 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***



ACTIONS

- ☐ 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***



ACTIONS

- ☐ 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



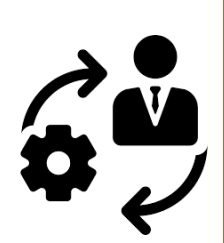
OBJECTIVE

***Promote
sustainable economic
development practices that lessen
impact on City infrastructure***



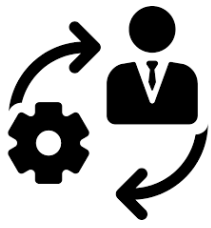
ACTIONS

- ☐ 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	OBJECTIVES	ACTIONS	Indicator	Priority	LEAD DEPARTMENT										IMPLEMENTATION SEQUENCE				
					Administration	Communication	Public Works and Engineering	Community Economic Development	Corporate Services	Emergency Services	Human Resources	Municipal Enforcement	Planning and Development	Recreation	Year 1 (2019)	Year 2 (2020)	Year 3 (2021)	Year 4 (2022)	Year 5 (2023)
ENHANCE GOOD GOVERNANCE (Establish a framework for good governance, to ensure that the City's operations are efficient and effective, and to support the City's strategic plan.)	Govern in a trustworthy, inclusive and transparent way	Hold bi-weekly meetings with department Directors and produce meeting minutes with actions	Weekly meeting minutes	1	X										X				
		Create a manual describing all administrative procedures and processes (Employees and Council)	% of advancement	2	X												X		
		Organize a workshop on good governance and ethics to inform, stimulate discussions and build trust between Council and Management	% of employees completed training	2		X											X		
	Fiscal sustainability	Achieve a balanced budget and funds (align budget with short-long term strategic priorities)	Balanced budget	1					X						X				
		Develop a 5-year Capital investment plan	% of advancement	1			X								X				
		Develop guidelines and actions for the City's local sustainability team and working groups and produce quarterly reports	% of advancement	2					X								X		
		Implement a payment and collection strategy	% of advancement	2					X								X		
	Communicate in a proactive manner	Communication Plan to be implemented	% of advancement	1		X									X				
		Create a new position for Community Communication Liaison		2							X					X			
		Social media strategy and policy	% of advancement	2		X										X			
BUILD SUSTAINABLE INFRASTRUCTURE	Ensure our infrastructure meets the functional needs of the Community	Install a computer-aided maintenance management system (CMMS) to support the asset management plan	% of advancement	1			X								X				
		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	% of advancement	1			X								X				
		Complete the drainage master plan	% of advancement	1			X								X				
		Implement drinking water management plan	% of advancement	1			X								X				
		Incorporate safety and accessibility requirements into planning (Infrastructure and Facilities)	% of advancement	3									X				X		
	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 vision should incorporate: - Waste and waste water - Waste - Renewable, affordable and efficient energy - Facilities (City hall, Fire hall, new central warehouse) (5-year Capital Plan)	% of advancement	1			X								X				
		Develop and design lot subdivision plan for the next 5 years, taking into consideration future infrastructure	% of advancement	1									X		X				
		Continue to implement solid waste management plan	% of advancement	1			X								X				
		Establish a short-term supplementary water supply plan	% of advancement	1			X								X				
		Develop a long-term supplementary water source	% of advancement	1			X										X		
	Build resiliency into City planning to account for climate change, disasters, risk mitigation and response and service interruptions	Revise General Plan to include provisions on climate change and develop resiliency plans for changing geographical conditions and natural and man-made hazards. Plan infrastructure accordingly.	% of advancement	3									X				X		
		Develop specific intervention plans in the Emergency Management Plan for all hazards including natural disasters, technological incidents and human caused incidents.	% of advancement	1						X						X			



BC2 |  **STRATEGIC PLAN UPDATE AND IMPLEMENTATION STRATEGY**
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NAKURMIK THANK YOU

BC2

URBANISME
DESIGN URBAIN
ARCHITECTURE DE PAYSAGE
ENVIRONNEMENT
STRATÉGIE

