



ACT Project

Development Permit Process Development

FINAL REPORT

October 2003

PREPARED BY

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City of Iqaluit

Nunavut

PREFACE

The project documented in this report received a grant under the Affordability and Choice Today (ACT) program. ACT is a municipal, housing regulatory reform initiative sponsored by Canada Mortgage and Housing Corporation (CMHC) and jointly managed with the Federation of Canadian Municipalities (FCM), the Canadian Home Builders' Association (CHBA) and the Canadian Housing and Renewal Association (CHRA).

ACT, launched in 1990, seeks to stimulate changes to planning and building regulations and residential development approval procedures to improve housing affordability, choice and quality. The United Nations Centre for Human Settlements recognized ACT in 1998 as one of the top global best practices for improving the living environment.

ACT awards grants to municipal governments, builders, developers, non-profit organizations, industry associations, educational institutions, planners and architects across Canada to change housing regulations and streamline approval processes. ACT grants are awarded under three categories: Demonstration, Approval Process and Promotion. Assistance has been given to a wide range of projects across Canada.

All completed ACT projects are documented in short project overviews or solution sheets, and a number of case studies have been produced as well, to share the benefits of regulatory reform with others. These documents are available to help builders, developers, local building and planning officials, and others recognize and seize opportunities to improve housing affordability, choice and quality through regulatory reform in their communities.

For more information on ACT and ACT projects (both completed and in progress), visit the ACT Web site at www.actprogram.com, or contact:

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DISCLAIMER

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Background

The City of Iqaluit has completed its General Plan and Zoning by-law, and a procedural by-law to assist in the process for issuing development permit. The General Plan and by-laws were passed in June of 2003.

Implications of the by-laws

These new by-laws have brought the City a new sense of security when reviewing and issuing development permits. There are now clearer policies, defined roles for the different players, and procedural by-laws to guide both applicants and City Administration through the application process. These clearer policies have resulted in less conflict between the City and developers, better understanding regarding timelines for review and ultimately a more efficient process for both the City and developers.

For the first time Iqaluit has developed procedures to guide applicants in submitting applications and helping them understand the estimated turnaround times for applications and what is required from them to process an application. This has resulted in the City being able to process applications much more quickly as applicants are submitting the required information at the time of application.

In addition, the new policies and procedures will ensure that the development that does occur happens in a well thought out and orderly way. This will assist Iqaluit in becoming a beautiful place to live and visit.

Iqaluit is the first municipality in Nunavut that has implemented a General Plan and Zoning by-law of this magnitude and other Northern communities could use this as a model as they mature and grow. The Government of Nunavut has copies of our by-laws and may very well use them as template for other communities.

Finances

The City of Iqaluit expended approximately \$170,000 in the development of our new documents, the production of brochures and through public consultation. The breakdown of costs is as follows:

Expense	Amount
Consultants (including public consultation)	\$170,000
Brochure development and publishing	\$3,000
Committee training	\$2,500
Developer Workshop	\$4,000

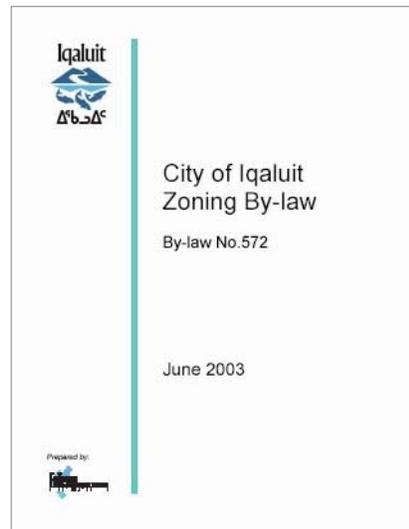
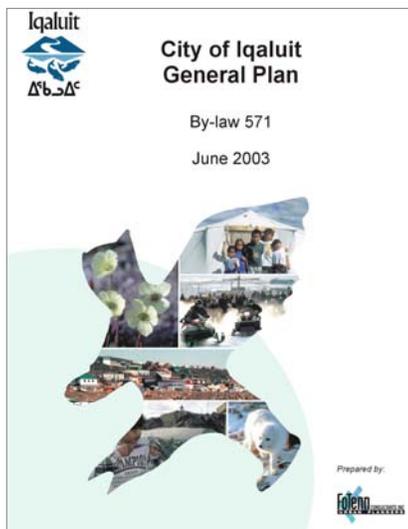
Total: \$179,500

Enclosed Documentation

Enclosed is our final report showing our consultation process, and recommended action flowing from the General Plan and Zoning By-law. The General Plan approved in June 2003, attached to this report, provides insight into the City's policies concerning housing-related development, such as its development strategy, sustainable development, use of sidewalks, trails and cycling paths, general residential policies and so forth. The new zoning by-law is also attached.

Final Report

General Plan & Zoning By-law City of Iqaluit



July 2003

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INTRODUCTION

The City of Iqaluit General Plan and Zoning By-law project was initiated in May of 2002 and has generated a great deal of interest in the community. The policies and provisions contained in the General Plan and Zoning By-law will guide the day-to-day planning decisions in the direction of the desired future of the Iqalungmuit. The attendance at public meetings, focus groups as well as written submissions attest to this interest. The resulting documents will dramatically improve the City's planning policy framework to guide land use decision making and the growth of the City. In addition, the process of developing a shared understanding of planning issues and strategies to address these issues in Iqaluit has improved understanding between residents, the development community, and the City.

The new General Plan By-law No.571 and Zoning By-law No.572 received approval from the Minister of Community Government and Transportation on June 3rd, 2003 and was subsequently given 3rd Reading by City Council on June 10th, 2003. The General Plan provides the general policy framework to guide the physical development of the City over the next twenty years. The Zoning By-law implements the policies of the General Plan by providing a finer level of detail to guide land uses in conformity with the General Plan.

This report reviews the project results with respect to the stated objectives, provides a chronological synopsis of the method of preparation of the documents, including the consultation held throughout the process, a list of the documents completed in the project, and a discussion of the next steps needed to implement the policies and provisions of the new General Plan and Zoning By-law.

PROJECT OBJECTIVES

At the outset of the project, it was recognized that this would be a complex and challenging project and that it would be necessary to respond to a variety of issues as they arise. The table below lists the objectives that were set for the project and describes the project results obtained for each:

Examine existing land use designations and review past studies / recommendations;	An extensive review of documents, studies and legislation from the municipal, territorial, and federal levels of government, that were relevant to the preparation of a new GP and ZB was undertaken. Almost 30 documents were reviewed and presented in a report
Prepare a consultation plan that identifies innovative ways for the residents to be involved in the planning of their City	A <i>Consultation Plan</i> for the project was prepared in association with RANA International Inc. The Plan detailed the phases and approaches for the consultation and communications process with the objective of developing an open and participatory consultation process that engages citizens and builds community consensus on planning and development practices in the City.

<p>Explore the built fabric and infrastructure of the City, emphasizing continuity with existing development and issues related to expansion</p>	<p>One of the major themes explored in a background document used in the public consultations (<i>The Workbook</i>) was the issue of growth. This explored the tradeoffs of expanding beyond the existing built up area versus infilling and redeveloping in the Core Area. Issues of protecting the watershed, mineral aggregates, historical and cultural resources, and the land were also explored in this context. Policies related to these issues were incorporated into the General Plan.</p>
<p>Examine opportunities for and the feasibility of encouraging mixed-use development</p>	<p>Opportunities for encouraging mixed-use development were explored during the stakeholders interviews and sessions. Policies particularly in the Core Area support and encourage mixed-use development.</p>
<p>Recommend an appropriate mix of uses and locations for the various uses</p>	<p>The General Plan recommended important steps in defining land uses that reflected community needs and issues. For example, two Districts were created in the Core Area to recognize the important role each plays in the community identity. Uses in these Districts are restricted, whereas they were liberalized in others to promote mixing of uses in others.</p>
<p>Recommend appropriate densities and overall development capacities</p>	<p>A Development Strategy to meet projected growth is outlined in Section 3 of the General Plan and highlights development capacities at which point major servicing upgrades will be required. The Zoning By-law establishes provisions for each zone which regulate the height of buildings, setback requirements, and lot coverage.</p>
<p>Draft appropriate Plan policies and a Zoning By-law that address the recommendations for new development and redevelopment</p>	<p>The General Plan outlines Future Development Areas and their priority for phasing. The Plan also identified the need for further study to be done regarding redevelopment in the Core Area given the number of complex issues this entailed. The Core Area Development Plan is currently underway.</p>
<p>Link the draft policies to the five year capital plan</p>	<p>A report entitled <i>Iqaluit General Plan (Trow Report)</i> was prepared by Trow Consulting Engineers that investigated the servicing needs and costs for future development identified in the General Plan. The report is intended to assist Council in making decisions on servicing infrastructure in their five year capital plan.</p> <p>In addition, the General Plan contains policies on the limits of municipal water & sewer, road & sidewalk infrastructure.</p>
<p>Recommend appropriate incentives to encourage private industry to develop in accordance with land use and urban form recommendations</p>	<p>The General Plan outlines Urban Design Guidelines and Development Guidelines to help clarify to developers the form of development that is favoured by Council and to facilitate the planning approval process. The General Plan also contains Sustainability Initiatives where the City has committed to pursuing funding to potentially provide incentives for innovative development projects.</p>

Co-ordinate the use of the new documents and developments approvals in a procedural manual

A document entitled *Procedural Guidelines for Planning Applications* was prepared. The guidelines describe the roles and responsibilities of the various actors in the planning review process and provides decision-makers with appropriate guidelines and evaluation criteria to be applied in the review of applications.

METHOD OF PLAN & BY-LAW PREPARATION

There has been a great deal of interest in this project by the people of Iqaluit. Given Iqaluit's present population of approximately 6,000 people, the interest and attendance at public meetings was encouraging. The new General Plan and Zoning By-law were given first reading by Council on February 12, 2003. Since then, the City has held a formal public meeting pursuant to the requirements of the *Planning Act*. The documents were given second reading and sent to the Government of Nunavut Department of Community Government and Transportation, where they are in review for approval by the Minister.

The following steps were undertaken in this project:

❖ Site Visit & Phase 1 Consultation (May 3 – 8th, 2002)

Workshops and various one-on-one meetings were held. The purpose of these consultations was to obtain confirmation of the major issues resulting from previous consultations and to understand the best way to consult in the future.

❖ Consultation Plan (June 2002)

This Plan detailed the phases and approaches for the consultation and communications process with the goal of providing an open and participatory consultation process that engages citizens and builds community consensus on the planning and development practices that will shape the City's future. This Plan was approved by Council and was used to guide the consultation process.

❖ Consultation Workbook (June 2002)

The Consultation Workbook summarized the results of previous consultations and listed opportunities, challenges and some potential options to be considered in the physical development of Iqaluit in the future. The Workbook posed questions regarding the desired direction of Iqaluit's future and was used to frame the discussions for the Phase 2 Consultation process.

❖ Phase 2 Consultation (June 19th – 23rd, 2002)

Two community workshops and a number of focus group sessions were held. Over 300 Workbooks were distributed either by mail to designated people or organizations, at the

workshops, and at the booth set up at the Northmart. An informal consultation meeting with four prominent Inuit representatives was held on June 24th in Paul Ookalik's Constituency Office.

❖ Consultation Record

A complete record of all workshops and focus groups was compiled for the May 3rd – 8th and June 19th – 23rd consultation meetings.

❖ Review/Critique of Documents (July 2002)

This report reviewed documents, studies and legislation from the municipal, territorial, and federal levels of government, that are relevant to the preparation of a new General Plan and Zoning By-law for the City of Iqaluit. Almost 30 documents were reviewed in the report and critiqued where appropriate.

❖ Existing Land Use Map (July 2002)

Based on site visits and confirmation with City staff, a map indicating existing land uses was created. This will serve as an important baseline for understanding the current situation of land use in the City and help to rationalize a policy direction for the desired future. This map will also serve as a useful tool for the Planning and Lands Department.

❖ Meeting with Director of Planning & Lands (July 2002)

A meeting with the Director of Planning & Lands took place on July 17th and 18th in FoTenn's offices in Ottawa. A series of workshops were held to outline the contents of the new General Plan and Zoning By-law, including the figures and schedules.

❖ Progress Report (August 2002)

This Report informed Council as to the tasks completed since the beginning of the project, provided preliminary results of the Phase 1 and 2 public consultations, introduced the preliminary program of the Phase 3 consultation, and reviewed the timelines for completion of the project. The intent of the Progress Report was to identify early in the process any areas of conflict in the policy directions, keep Council informed of the process and give Council confidence that the process was producing legitimate results.

❖ Draft No.1: General Plan & Zoning By-law (September 2002)

This draft reflected a preliminary policy direction resulting from the Phase 1 and Phase 2 consultations, including the Workbooks.

❖ Phase 3 Consultation (October 6 - 10, 2002)

The consultations in October provided an opportunity for residents and other stakeholders to review and discuss the Draft General Plan and Zoning By-law and provide feedback on what they liked about these documents and how they would like to see them changed. This consultation phase consisted of 6 focus groups meetings, two open houses, two public meetings and various meetings with individuals and groups. The focus groups included meetings with

the Elders and Inuit community leaders, the development community, and government departments and agencies. One of the public meetings was conducted in the Inuktitut language and active community leaders specifically invited to attend. A booth was again set up at the local supermarket to broaden reach. In all, approximately 150 people participated in this Phase of the consultation process and 26 written submissions were received.

❖ Issues Report to Planning Committee and Council (November 2002)

The Issues Report discussed the critical issues that were raised as a result of the consultation and circulation of Draft No.1 of the documents. Planning Committee and Council were consulted on direction on these issues so that appropriate changes could be made to the next drafts. The report listed key issues, discussed each issue and provided a recommendation, including draft wording highlighted in marked-up copies of the documents.

❖ Draft No.2: General Plan & Zoning By-law (December 2002)

This draft revised and refined the policy direction resulting from the Phase 3 consultation process. This Draft was prepared to invite the public to present their views on the General Plan prior to First Reading of the By-law.

❖ Phase 4 Consultation (January 13 – 15, 2003)

This consultation phase was added due to some concerns expressed regarding unresolved issues. Council decided to provide an additional opportunity to hear comments and consider changes to the draft documents. Council held a public meeting where individuals/organizations could make presentations on the draft documents. Major issues were again deliberated by Council with suggested recommendations forwarded to them for their review.

❖ Draft No.3: General Plan & Zoning By-law (February 2003)

This draft incorporated recommended changes from the Phase 4 consultation.

❖ First Reading (February 2003)

On February 12th, 2003, Council gave 1st Reading to the General Plan and Zoning By-law.

❖ Public Meeting / Second Reading (February 2003)

On February 26th 2003, a Public Meeting was held on the General Plan and Zoning By-law pursuant to the requirements of the Planning Act. In attendance were twenty two members from the public, five members of City Council and four members of City staff.

❖ Minister's Approval (June 2003)

The General Plan and Zoning By-law were sent to the Minister of Community Government and Transportation and received approval on June 3rd, 2003.

❖ Third Reading (June 2003)

On June 10th, 2003, Council gave 3rd Reading to the General Plan and Zoning By-law.

COMPLETED DOCUMENTS

The following is a list of documents that were submitted to the Director of Planning and Lands:

- Consultation Plan
- Review of Documents Relevant to the General Plan and Zoning By-law
- Existing Land Use map
- Progress Report
- Consultation Workbook
- Procedural Guidelines for Planning Applications
- Planning Brochures
- General Plan
- Zoning By-law
- General Plan – TROW Report

ISSUES OUTSIDE SCOPE OF PROJECT

Throughout the consultation process for this project, there were a number of issues that were raised that cannot be addressed in the context of the General Plan and Zoning By-law. These issues may be categorized into three main areas: Garbage, By-law Enforcement, and Maintenance.

Garbage

The problem of garbage is an obvious issue for anyone who has spent even the smallest amount of time in the City. Issues raised by the public were the proliferation of garbage, the lack of recycling, the frequency of curbside garbage removal, and garbage in the industrial areas with particular emphasis on the entrance to Sylvia Grinnell Park.

The General Plan suggests that a Property Maintenance By-law be implemented (Section 8.9.2), however it will be up to the City to proceed with drafting, adopting and enforcing such a by-law. The policies in the Core Area also call for the City to enact an annual clean-up day to assist in beautifying the Core Area. The Cities, Towns & Villages Act specifically permits such an annual clean-up day by by-law and may be expanded to a seasonal clean-up program.

By-law Enforcement

The lack of by-law enforcement was raised many times throughout the consultations. The issue was raised in reference to signs not being properly installed, businesses not removing snow from their properties thus blocking passage and creating undesirable snowdrifting and wind patterns, loose dogs not being impounded by the City, and development occurring without proper permits. These issues of by-law enforcement cannot be addressed through the General Plan and Zoning By-

law. Issues of enforcement are often related to education of developers and residents and City resources to monitor and enforce by-laws.

Maintenance

Maintenance issues such as drainage ditches not being properly maintained, poor condition of roads, snow plow damage to trails and roadways, and the removal of snow by municipal vehicles onto snowmobile trails were raised as issues during the consultation process. Again, maintenance issues cannot be addressed through the General Plan and Zoning By-law. Issues of maintenance often stem from budgetary constraints within City Departments or lack of knowledge of the issues on the part of City personnel.

NEXT STEPS – IMPLEMENTING THE POLICIES OF THE GENERAL PLAN

The General Plan identifies a number of required or suggested action items. These actions items can be either qualified as studies or plans, monitoring requirements, or initiatives. Each action item is listed according to these categories and identifies, where appropriate, how each may be achieved. This list will help staff and Council in identifying budget priorities and work plan items.

Studies / Plans

Extending servicing limits – Section 3.4 of the Plan presents a phasing for development. Future Development Areas (FDA) A, B, and C and identified as Phase 2, however, these areas are beyond the existing servicing limits. Policy 8 of Section 3.3 suggests Council undertake the necessary studies towards extending the service limits of both municipal piped water and sanitary sewer services and to seek necessary funding for their implementation from Territorial and Federal Governments. Such studies could take place before Development Schemes for each of the FDAs are undertaken.

Downtown Redevelopment Plan – As per Policy 8 in Section 5.1.1, a Downtown Redevelopment Plan has already been initiated and a Plan is anticipated to be approved by the end of 2003. The Plan will include a conceptual design, a redevelopment strategy, and design guidelines for the Capital District and Core Area. The Plan will also address parking and sidewalk design and locations, trail access, as well as locations of community gathering spaces in the Core Area.

Waterfront Study – Policy 10 of Section 5.6 of the Plan requires Council to undertake a Waterfront Study as previously recommended in the Recreation Master Plan. As access to the waterfront beach areas and shorelines is a significant issue, the Downtown Redevelopment Plan may address some of these issues. The timing of the waterfront study may also depend on the future of the sea lift beach area which would no longer be needed if the development of a deep sea port became a reality.

By-pass road – Policy 6 in Section 5.1.2 of the Plan directs Council to protect a corridor for a potential by-pass road. Since there is development pressure in this area, Council should confirm whether the corridor is to be protected or not, and the General Plan amended if necessary.

Cultural resources mapping & designation – Policy 3 of Section 5.8 requires the City to undertake a community mapping exercise to identify all significant cultural resource sites, particularly within the Populated Area boundary. The purpose of the mapping is to protect and enhance cultural resources that are on or adjacent to an area or lot that is subject to a development application. The mapping highlights the locations of cultural resources so that the community may have input on how the impacts may be mitigated. A study is currently underway to map cultural resources in consultation with the Elders and other community leaders and representatives.

Policy 7 of Section 5.8 recognizes that under Section 106 of the CTV Act, Council may by by-law designate properties to be of historic or architectural value and any areas may be designated as a cultural heritage resource. Official designations will ensure greater protection to cultural resources and a designations list could be drawn up from the cultural resources mapping study and adopted by by-law. As per Policy 8, 9, and 10 of Section 5.8 of the Plan, Council may also adopt further policies to guide the restoration, rehabilitation and enhancement of City-owned properties to act as a role model in proper stewardship of such resources, and to participate in initiatives to protect other non-City owned land.

Green plan – A process is currently underway to adopt a ‘Green Plan’ to guide the City’s environmental policies. Section 7.4 of the General Plan contains a number of policies on related to sustainability initiatives, one of them being the development of a Green Plan.

The Green Plan should respond to the vision statement of the General Plan in being an “environmentally responsible and sustainable city” by ensuring clean air, water, and land, and ensuring development that respects the natural environment. The Green Plan should set specific objectives and targets for achieving the vision statement and identify the initiatives to achieve these targets and objectives. The Green Plan could also respond to other policies in Section 7.4 of the General Plan by encouraging new development to consider design for energy efficiency and water conservation, as well as retrofit of existing buildings and contain objectives for pursuing funding from agencies to fund demonstration or pilot projects, research projects, or subsidies for innovative development projects (this may be achieved by assembling a report and package on potential funding sources, eligibility requirements, the amounts available, any costs to submitting applications, timelines, etc.).

The Green Plan could include the following components:

- Clearer objectives and targets for energy efficient design and water conservation methods;
- Explore and expand upon the Development Guidelines in the Plan;
- Initiatives to support creative infill in serviced areas;
- Address climate change issues, such as adopting targets for reduction of greenhouse gas (GHG) emissions;
- Objectives for the clean up of waste disposal sites;
- Options for alternative power generation other than conventional combustion systems;
- Objectives for protecting purity of the water source and preventing pollution of the sea and beach areas;
- Objectives for alternative transportation methods such as development of walking trails and support of transit.

- Waste reduction targets for reducing amount of waste, including construction waste, going to the landfill
- Objectives for fundraising from agencies to fund pilot and demonstration projects that promote sustainable development.

Aggregate resources – A study to identify additional aggregate resources is currently underway. As per policies in Section 5.11 of the Plan, new sources of aggregate resources should be designated Aggregate Resources on Figure B by amendment to the Plan.

Water supply – A study is underway to identify an additional water supply source. Policy 3 of Section 4.2 of the Plan states that when a new source is identified, the watershed area of the source should be identified on Figure A by amendment to the Plan.

Plan review – Section 8.11.2 requires that Council undertake a review of the General Plan at least every five years, as required by the Planning Act, or earlier if the assumptions of the Plan are deemed to have changed substantially. This review shall be undertaken in consultation with the Government of Nunavut and other government levels and agencies. The five year review should be commenced in 2007. The next Census will be held in 2006 and the preliminary results will be available as an important input into this review.

Monitoring

Phasing of development – Policy 2 of Section 3.4 states that Council should review periodically the phasing of development based on prevailing conditions and make adjustments as required. The phasing of development is identified in three phases in Table 3.

Expansion of Populated Area – Policy 5 of Section 4.1 requires Council to monitor the need for expansion of the Populated Area boundary into Nuna.

Monitoring of housing supply – Policy 4 of Section 3.2 requires Council to monitor the housing supply on a regular basis and work with agencies to assess the need for housing for the lower income groups. This can be achieved through annual year-end reports from the Development Officer to Council on the total loss and addition of housing units over the previous year's development activity. The number of housing units lost and gained in a year can be tracked through the development permit process. The numbers obtained can also be compared to the Development Potential chart in Appendix A of the Plan to determine the impact of the prevailing pattern of development on the estimated development potential. This information should be shared with housing interests & agencies. In addition, Policy 2 of Section 7.2.1 of the Plan states that Council shall limit development to an additional 750 dwelling units (additional to the base dwellings units used in the Plan), or as determined by the Director of Engineering, until a new source of water supply is found. The current supply of units, as identified in Table 2 in Section 3.2 of the Plan, is 2,243 units as of September 2002. Thus, the first year-end report on housing should include units built/lost between September 2002 and December 31, 2003.

Monitoring of public facilities – Policy 11 of Section 5.4.1 requires Council to monitor the

adequacy of public facilities and request other agencies to assess the adequacy of their public services and facilities to ensure suitable sites are secured for expanded or new facilities. This monitoring requirement could be achieved by yearly meetings of key stakeholders, coordinated through the Development Officer, and reporting of yearly assessment of needs to Council.

Initiatives

Road widenings – The General Plan establishes road right-of-way standards for new Collector and Local Roads. Policy 6 of Section 6.3.1 states that “road widenings, if applicable, shall be obtained at the time of redevelopment, new development or subdivision of land”. Establishing a priority list for road widenings to correct sub-standard road widths or anomalies will assist in making road widening decisions and avoid surprises for the developer of the land.

Snowmobile crossings – As per Policy 2 of Section 6.2, the City will initiate a program to properly identify snowmobile crossings with roads to improve their safety and avoid piling of snow in these areas. This initiative may be best achieved by forming an advisory committee formed of representatives from Planning Committee, the local Snowmobile Association, community representatives, and the Hunters and Trappers Association and could be led by the Director of Planning & Lands or Director of Engineering.

Annual clean-up – Policy 11 of Section 5.1.1 states that Council will enact an annual clean-up of the Core Area and undertake a “Beautify Iqaluit” campaign to engage community groups, citizens and City staff in cleaning up and keeping Iqaluit clean.

Property Maintenance By-law – Section 8.9.2 of the Plan provides for the adoption of a Property Maintenance By-law to prescribe standards for the maintenance of buildings and property. The adoption of such a By-law would provide the City with more power to require the clean up and maintenance of properties on the access ways to Sylvia Grinnell Park. As per Policy 2, the City could also undertake an education and public relations program to show residents the benefits of continued property maintenance. The City can also lead by example by requiring that all municipal-owned buildings and the properties where they are situated be kept in a well maintained condition.

Development Charges By-law – Section 8.9.1 provides for the adoption of a Development Charges By-law to collect funds for off-site infrastructure through the development approval process. Development Charges may be calculated and requested prior to issuance of a Development Permit. In the case of developments requiring a Development Agreement, Development Charges may be identified in the Agreement and paid prior to the registration of the agreement.

Procedures Manual – Section 8.1.6 of the Plan provides for the adoption of a procedures manual to guide Council, Planning Committee, City staff and the public in effectively dealing with planning application. A process to adopt a Procedures By-law is already underway.

CONCLUSION

With the approval of the new General Plan and Zoning By-law Council and staff have achieved an important step in furthering the resident's vision for Iqaluit. It will be important to monitor the Plan by reporting on the status and priority of the above noted reports and studies and how the growth of the City has measured up to the objectives. This could be done in an annual monitoring report that goes along with the Department of Planning and Lands' proposed work program and budget for each new year.

General Plans and Zoning By-laws are not static and will need to change over time to reflect current realities. In order to determine when these changes take place it will be important to monitor the plan and implement it by completing the reports and studies suggested in the General Plan.