

Strategic Plan

2014 to 2017

**Department of Municipal and
Intergovernmental Affairs**



Municipal and Intergovernmental Affairs

Table of Contents

MESSAGE FROM THE MINISTER	1
PLAN AT A GLANCE	2
DEPARTMENTAL OVERVIEW	3
ORGANIZATIONAL STRUCTURE	3
BUDGET	5
STAFF COMPLEMENT AND LOCATION	6
MANDATE	6
LINES OF BUSINESS	7
1. LOCAL GOVERNANCE AND SUPPORT	7
2. MUNICIPAL INFRASTRUCTURE AND ENGINEERING SERVICES	7
3. LAND USE PLANNING	8
4. EMPLOYMENT SUPPORT.....	8
5. INTERGOVERNMENTAL POLICY FORMULATION AND SUPPORT	8
PRIMARY CLIENTS	8
VALUES	8
VISION	9
MISSION	9
ISSUES	11
ISSUE 1: MUNICIPAL CAPACITY BUILDING	11
ISSUE 2: MUNICIPAL SERVICE DELIVERY	13
ISSUE 3: ADVANCING THE PROVINCE'S INTERESTS	14
APPENDIX A	16
STRATEGIC DIRECTIONS	16
APPENDIX B	19
LEGISLATIVE ACTS	19

Message from the Minister

It is my pleasure to present the strategic plan for the Department of Municipal and Intergovernmental Affairs for the period April 1, 2014 to March 31, 2017. This plan was prepared in accordance with the *Transparency and Accountability Act*. As Minister, I am accountable for the preparation of this plan and for achieving the goals and objectives therein.



This plan sets forth how the department will address government's strategic directions in accordance with my mandate as minister (Appendix A). As such, it identifies the department's key goals and objectives to be accomplished throughout the 2014-17 planning period. In particular, municipal capacity building, municipal service delivery and advancing our province's interests are the three principal areas of focus for the department.

Municipal capacity building provides the foundation that enables municipalities to govern their citizens effectively and efficiently, today and in the future. Strengthening this foundation is a priority for the department. The department will also undertake a review of the manner in which municipal services are organized, funded and delivered throughout the province. Finally, the department will continue to support the advancement of Newfoundland and Labrador as a full partner with other provinces and territories in the federation.

I look forward to working with departmental staff, government, community and industry stakeholders and the public in implementing the priorities set out in this strategic plan.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Kent', written over a light grey circular stamp or watermark.

STEVE KENT

Minister of Municipal
And Intergovernmental Affairs

Plan at a Glance

Vision: The vision of the Department of Municipal and Intergovernmental Affairs is of sustainable communities led by strong local governments within a self-reliant province that advances its interests in Confederation and abroad.

Mission: By March 31, 2017, the Department of Municipal and Intergovernmental Affairs will have strengthened infrastructure investments and supports to local governments, as well as promoted Newfoundland and Labrador’s interests with sovereign governments in Canada and abroad.

	ISSUE 1: MUNICIPAL CAPACITY BUILDING	ISSUE 2: MUNICIPAL SERVICE DELIVERY	ISSUE 3: ADVANCING THE PROVINCE’S INTERESTS
2014-17 GOALS	Strengthened municipal capacity to enable healthy, safe and sustainable communities.	Assessed and begun implementation of options for more efficient delivery of municipal services throughout the province.	Supported advancement of the interests of the province in the federation and beyond.
OBJECTIVE 1	Initiated activities to strengthen municipal capacity to enable healthy, safe and sustainable communities.	Reviewed the province’s municipal service delivery framework and presented options for future arrangements.	Promoted Newfoundland Labrador’s right to equitable treatment in the federation.
OBJECTIVE 2	Continued to undertake activities to strengthen municipal capacity to enable healthy, safe and sustainable communities.	Begun implementing measures to effect more efficient delivery of municipal services.	Further promoted Newfoundland and Labrador’s right to equitable treatment in the federation.
OBJECTIVE 3	Undertaken further activities to strengthen municipal capacity to enable healthy, safe and sustainable communities.	Further implemented measures to effect more efficient delivery of municipal services.	Continued to promote Newfoundland and Labrador’s right to equitable treatment in the federation.

1.0 Departmental Overview

The Department of Municipal and Intergovernmental Affairs (the ‘department’) provides programs, services and supports that help contribute to the overall governance and sustainability of the province. At the local level, the department supports the financial stability and viability of municipalities and the efficient and effective delivery of municipal services. As such, the department assists municipalities in meeting their infrastructure needs and helps provide the financial and administrative tools to support development of community capacity, regional cooperation, and sound municipal governance.

In addition, the department leads the formulation of government’s intergovernmental policies and strategies. This includes recommending strategic approaches to federal-provincial-territorial relations and negotiating intergovernmental agreements in consultation with other departments. The department is also responsible for policy areas that do not fall under the responsibility of other entities and are usually in federal constitutional jurisdiction, including defence and foreign affairs, and coordinates international activities.

The department also actively supports a number of key cross-department initiatives, including the Provincial Waste Management Strategy, the Drinking Water Safety Initiative, and the Climate Change Action Plan.

Organizational Structure

The department delivers its programs and services through the following four branches:

- Municipal Support;
- Municipal Engineering and Planning;
- Employment Support and Corporate Services; and
- Intergovernmental Affairs.

A brief overview of the department’s four branches and their respective divisions is outlined below.

Municipal Support

The Municipal Support Branch is responsible for financial supports to local governments, training and advice to municipalities on legislative and administrative matters, and supporting regional cooperation initiatives. The branch comprises two divisions:

- Municipal Finance Division, which is responsible for providing financial assistance to municipalities in the form of grants and subsidies as well as providing assistance with all facets of capital borrowing; and
- Local Governance Division, which supports municipalities in interpretation of legislation, training initiatives and organization of municipal elections.

The branch also oversees four regional offices located across the province: St. John's (Eastern Region), Gander (Central Region), Corner Brook (Western Region), and Happy Valley–Goose Bay (Labrador Region). The principal function of the regional offices is to facilitate and deliver the department's programs and services to municipalities and local service districts throughout the province. The offices are the first line of contact with the department for municipalities, local service districts and the general public.

Municipal Engineering and Planning

The Municipal Engineering and Planning Branch comprises one division: Municipal Infrastructure and Waste Management, which is responsible for assessing needs and funding of municipal infrastructure projects. The division is responsible for the maintenance of engineering standards to which municipal infrastructure is to be constructed; development and coordination of internal and external policy and procedures related to the implementation of infrastructure programs and projects; communication with communities and consultants on matters related to implementation of infrastructure programs and provision of technical advice related to the same; and provision of project management oversight on all infrastructure projects to ensure government and the communities receive the best value for money with its infrastructure investment. The division is also responsible for the implementation of the Provincial Waste Management Strategy through engineering, administrative and technical support services to community groups and regional service boards.

The branch also formulates land use policy; develops regional, protected area, protected road zoning and local area plans; and advises municipalities on the development of municipal plans and establishment of municipal boundaries.

Employment Support and Corporate Services

The Employment Support and Corporate Services Branch comprises three divisions: Strategic Financial Management, Employment Support, and Policy and Strategic Planning. The Strategic Financial Management Division is responsible for coordinating, providing and maintaining support services related to finance and office administration for the following departments and agencies: Municipal and Intergovernmental Affairs; Service NL; Innovation, Business and Rural Development; Tourism, Culture and Recreation; Environment and Conservation; Government Purchasing Agency; and Fire and Emergency Services – NL.

The Employment Support Division delivers short-term employment programs for persons in rural communities facing significant employment challenges. Programming is delivered through partnerships with local governments and non-profit community groups which sponsor employment projects. Priority is placed on projects that provide enduring benefits to communities by supporting wider regional economic diversification strategies or strengthening local infrastructure.

The Policy and Strategic Planning Division is responsible for the development of departmental policies and planning tools to aid the department in realizing its mandate.

Intergovernmental Affairs

The Intergovernmental Affairs branch builds relationships with other governments and international entities to advance the province's interests. It also advocates for Newfoundland and Labrador at bilateral, multilateral, regional and international intergovernmental meetings and conferences to promote government's position on matters of importance to this province. In addition, the branch promotes the province's interests by assisting entities with their participation in intergovernmental meetings and negotiations.

Further, in lieu of a provincial department of defence, the branch acts as a liaison for military officials and community stakeholders. In recent years, defence activity has focused on military training at 5 Wing Goose Bay, advocating for issues of importance related to the province's three military installations at 5 Wing Goose Bay, 9 Wing Gander and CFS St. John's, working with the Department of National Defence on mutual issues of interest and advocating for improved search and rescue capabilities across all marine activities.

International activities also fall within the responsibility of the department. For example, the department assists with the coordination of policies, programs and activities of the Government of Newfoundland and Labrador in relation to other sovereign governments.

The intergovernmental affairs branch comprises two divisions: Social and Economic Policy and Resource and Fiscal Policy.

Budget

The department's approved budget, excluding Fire and Emergency Services –Newfoundland and Labrador, for 2014-15 is \$254.8 million. Approximately \$246.1 million or 96.6 per cent is budgeted for financial assistance to municipalities through such programs as financial support for municipal infrastructure development, Gas Tax program, municipal operating grants, debt relief and special assistance. Seven million, or 2.7 per cent is directed to expenditures in salaries and operating costs to deliver programs and services, and \$1.7 million, or 0.7 per cent is directed to expenditures under Intergovernmental Affairs. The department's 2014-15 budget includes federal revenues of \$41.9 million and provincial revenues of \$0.5 million, to offset total funding such that the net provincial funding is \$212.4 million.

Staff Complement and Locations

As of April 1, 2014, the department had a total staff complement of 131 positions (63 males and 68 females), which includes 16 financial services positions that also provide financial management support to four other Government departments and two agencies.

The department's headquarters is located in St. John's. The department has four regional offices located across the province: St. John's (Eastern Region), Gander (Central Region), Corner Brook (Western Region), and Happy Valley–Goose Bay (Labrador Region). In addition, the department maintains staff in Clarenville, whose primary function is to provide municipal infrastructure project assessments and project management with respect to water systems projects.

Staff complement by location is as follows:

Location	Staff Complement
St. John's – Headquarters	91
St. John's – Eastern Regional Office	16
Clarenville – Subregion of the Eastern Regional Office	1
Gander – Central Regional Office	9
Corner Brook – Western Regional Office	8
Happy Valley-Goose Bay – Labrador Regional Office	6
Total	131

2.0 Mandate

The mandate of the department is derived from the following legislation:

- (1) The Department of Municipal and Provincial Affairs Notice, 2003, under the *Executive Council Act*, and is informed by the legislation set out in the Schedule which outlines the powers, duties and functions of the minister, who is also appointed Registrar General.
- (2) The *Intergovernmental Affairs Act* which gives the department the mandate to:
 - Coordinate all policies, programs and activities of the government of the province and its agencies in relation to a sovereign government and its agencies;
 - Continually review all policies, programs and activities of the government of the province and its agencies in relation to a sovereign government and its agencies, all intergovernmental agreements, and all relevant legislation pertaining to those policies, programs, activities and agreements;

- Be a party to the negotiation of all proposed intergovernmental agreements; Promote the military diversification and long-term operation of 5 Wing Goose Bay; Act as the point of contact for the Federal Government where no analogous provincial department exists and the lead entity for the development of intergovernmental policy; and
- Take necessary action to initiate, maintain or improve intergovernmental co-operation between the government of the province and sovereign governments.

Appendix B provides a list of Acts for which the department is directly responsible.

3.0 Lines of Business

Lines of business are the major programs, products or services provided to our primary clients. The Department of Municipal and Intergovernmental Affairs has five main lines of business. They are as follows:

Local Governance and Support

The department strengthens local governance by:

- formulating, administering and supporting regional approaches to service delivery;
- providing municipal training to elected and administrative officials;
- providing legislative interpretation to assist in the development of municipal by-laws;
- advising local government officials;
- conducting reviews of municipal administrative matters;
- administering grants and subsidies for community infrastructure;
- examining local governments' financial operations;
- monitoring levels of debt;
- providing operational support;
- participating in inter-provincial policy development and knowledge sharing; and
- supporting regional cooperation initiatives.

Municipal Infrastructure and Engineering Services

The department guides infrastructure investments by:

- assessing needs and prioritizing municipal infrastructure investments;
- providing financial support for the development of municipal infrastructure;
- monitoring and providing guidance and advice on municipal infrastructure projects;
- negotiating and managing federal-provincial agreements for municipal infrastructure funding;
- investing in waste management infrastructure as part of the Provincial Waste Management Strategy; and
- investing in clean and safe drinking water projects.

Land Use Planning

The department guides effective Land Use Planning by:

- protecting provincial interests by reviewing proposed municipal and local plans;
- assisting municipalities in preparing land use plans;
- managing development of regional plans;
- formulating land use policy;
- encouraging efficient use of infrastructure;
- assessing climate change impacts on proposed development; and
- helping municipalities use their plans.

Employment Support

The department delivers employment support programs by:

- working with local, community-based sponsors to create short-term employment initiatives that provide enduring benefits to communities; and
- providing employment support programs in areas affected by permanent closure of fish processing plants and to coordinate interdepartmental efforts to assist the workers affected.

Intergovernmental Policy Formulation and Support

The department is responsible for monitoring and analyzing intergovernmental dimensions of constitutional, social, fiscal, economic and resource policy matters in order to formulate and provide policy advice on the development of government's intergovernmental strategy and agenda. Further, the department coordinates and provides support for interdepartmental initiatives that have intergovernmental implications.

4.0 Primary Clients

The department's primary clients at the municipal affairs level include the province's 271 municipalities, five Inuit Community Governments and 172 local service districts. The department also provides support to six regional service boards which provide municipal services on a regional basis. The department's primary intergovernmental affairs clients include the provincial government, and in particular, the Premier and Cabinet.

5.0 Values

Values are the fundamental attributes that guide behaviour and decision making. They explain the character the department desires to promote. The value action statements ensure the core values are visible throughout the department by identifying specific actions that can be observed during the period of this strategic plan.

The values of the department convey priorities for departmental employees when interacting with each other and those who require services. These values play an important role in providing positive outcomes for the public and strengthening public trust.

Core Values

Value Action Statements

Respect

Each individual accepts differences, embraces diversity and acknowledges the competencies and contributions of his or her colleagues.

Accountability

Each individual accepts responsibility for his or her actions and understands that, as public servants, they are ultimately responsible to citizens.

Innovation

Each individual focuses on finding inventive solutions and exploring best practices that benefit the overall support and delivery of the department's programs and services and advisory functions.

Collaboration

Each individual actively engages in open dialogue and cooperative efforts to achieve successful outcomes for all.

Professionalism

Each individual takes initiative and demonstrates sound judgement, adaptability and excellence in meeting the challenges of the job.

6.0 Vision

The vision of the Department of Municipal and Intergovernmental Affairs is of sustainable communities led by strong local governments within a self-reliant province that advances its interests in Confederation and abroad.

7.0 Mission

The mission statement identifies the priority focus area of the minister over two strategic planning cycles. It represents the key longer-term result that the minister and the department will be working towards as they move forward on the strategic directions of government. The statement also identifies the measure and indicators that will assist both the department and the public in monitoring and evaluating success. It should be noted that the mission has been updated to reflect the recent combining in the Fall of 2013 of the Department of Municipal Affairs and the Intergovernmental Affairs Secretariat.

In carrying out its mission, the Department of Municipal and Intergovernmental Affairs will contribute to three of Government's strategic directions. These are "strengthened support for municipal governments," "strengthened municipal capacity," and "equity in the federation: advancing our province's interests." Detailed information regarding these strategic directions and their associated components is available in appendix A.

Local governments are facing many challenges – changing population levels, increasing costs for infrastructure, and the requirement to deliver services that meet new environmental standards. Many communities are facing these challenges with limited financial and human resources. The department is committed to assisting all communities to meet the needs of their residents in the most efficient and effective way possible.

At a national level, the department also works to advance Newfoundland and Labrador as an equal partner in the Canadian federation. It also seeks to build and maintain a position of self-reliance by engaging governments, including the Federal Government on our own terms. This also means not being dependent on the Federal Government to protect the province's interests internationally, but instead to take an active role in promoting our priorities. To that end, the department formulates intergovernmental policy that represents the Province's best interests; works to ensure intergovernmental agreements signed by the Province are in its best interests; and, builds relationships with national, sub-national and international governments and entities.

Given these challenges and priorities, the long term mission of the department is:

By March 31, 2017, the Department of Municipal and Intergovernmental Affairs will have strengthened infrastructure investments and supports to local governments, as well as promoted Newfoundland and Labrador's interests with sovereign governments in Canada and abroad.

Measures:

- Strengthened infrastructure investments and supports to local governments.
- Promoted Newfoundland and Labrador's interests with sovereign governments in Canada and abroad.

Indicators:

- Increased number of infrastructure projects utilizing life cycle analysis;
- Decreased number of dumpsites across the Province;
- Increased number of communities with access to water that meets the Canadian Drinking Water Guidelines;
- Enhanced policies and procedures;
- Conducted community capacity assessments;
- Conducted regional cooperation opportunities assessments;
- Conducted meetings with communities to discuss sustainability opportunities;
- Contributed to building our own relationships with Canada, the provinces and national and sub-national governments abroad; and

- Ensured that intergovernmental and international agreements yield the best possible results for the province.

8.0 Issues

In consideration of government's strategic directions and the mandate and financial resources of the department, the following areas have been identified as the key priorities of the minister over the next three years: Municipal Capacity Building, Municipal Service Delivery and Advancing the Province's Interests. The goals identified for each issue reflect the results expected in the three year timeframe, while the objectives provide an annual focus. Measures and indicators are provided for both the goal and the first year's objective to assist both the department and the public in monitoring and evaluating success. Targets and benchmarks will be developed in this planning cycle.

Issue 1: Municipal Capacity Building

The department envisions a province where people enjoy healthy, safe and sustainable communities, supported by strong local governments. Municipal capacity building is essential to achieving this vision; it refers to the efforts and activities that improve and enhance a municipality's ability to govern and sustain itself over time. The role of local government has become more complex and therefore the mechanisms that enable and facilitate community-level decision making are becoming increasingly sophisticated as well. The department assists community decision-makers in developing knowledge and capacity in the areas of infrastructure planning and development, regional cooperation, land use planning, by-law creation and enforcement, and financial management. The department works with stakeholders to provide training in these areas, resources and an appropriate regulatory framework.

Municipal capacity building is therefore a key priority for the department over the next three years. These activities outlined below demonstrate the department's commitment to the strategic direction of "Strengthened Municipal Capacity."

Goal 1: By March 31, 2017, the Department of Municipal and Intergovernmental Affairs will have strengthened municipal capacity to enable healthy, safe and sustainable communities.

PERFORMANCE MEASURE	INDICATORS
Strengthened municipal capacity.	<ul style="list-style-type: none"> • Increased communications and stakeholder engagement in a number of priority areas including, drinking water, wastewater systems, and municipal governance. • Enhanced training mechanisms in a number of priority areas. • Enhanced fiscal sustainability in priority areas. • Enhanced legislative and regulatory framework. • Advanced regional land use planning initiatives. • Facilitated further implementation of the provincial waste management strategy. • Promote opportunities for regional cooperation and sharing of services.

2014-15 Objective: By March 31, 2015, the Department of Municipal and Intergovernmental Affairs will have initiated activities to strengthen municipal capacity to enable healthy, safe and sustainable communities.

PERFORMANCE MEASURE	INDICATORS
Activities initiated to strengthen municipal capacity.	<ul style="list-style-type: none"> • Commenced Community Capacity Assessment review and analysis with communities. • Developed and implemented municipal training initiatives. • Increased stakeholder engagement in priority areas. • Worked with communities to advance the provincial waste management strategy.

2015-16 Objective: By March 31, 2016 the Department of Municipal and Intergovernmental Affairs will have continued to undertake activities to strengthen municipal capacity to enable healthy, safe and sustainable communities.

2016-17 Objective: By March 31, 2017 the Department of Municipal and Intergovernmental Affairs will have undertaken further activities to strengthen municipal capacity to enable healthy, safe and sustainable communities.

Issue 2: Municipal Service Delivery

As the department responsible for supporting municipal affairs, improving the overall efficiency of municipal service delivery in Newfoundland and Labrador is a key priority for the department. Municipal services are services provided at the local community level related to water and sewer, waste disposal, street lighting, fire protection, recreation, roads maintenance, and bylaw establishment and enforcement. In Newfoundland and Labrador, communities may be municipalities, local service districts, unincorporated communities or Inuit Community Governments.

Over the next three years, the department will undertake a review of the manner in which these services are organized, funded and delivered throughout the province. While government may not be responsible for delivering the services at the local level, government is responsible for ensuring that the appropriate legislative, fiscal and governance frameworks exist to facilitate sustainable service delivery.

Over the period of this strategic plan, the department will work with its partners to review municipal expenditure pressures, examine options related to local revenue, and identify opportunities for efficiencies in municipal service delivery. This focus aligns with government's strategic directions of "Strengthened Municipal Capacity" and "Strengthened Support for Municipal Governments."

Goal 2: By March 31, 2017, the Department of Municipal and Intergovernmental Affairs will have assessed and begun implementation of options for more efficient delivery of municipal services throughout the province.

PERFORMANCE MEASURE	INDICATORS
Assessed and begun implementation of options for more efficient delivery of municipal services	<ul style="list-style-type: none">• Facilitated and coordinated stakeholder engagement.• Identified opportunities for efficiencies in service delivery.• Amended policies and, or legislation to facilitate more efficient service delivery.• Engaged a stakeholder group to develop process improvements in municipal capital works program.

2014-15 Objective: By March 31, 2015, the Department of Municipal and Intergovernmental Affairs will have reviewed the province's municipal service delivery framework and presented options for future arrangements.

PERFORMANCE MEASURE	INDICATORS
Reviewed the province's municipal service delivery framework and presented options for future arrangements.	<ul style="list-style-type: none"> • Conducted consultations with key stakeholders. • Conducted jurisdictional review. • Reviewed municipal revenue sources. • Identified opportunities for efficiencies in service delivery. • Prepared a "what we heard" document on key issues.

2015-16 Objective: By March 31, 2016, the Department of Municipal and Intergovernmental Affairs will have begun implementing measures to effect more efficient delivery of municipal services.

2016-17 Objective: By March 31, 2017, the Department of Municipal and Intergovernmental Affairs will have further implemented measures to effect more efficient delivery of municipal services.

Issue 3: Advancing the Province's Interests

The Intergovernmental Affairs Branch works to advance Newfoundland and Labrador as a full partner with other provinces and territories and the Federal Government. In order to do this, Newfoundland and Labrador has to build and maintain productive relationships. This includes supporting the Premier's and minister's attendance at intergovernmental meetings, such as the Council of the Federation, the Council of Atlantic Premiers, the Conference of New England Governors and Eastern Canadian Premiers, First Ministers' Meetings and ministerial meetings. The branch also develops analyses of federal-provincial-territorial (FPT) issues for its clients and to help coordinate intergovernmental activities across the Government of Newfoundland and Labrador.

Among the many intergovernmental issues of concern to the department are: federal program spending that is equitable and responsive to the needs of the people of this province; enhanced federal presence in terms of programming and spending in the province, including national defence installations and improved search and rescue services; and the advancement of the province's jurisdictional ownership and effective control of petroleum and other resources in Newfoundland and Labrador's offshore.

In consideration of government's strategic direction to promote equitable treatment of Newfoundland and Labrador in the federation, as well as the mandate and financial resources of the department, the following goal and objectives have been identified as key focus areas for the minister for the next three years.

Goal 3: By March 31, 2017, the Department of Municipal and Intergovernmental Affairs will have supported the advancement of the interests of the Province in the federation and beyond.

PERFORMANCE MEASURE	INDICATORS
Supported the advancement of the interest of the province in the federation and beyond.	<ul style="list-style-type: none"> • Support provided to Provincial Government at bi-lateral and multi-lateral meetings with other jurisdictions on key issues. • Research and analyses conducted to support the Premier and minister on issues of provincial importance.

2014-15 Objective: By March 31, 2015, the Department of Municipal and Intergovernmental Affairs will have promoted Newfoundland Labrador’s right to equitable treatment in the federation.

PERFORMANCE MEASURE	INDICATORS
Promoted Newfoundland Labrador’s right to equitable treatment in the federation.	<ul style="list-style-type: none"> • Intergovernmental agreements negotiated and / or reviewed. • Advice provided to provincial departments on intergovernmental matters. • Support provided on the Council of the Federation and other intergovernmental meetings.

2015-16 Objective: By March 31, 2016, the Department of Municipal and Intergovernmental Affairs will have further promoted Newfoundland and Labrador’s right to equitable treatment in the federation.

2016-17 Objective: By March 31, 2017 the Department of Municipal and Intergovernmental Affairs will have continued to promote Newfoundland and Labrador’s right to equitable treatment in the federation.

Appendix A

Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across government and will ensure that all entities are moving forward on key commitments.

The directions related to the Department of Municipal and Intergovernmental Affairs are provided below. Each strategic direction is comprised of a number of components or focus areas. These focus areas will be addressed as follows:

STRATEGIC DIRECTION 1: Strengthened Support for Municipal Governments

Outcome: Strengthened support for municipal governments through enhancements to municipal programs.

Components of Strategic Direction	This direction is addressed in the:			
	Department's strategic plan	Department's operational plan	Branch/divisional work plans of the Department	Plans of other entities reporting to the Minister
Municipal Operating Grants			X	
Municipal Infrastructure	X			X
Municipal Fiscal Framework	X			

STRATEGIC DIRECTION 2: Strengthened Municipal Capacity

Outcome: Strengthened municipal capacity through community partnerships, regional cooperation initiatives, and stakeholder engagement.

Components of Strategic Direction	This direction is addressed in the:			
	Department's strategic plan	Department's operational plan	Branch/divisional work plans of the Department	Plans of other entities reporting to the Minister
Community Partnership	X			X
Regional Cooperation	X			X
Municipal Training	X			

STRATEGIC DIRECTION 3: Equity in the Federation: Advancing our Interests

Outcome: Equitable treatment of Newfoundland and Labrador in the federation.

Components of Strategic Direction	This direction is addressed in the:			
	Department's strategic plan	Department's operational plan	Branch/divisional work plans of the Department	Plans of other entities reporting to the Minister
Relations with Sovereign Governments	X			
Intergovernmental Agreements	X			
Intergovernmental Fora	X			
Federal Presence	X			
Defence and Search and Rescue	X			
Federal Programs	X			
Canadian Energy Strategy		X		
Effective Control Over the Offshore	X			

Appendix B

Legislative Acts

The minister is responsible for the following Acts:

- *Assessment Act*
- *Building Standards Act*
- *City of Mount Pearl Act*
- *Coat of Arms Act*
- *Crown Corporations Local Taxation Act*
- *Evacuated Communities Act*
- *Fire Prevention Act, 1991*
- *Floral Emblem Act*
- *Housing Association Loans Act*
- *Labrador Act*
- *Municipal Affairs Act*
- *Municipalities Act, 1999*
- *Provincial Anthem Act*
- *Regional Service Boards Act*
- *St. John's Assessment Act*
- *St. John's Municipal Council Parks Act*
- *Taxation of Utilities and Cable Television Companies Act*
- *Avian Emblem Act*
- *City of Corner Brook Act*
- *City of St. John's Act*
- *Commemoration Day Act*
- *Emergency Measures Act*
- *Family Homes Expropriation Act*
- *Firefighter's Protection Act*
- *Housing Act*
- *Intergovernmental Affairs Act*
- *Mineral Emblem Act*
- *Municipal Authorities Amendment Act*
- *Municipal Elections Act*
- *Provincial Flag Act*
- *Remembrance Day Act*
- *St. John's Centennial Foundation Act*
- *Standard Time Act*
- *Urban and Rural Planning Act, 2000*