

MUNICIPAL AFFAIRS AND ENVIRONMENT

STRATEGIC PLAN

2017-20



June 30, 2017

Ms. Sandra Barnes
Clerk of the House of Assembly
Confederation Building, East Block

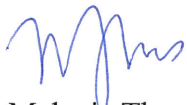
Dear Ms. Barnes:

This letter is to confirm the Minister's intent to table the Department of Municipal Affairs and Environment's 2017-20 Strategic Plan. I am pleased to also submit to you on behalf of the department's entities the following plans for tabling in the House of Assembly:

- Multi-Materials Stewardship Board 2017-20 Strategic Plan;
- Municipal Assessment Agency Inc. 2017-20 Business Plan;
- NL911 Bureau Inc. 2017-20 Business Plan;
- North East Avalon Regional Plan Oversight Committee 2017-20 Activity Plan;
- Humber Valley Regional Planning Authority Leadership Committee 2017-20 Activity Plan;
- Eastern Newfoundland Regional Appeal Board 2017-20 Activity Plan;
- Central Newfoundland Regional Appeal Board 2017-20 Activity Plan;
- West Newfoundland Regional Appeal Board 2017-20 Activity Plan.

Ten copies of each document have been delivered to your office for tabling purposes. An electronic version has also been submitted to the Web Developer of the Legislative Library (copied to the Information Specialist of the Legislative Library) and the Policy and Coordination Office, in accordance with tabling requirements. If you have any questions please feel free to contact me at 729-1090.

Sincerely,



Melanie Thomas
Director of Policy and Planning

cc: Jamie Chippett, Deputy Minister



MESSAGE FROM THE MINISTER

It is my pleasure to present the strategic plan for the Department of Municipal and Affairs and Environment for the period April 1, 2017 to March 31, 2020. This plan was prepared in accordance with the Transparency and Accountability Act and sets out how the department will address government's strategic directions in accordance with my mandate as minister (Annex A).

In developing this plan, consideration was given to the strategic directions of government, commitments outlined in The Way Forward, the department's mandate, and fiscal resources. As such, it identifies the department's key goals and objectives to be accomplished throughout the 2017-20 planning period. In particular, the department will achieve better outcomes for Newfoundland and Labrador by integrating municipal and regional supports, emergency preparedness and responsiveness, fire protection services, and environmental management and control. This plan focuses strategic issues with outcomes relating to safe and sustainable municipalities, communities, and regions, and modern and efficient frameworks.

As the minister, I am accountable for the preparation of this plan and for the achievement of the specific goals and objectives contained herein.

A handwritten signature in black ink that reads "Eddie Joyce". The signature is written in a cursive, flowing style.

Honourable Eddie Joyce
Minister of Municipal Affairs and Environment

Departmental Overview

The Department of Municipal Affairs and Environment is a category 1 government entity under the Transparency and Accountability Act and supports the economic, social, and environmental sustainability of municipalities, communities, and regions through the delivery of effective programs, services and supports to local governments and stakeholders.

The Department of Municipal Affairs and Environment supports the strategic directions of government in creating a climate conducive to economic growth and sustainability, building resilient communities for long-term success, and working collaboratively across multiple sectors to improve services and outcomes for residents and visitors.

Organizational Structure

The Department of Municipal Affairs and Environment is organized into three branches.

- **Municipal Infrastructure and Support** is responsible for the divisions of Municipal Finance, Municipal Support, and Engineering and Infrastructure.
- **Fire, Emergency and Corporate Services** is responsible for the divisions of Fire Services, Emergency Services, Local Governance and Planning, Policy and Strategic Planning, and Strategic Financial Management.
- **Environment** is responsible for the divisions of Water Resources Management, Pollution Prevention, and Environmental Assessment and Sustainable Development.

The department also leads horizontal initiatives related to maintaining municipal self-sufficiency and environmental health.

- **Regional Governance Advisory Committee**
- **Interdepartmental Drinking Water Technical Working Group**
- **Impacted Sites Liability Assessment Program**

Reporting Entities

Under the Transparency and Accountability Act, a number of government entities also prepare plans and annual reports. Entities which report to the Minister include:

- Multi-Materials Stewardship Board
- Municipal Assessment Agency
- NL911 Bureau Inc.
- North East Avalon Regional Plan Oversight Committee
- Humber Valley Regional Planning Advisory Authority Leadership Committee
- West Newfoundland Regional Appeal Board
- Central Newfoundland Regional Appeal Board
- Eastern Newfoundland Regional Appeal Board

For more information on the Department of Municipal Affairs and Environment, please visit us online at <http://www.mae.gov.nl.ca/>.

Legislation

The department of Municipal Affairs and Environment is responsible for the following legislation:

Assessment Act, 2006;
Avian Emblem Act;
Building Standards Act;
City of Corner Brook Act;
City of Mount Pearl Act;
City of St. John's Act;
Coat of Arms Act;
Commemoration Day Act;
Crown Corporations Local Taxation Act;
Emergency 911 Act
Emergency Services Act;
Environmental Protection Act;
Evacuated Communities Act;
Family Homes Expropriation Act;
Fire Protection Services Act;
Floral Emblem Act;
Housing Act;
Housing Association Loans Act;
Labrador Act;
Mineral Emblem Act;
Municipal Affairs Act,
Municipal Authorities Amendment Act,
1991;
Municipalities Act, 1999;
Municipal Elections Act;
Provincial Anthem Act;
Provincial Flag Act;
Regional Service Boards Act, 2012;
Remembrance Day Act;
City of St. John's Municipal Taxation Act;
St. John's Centennial Foundation Act;
St. John's Municipal Council Parks Act;
Standard Time Act;
Sustainable Development Act;
Taxation of Utilities and Cable;
Television Companies Act;
Urban and Rural Planning Act, 2000;
Water Resources Act.

Staff and Budget

The Department of Municipal Affairs and Environment has 194 employees (174 permanent, 16 temporary, and 4 contractual) located in 16 offices throughout the province. Approximately 52 per cent of employees are female (48 per cent male).

Region	Staff
Avalon Peninsula	154
Central East	10
Central West	6
Labrador	8
West Coast/Northern Peninsula	16

The department's gross expenditure budget for 2017-18 is \$280,524,300 with planned related revenue of approximately \$103,875,600 for a net expenditure of \$176,648,700.

Issue One – Clean, Safe, and Sustainable Municipalities and Regions

Clean air, water, and soil are essential for human health and well-being. Safe municipalities, communities, and regions exist where all individuals can live, work, or visit without fear or risk of harm. Sustainable municipalities, communities and regions exist where environmental, social, and economic resources are leveraged to safely support both present and future generations.

Wise planning and oversight for industrial, commercial, residential, and recreational development at provincial and local scales allows economic growth and cultural activity without compromising environmental protection. A healthy and resilient environment provides the foundation to support safe and sustainable municipalities, communities and regions. These are characterized by strong local governments with the capacity to: prevent, respond to and recover from adverse events; deliver appropriate services to current and future residents; and, plan land-use and develop infrastructure to support current and future economic and social needs. This is accomplished through effective and anticipatory collaborations between governments, government agencies, local authorities, and individual residents and visitors.

The Department of Municipal Affairs and Environment is responsible for protecting the environment and mitigating adverse human impacts on it, both now and into the future. Further, the department is responsible for supporting and enabling municipalities, communities, and regions, and for overseeing the protection of people and property from emergencies, fires, and environmental damage. Over the next three years, the department will work effectively with communities, local governments, and applicable provincial and federal partners to support integrated stewardship through increasingly regional models for local governance, service delivery, planning, and infrastructure improvement while maintaining strong

environmental protection programs and policies. In this way, the department will support safe and sustainable communities and meet The Way Forward commitment to advance regional collaboration through infrastructure and sharing of services.

GOAL:

By March 31, 2020, the Department of Municipal Affairs and Environment will have advanced environmental protection and strengthened municipal and regional safety and sustainability.

Indicators:

- Demonstrated leadership in the protection of clean air, soil, and water for residents
- Supported regional capacity for more effective and sustainable local governance
- Advanced regional collaboration on infrastructure and service delivery
- Increased regional capacity for emergency management and fire protection

Objective 1:

By March 31, 2018, the Department of Municipal Affairs and Environment will have begun implementation of actions toward a cleaner environment and safer, more sustainable municipalities and regions.

Indicators:

- Initiated development of a new Drinking Water Safety Action Plan
- Conducted environmental site assessments of former military radar sites in Labrador

- Developed models of regional governance and/or shared service delivery for consultation
- Begun implementation of multi-year municipal capital works program
- Reviewed Municipal Operating Grant formula
- Delivered coaching and mentoring phase of service capacity pilot program to a number of municipal fire departments

Objective 2:

By March 31, 2019, the Department of Municipal Affairs and Environment will have continued to build on its efforts toward improved environmental protection and municipal and regional safety and sustainability.

Objective 3:

By March 31, 2020, the Department of Municipal Affairs and Environment will have implemented actions to advance environmental protection and strengthen municipal and regional safety and sustainability.

Issue Two - Modern and Efficient Frameworks

Modern and efficient frameworks are necessary for providing relevant, effective, and acceptable service delivery, contributing to a climate that supports sustainable economic growth.

As the department responsible for supporting local governance, maintaining a fire and emergency services system, and protecting the environment of Newfoundland and Labrador, appropriate and functional legislative, regulatory, and policy frameworks are a high priority.

Over the next three years, the department will focus on renewal of legislation, regulation, and policy to support responsive, innovative and efficient program and service delivery. The department will review frameworks to ensure modern and relevant municipal and environmental legislation and regulations. The department will review processes, permits and authorizations to ensure clarity and efficiency for the public and local governments, as well as environmental, business, and industry stakeholders. In this way, the department will contribute to The Way Forward focus areas of a more efficient public service and a stronger economic foundation and meet The Way Forward commitments to review the environmental assessment process and review the municipal and environmental permitting processes.

GOAL:

By March 31, 2020, the Department of Municipal Affairs and Environment will have advanced the modernization of legislative, regulatory, and policy frameworks.

Indicators:

- Identified opportunities for modernization and/or efficiencies in operations and service delivery
- Engaged in appropriate stakeholder consultation
- Amended relevant legislation, regulation, and/or policies to facilitate modern and efficient processes

Objective 1:

By March 31, 2018, the Department of Municipal Affairs and Environment will have initiated modernization of legislative and policy frameworks.

Indicators:

- Initiated a review of the municipal and environmental permitting process
- Initiated a review of the hazardous materials response model
- Drafted amendments to the Emergency Services Act
- Conducted a jurisdictional review and stakeholder consultations to support a review of Environmental Assessment legislation and regulations

Objective 2:

By March 31, 2019, the Department of Municipal Affairs and Environment will have continued efforts toward legislative and policy renewal.

Objective 3:

By March 31, 2020, the Department of Municipal Affairs and Environment will have developed modern, efficient legislative and policy frameworks.

Annex A: Strategic Directions

The Department of Municipal Affairs and Environment supports the economic, social and environmental sustainability of municipalities, communities and regions through the delivery of effective programs, services and supports to the public, local governments, and stakeholders.

The department provides support for local governance and regional initiatives through legislative, financial, engineering and land use planning services, provision of training, and funding for municipalities through various funding programs such as infrastructure and municipal operating grants.

The department is responsible for emergency preparedness and emergency response, planning and training, and leads the coordination and delivery of fire protection and fire prevention services throughout the province.

The department contributes to environmental protection and enhancement through implementing appropriate water resource and pollution prevention regulations and policies, as well as coordinating environmental impact assessments of proposed development projects and managing impacted sites.

Strategic Direction #1: Supporting Safe and Sustainable Municipalities, Communities and Regions.

Outcome: Safe and Sustainable Municipalities, Communities and Regions

This outcome will require focus in the following areas:

- Engagement of community leaders to discuss issues of concern to their towns and cities;
- Emergency management planning and operations;

- Fire protection services;
- Management of water and wastewater;
- Pollution prevention and waste management;
- Environmental assessment; and,
- Advancing regional collaboration through infrastructure sharing of services and other opportunities that further improve economic, social and environmental sustainability.

Strategic Direction #2: A Strategic Approach to Infrastructure Funding.

Outcome: Sustainable infrastructure that meets current and future needs of citizens.

This outcome will require focus in the following areas:

- Strategic investment in infrastructure priorities, including enhanced focus on regional capital works and sharing of services;
- Multi-year plan for municipal infrastructure funding; and,
- Leveraging federal funding.

Strategic Direction #3: Service Delivery and Process Improvements.

Outcome: Responsive, innovative and efficient programs and services.

This outcome will require focus in the following areas:

- Modernization of environmental, municipal, and other departmental legislation and regulations; and,
- Review of processes, permits and authorizations to ensure clarity and efficiency for the public, local governments, environmental, business, and industry stakeholders.