



STRATEGIC PLAN

2020-2025

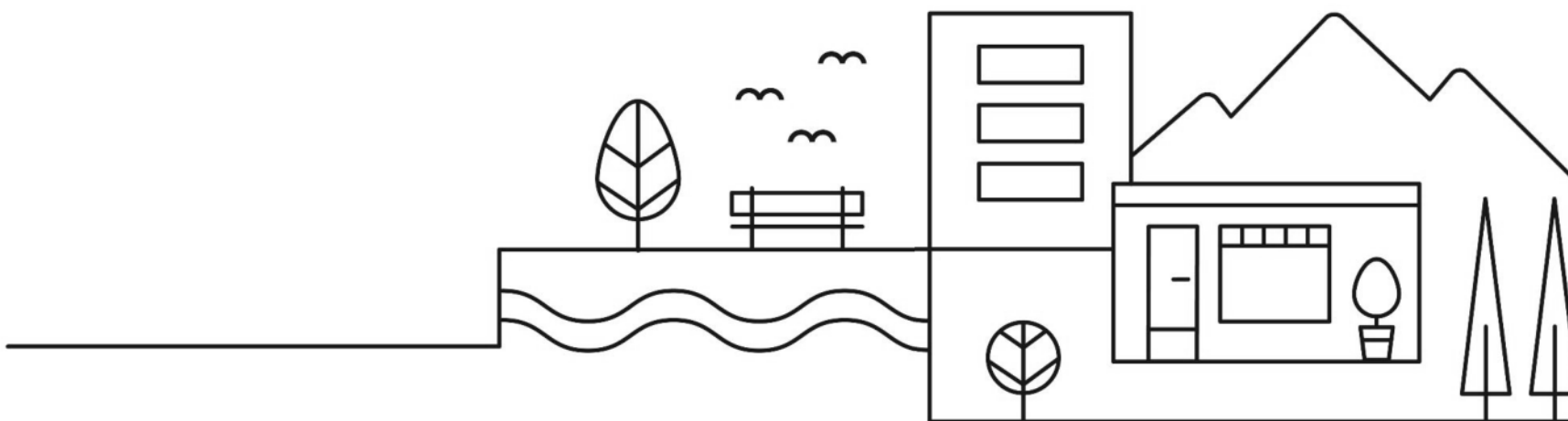


MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING

Strategic Plan 2020-2025

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We acknowledge all Indigenous peoples on whose territories we live, learn, work and play. We honour their connection to the land and respect the importance of the diverse teachings, traditions, and practices within these territories. We also recognize with gratitude, the Lekwungen people, known today as the Esquimalt and Songhees Nations, upon which this Strategic Plan was created. The Strategic Plan will complement the Province's relationship with Indigenous peoples and will help the Ministry move forward towards true and lasting reconciliation.

INTRODUCTION

The Ministry of Municipal Affairs and Housing (MAH) was formed in 2017 with the recognition that land use planning and assessments, housing, transit, local infrastructure, and local government governance are inherently related and fundamental in supporting the vitality and health of communities throughout British Columbia. The Ministry teams have worked incredibly hard over the past two years to deliver on critical government and local communities' priorities and service. And now there is a need and opportunity to reflect on the great work we were doing together and engage in dialog to establish a unified identify and frame all our work in an aspirational, comprehensive, clear way.

This Strategic Plan is a culmination of over six months of conversations about who we are, who we serve, and what connects us as the Ministry of Municipal Affairs and Housing. Through these discussions, we co-defined our vision, mission, and values and established shared Ministry goals and key strategies for working collaboratively toward our vision and mission over the next five years.

The Strategic Plan also establishes a structure by which we can actively manage and coordinate priorities, projects, and outcomes over the next five years. And because the world in which we operate is complex and ever-changing, the goal is to refresh the Strategic Plan and revisit this process on a smaller scale every year for the life of the Plan.

As you read through our Plan, you will recognize how the Ministry supports government's strategic direction, and how the Ministry meets its vision to collaborate with local governments, First Nations, and community and sector partners to and enable strong, sustainable, livable communities.

You will also see that this Plan is about you and it is about us. The Plan aims to capture the essence of our passion and commitment and to recognize and elevate the many things that each of us does to deliver high-quality services to the public and to make our ministry a great place to work. Together, every day, we help communities across BC thrive.



OUR VISION

British Columbia's diverse communities are resilient, thriving and inclusive.

OUR MISSION

To collaborate with local governments, First Nations, and community and sector partners to enable strong, sustainable, livable communities.

DEFINITIONS

What's a Vision?

A vision is a short aspirational statement that people can easily remember. A vision statement is purposeful, inspirational, and guiding toward a desired future. A vision is meant to be meaningful and uniting to employees and other partners.

What's a Mission?

A mission should be concise in presenting the role and purpose of the Ministry, indicating at a strategic level what the Ministry does, why, and for whom.

What do we mean by Communities?

"Communities" broadly refers to the various types of people and places in BC that we serve – be those associated by cultural identity, common interests, or physical location.



OUR VALUES

Defining shared values helps to establish a workplace identity and culture, level-set expectations and consistency of practices for how we do our work, and align teams around the common threads that inform our service and engagement with each other, external partners and BC residents.

The BC Public Service has one overarching corporate value—**Integrity**—and six core corporate values: **Curiosity, Service, Passion, Teamwork, Accountability** and **Courage**. These principles describe the qualities we value in our colleagues and in our organization.

The Ministry of Municipal Affairs has identified the following five additional values that build on the corporate values and reinforce how we pursue our vision and mission:

Innovative

We strive to deliver informed, leading-edge solutions for government and those we serve.

Collaborative

We are collaborators, both internally and externally; we drive progress through our strong relationships; and we share our expertise with and learn from our partners.

Solution Oriented

We seek solutions that better understand and meet the needs of those we serve.

Inclusive

We are diverse as an organization and we are open and inclusive in our approach to our work and day-to-day interactions.

Respectful

We do our work with integrity and appreciation for all. We believe this is fundamental in building trust, fostering reconciliation, and honouring people.



OUR SERVICES

Like the diverse communities that the Ministry supports, Municipal Affairs and Housing provides a wide range of services - from strategic advice, to legislative and policy development, to operations, to direct service delivery - across many different topic areas. We serve local governments, professional organizations, non-profits, business and property owners, and, of course, individual residents. Oftentimes the work we do cuts across our branches as well as across Ministries, highlighting the need to live our values to most effectively and positively serve and impact communities.

Below are some of the many of the services we provide:

Support for Local Governments, First Nations, & Community Organizations

- Reconciliation and local intergovernmental relations
- Governance (e.g. elections, boundaries)
- Fiscal sustainability and asset management
- Varied conditional and unconditional grant programs
- Management and operations of the University Endowment Lands

Housing & Homelessness Policies, Programs, & Regulation

- Housing policy and programs
- Coordination on housing development and delivery with BC Housing and non-profit partners
- Homelessness policies and coordination, in partnership with BC Housing and SDPR
- Support, education, and dispute resolution for Renters and Owners
- Policy support and resources for stratas



OUR SERVICES, CONT'D

Land Use, Transit, & Community Planning and Coordination

- Local and regional land use planning coordination, policy, and legislation
- Property assessment policies and oversight, in partnership with BC Assessment Authority
- Integrated land use and transit planning and support (with MOTI)
- Support and oversight of Lower Mainland transit, via coordination with TransLink
- Climate and resilience community planning (with CAS, with local communities, across communities)

Built Environment Planning & Regulation

- Building policy development and support for innovation in the built environment
- Climate-ready building strategies
- Building and safety code development and regulation
- Support for safety standards, in partnership with TSBC

Ministry Operations & Management Services

- Strategic initiatives, such as MAH 10 principles/DRIPA and GBA+ plans
- Corporate planning and compliance reporting
- Budget and financial management
- Information management and information technology
- Strategic human resources,
- FOI and records management
- Correspondence
- Executive coordination

We are also responsible for a wide range of legislation, including but not limited to: the Local Government Act, the Community Charter, the Vancouver Charter, the Assessment Act and Assessment Authority Act, the Commercial Tenancies Act, the Ministry of Lands, Parks and Housing Act, the Municipal Finance Authority Act, the South Coast British Columbia Transportation Authority Act, the Strata Property Act, the Assistance to Shelter Act, Manufactured Home Park Tenancy Act, the Residential Tenancy Act, the Building Act, the Safety Authority Act, the Safety Standards Act and the BC Building, Plumbing and Fire Codes.



GOALS, OBJECTIVES & STRATEGIES

We have established the following three principle goals to frame what we do, how we work, and who we are:

GOAL 1: We help communities thrive

GOAL 2: Our work is evidence based, future focused and collaborative

GOAL 3: We are connected, empowered and engaged

This section lays out our plans for working toward our vision and mission over the next five years. Goals establish what we aim to accomplish, objectives are measurable and identify desired outcomes, and strategies define how we will get there.

These ministry-wide goals and objectives, like our work, are cross-cutting in nature and most teams will see their work reflected in and contributing to multiple objectives across all three goals. It is important that we work together as one organization to support these goals, and it is equally important that each division establish business plans that identify their specific work and maps to these goals.

As this is MAH's first strategic plan, teams will spend the months following the release of the plan developing their own work plans and performance metrics, linking them back to this strategic plan. The team business plans will include time-based initiatives as well as standard operations. Content and findings from this team-level business planning work will be a critical input into the one-year refresh of this plan.



GOAL 1: We help communities thrive

The Ministry is well-equipped to understand and support communities with their needs around governance, housing, buildings and infrastructure, land use planning, economic prosperity, overall resilience and quality of place.

We have defined four key objectives to achieving this goal over the next few years, with a series of strategies to support each goal.

- 1.1 Communities are well planned for today & tomorrow
- 1.2 Communities are supported to build capacity & be well governed
- 1.3 Housing is affordable, available & secure
- 1.4 The built environment & technical systems are safe & sustainable

Objective 1.1: Communities are well planned for today & tomorrow

Policies, programs, tools, and partnerships exist to help communities evaluate and plan for current and future risks, needs, and opportunities; local and regional partners are equipped to develop and implement corresponding plans for integrated physical, economic, and social solutions that optimally leverage opportunities and meet communities' needs.

The supporting strategies are:

- A. Support local governments with appropriate planning and land use tools to meet community and regional needs, support industry partners and consider provincial interests
- B. Support local governments in planning and developing energy efficient, low carbon resilient buildings and communities including focus on both climate adaptation and mitigation
- C. With other agencies, support local governments and communities in planning for and addressing the opportunities and impacts of economic development



- D. Facilitate work in communities and regions on integrated land use, infrastructure, transportation and housing
- E. Ensure provincial investments in communities support government priorities
- F. Collaborate with other ministries and partners to assist communities to plan for, mitigate and prepare to respond to emergencies
- G. Develop property assessment policy to reflect best practice as well as emerging development patterns and issues

Objective 1.2: Communities are supported to build capacity & be well governed

MAH empowers local governments to most effectively provide services, manage public assets, pursue transparent decision-making, and generally govern their respective communities; MAH supports local governments and First Nations collaboration in pursuit of reconciliation; and the ministry provides advice and support that local communities need to thrive.

The supporting strategies are:

- A. Support the financial viability of local governments under a strong and resilient fiscal framework
- B. Continue effective and supported governance structures and transparent operations of local governments, and the responsible conduct of locally elected officials
- C. Maintain, help shape and enhance the legislative framework, policies, programs and funding that support and impact local governments and communities
- D. Effectively anticipate and manage emerging issues, collaborate with partners to advise and educate, and resolve problems to address local government and community needs and provincial interests
- E. Support engagement between the Province and/or, local governments and Indigenous peoples, to further reconciliation for communities
- F. Enable delivery of effective local and regional services for citizens directly, by local governments, and through provincial agencies, partner organizations and non-profits



Objective 1.3: Housing is affordable, available & secure

MAH works in close collaboration with BC Housing, local governments, First Nations, community organizations, building owners, and residents to better understand a spectrum of current and future housing needs and to design and deliver policies, programs, and services to meet the diverse housing needs across the province.

The supporting strategies are:

- A. Deliver effective oversight and governance of housing and shelter delivery through BC Housing
- B. Understand factors affecting affordability and impact on the market
- C. Ensure fair and transparent regulation of housing tenure
- D. Ensure investments in affordable housing, maximize partnerships and leverage other existing funding and projects
- E. Support local governments and leverage provincial investments and assets to help meet the housing needs of communities
- F. Continuously improve the systems that support landlords and tenants to meet modern needs

Objective 1.4: The built environment & technical systems are safe & sustainable

The Ministry works with a series of partners to establish leading-edge, future-looking policies and develop and oversee clear, functional codes and regulations that ensure the built environment and technical systems meet public safety expectations and adapt to changing opportunities and challenges, such as climate change.

The supporting strategies are:

- A. Maintain and improve appropriate legislative and regulatory frameworks for community infrastructure, buildings and technical systems to make life better for British Columbians
- B. Understand risks in the built environment and technical systems and implement effective mitigation policy
- C. Support our partners to achieve health, safety and accessibility in the built environment
- D. Respond effectively to ensure legislation and programs for the built environment meet local needs



- E. Ensure the built environment is resilient and energy efficient
- F. Further asset management and other initiatives to promote resilient, supported and well-planned community public infrastructure
- G. Work with partners to design and deliver local government infrastructure programs meet the needs of communities
- H. Leverage provincial and federal investments to focus on accessibility and resilience



GOAL 2: Our work is evidence based, future focused and collaborative

The Ministry's programs and services are available, understood and meet the needs of people in communities around the province. Our work is informed by engaging people and partners and done in an iterative way to accommodate for learning and adapting to changing needs. We pursue thorough research and analysis that considers best practices, current and future risks, and the social, economic and environmental impacts of decisions.

We have defined four key objectives to achieving this goal over the next few years, with a series of strategies to support each goal.

- 2.1** Service delivery is high quality & focused on the needs of those we serve
- 2.2** Analysis is grounded in effective data, evidence gathering, & systems thinking
- 2.3** Collaboration is fostered via trusted, outcome-oriented relationships
- 2.4** Innovative solutions & continuous improvement are valued

Objective 2.1: Service delivery is high quality & focused on the needs of those we serve

MAH works with partners and stakeholders to take a 'user-centered' approach to program and service design and improvements; we seek opportunities to learn from others and each other in tangible ways to shape how we pursue our work; we design and deliver services and programs with transparency, consistency, and quality in mind.

The supporting strategies are:

- A. Deliver services that are efficient and responsive to the needs of the people we serve
- B. Ensure efficient and effective access to our services



- C. Continuously improve service design and delivery to meet evolving needs of people and communities
- D. Provide timely and accurate advice to support local governments, community organizations and other partners

Objective 2.2: Analysis is grounded in effective data, evidence gathering, & systems thinking

The ministry pursues analysis and makes recommendations based on quality, integrated data that reflect communities and underpin critical programs and services; we establish and maintain standards of practice for planning, analysis, management and operations; we implement systems that help support and evolve our work and maximize impact in communities.

The supporting strategies are:

- A. Leverage information and data to inform decisions and monitor the impact of decisions
- B. Enhance data collection, integration, and records management practices to make effective and strategic use of information
- C. Establish guidelines and standards for planning and policy analysis, including application of a systems lens and consideration of key priorities, including reconciliation, economic viability, sustainability, and GBA+
- D. Establish guidelines and best practices for program and project management and reporting
- E. Establish effective metrics that measure outcomes and inform program and service improvements
- F. Share best practices, data and analysis in a way that supports effective decision making

Objective 2.3: Collaboration is fostered via trusted, outcome-oriented relationships

We rely on and build strong, productive partnerships that shape our work in an iterative, active way; we establish clear, fair terms and expectations of programs and services and measure and communicate collective performance against those expectations.

The supporting strategies are:



- A. Establish a community-centred approach to collaboration
- B. Work collaboratively with Crown Agencies and other partners to support outcomes that deliver on provincial priorities and commitments
- C. Develop and maintain strong relationships with local governments, First Nations, and the Federal government to understand and deliver on mutual goals
- D. Build positive relationships with Indigenous communities and model practices to foster reconciliation
- E. Enhance collaboration with colleagues across government

Objective 2.4: Innovative solutions & continuous improvement are valued

MAH teams foster an environment that supports bold thinking and recognizes that there is always room for improvement or new ideas; we enable opportunities and platforms to leverage our people, partners, and outside experts and exchange ideas in new ways; we establish standard practices to facilitate continuous improvement.

The supporting strategies are:

- A. Encourage the proposal of innovative solutions in delivering on Ministry goals including advice given, options presented, and outcomes achieved
- B. Develop methodologies to support innovative proposals that are grounded in evidence and demonstrate risk-based considerations
- C. Proactively seek opportunities for improvement within existing systems/processes
- D. Create standardized management practices that include mechanisms for continuous improvement



GOAL 3: We are connected, empowered and engaged

We are proud of where we work because we share a common mission and values, encourage ideas and engage each other, are respectful of and support one another, and are empowered to be high-performing professionals.

We have defined three key objectives to achieving this goal over the next few years, with a series of strategies to support each goal.

- 3.1** Staff connect & collaborate with others
- 3.2** Our work environment is respectful, inclusive & values diversity & equity
- 3.3** Staff have the skills, capacity & tools to be successful

Objective 3.1: Staff connect & collaborate with others

MAH establishes a strategic vision for today and the future that resonates with teams; MAH develops and implements engagement and communications strategies that connect with everyone; the ministry enhances opportunities for cross-team engagement, communication, and co-learning.

The supporting strategies are:

- A. Support open and timely internal communications to clarify priorities, plan and enable work, and deliver our programs
- B. Facilitate cross-Ministry engagement and consultation
- C. Work in an efficient, timely and collaborative manner between divisions to ensure integrated provision of our programs, services, policy, regulations and legislation



Objective 3.2: Our work environment is respectful, inclusive and values diversity & equity

Everyone in the ministry contributes to a shared environment and culture that is positive, safe and respectful; the ministry promotes initiatives and engagement in support of strengthened understanding and regular practice of diversity and inclusion; we create opportunities to recognize and celebrate ourselves.

The supporting strategies are:

- A. Ensure staffing practices are fair, equitable and transparent
- B. Foster a culture that values gender equity, diversity and inclusion
- C. Demonstrate respect and appreciation for the variety of experiences and subject matter expertise our staff provide the organization
- D. Provide timely and thoughtful recognition for our achievements
- E. Nurture an environment where ethical behaviour and appropriate workplace conduct are valued and demonstrated

Objective 3.3: Staff have the skills, capacity & tools to be successful

We understand the skills and professional development needs for individuals and teams; we equip our teams with the skills and opportunities to excel; we build leaders and strong teams.

The supporting strategies are:

- A. Establish a 'People Plan' based on a workforce learning and development analysis
- B. Invest in our people through professional development, training, leadership, and other opportunities
- C. Provide responsive and flexible work options that support employer and employee needs
- D. Support our leaders to build high functioning, engaged and collaborative teams and build on the strengths of individuals



OUR 2020 PRIORITIES

These cross-Ministry priorities lay out the key initiatives, programs, and projects we will pursue over the next year to advance our five-year objectives and strategies. These in-year priorities align with our service plan commitments and support government's broader priorities of delivering better services for families, making life more affordable, and investing in a strong, sustainable economy that works for people.

Many of these activities represent multi-year initiatives and the highlights below reflect those deliverables or milestones we expect to achieve this year. Future iterations of the strategic plan may lay out priorities or expected achievements by the one-, three-, and five-year horizons.

Most of these initiatives are project-oriented, meaning they are time bound and have defined milestones and expected outcomes. It is important to note that so much of what we do is not project-based and that core work remains important and will continue. Over the next year, divisions and branches will develop more detailed business plans to organize all the work they're pursuing in support this plan as well as those other efforts that remain important to delivering on our mission.

BC PUBLIC SERVICE CORPORATE PRIORITIES

There are three over-arching corporate priorities that inform all ministry priorities:

- BC Economic Framework
- Climate Mitigation & Adaptation (e.g. Clean BC)
- Declaration on the Rights of Indigenous Peoples Act (DRIPA)

Teams should familiarize themselves with all three of these important initiatives, particularly where they directly and indirectly impact our work.



PRIORITIES FOR WHAT WE DO (GOAL 1)

- Launch an Integrated Transportation and Development Strategy for the Province, in partnership with MOTI, and in support of government's Economic Prosperity Plan.
- Shape the 30-year plans for transportation and land use in the Lower Mainland, in support of government's Economic Prosperity Plan, and in partnership with TransLink, Metro Vancouver, Local Government leaders, and other ministry partners.
- Seek opportunities to advance the Declaration on the Rights of Indigenous Peoples Act (DRIPA) in partnership with local governments.
- Provide leadership on designing and implementing various elements of Clean BC, particularly those related to community resilience, transit, and the built environment.
- Provide leadership and support on modernizing the Emergency Protection Act to help local communities become more resilient by assessing, planning for and mitigating future risks, be those climate-related, seismic, or other hazards.
- Work in partnership with LNG, the Ministry of Energy and Mines, and multiple governments and stakeholders to effectively manage the social and economic impacts of the LNG and Coastal GasLink projects.
- Pursue enhancements to elections and governance regulations to continuously improve the transparency and integrity of local government elections and governing bodies.
- Work with partners in the Ministry of Finance, UBCM and others to evaluate requests to shift revenue sharing models with local governments.



- Launch a strategic review of property assessment legislation, regulation and policy to support the economic viability of existing property types and economic sectors.
- Enhance community infrastructure and asset management programs to provide more co-benefits in addressing climate adaptation and overall community resilience.
- Launch various pilots and working groups to advance recommendations from the Development Approval Process Review (DAPR) Report to improve and streamline local development processes, especially where there are opportunities to accelerate housing.
- Make progress towards meeting our 10-year plan to deliver 114,000 new homes, including delivering on direct government housing investment targets and ramping up programs that enable and induce new housing supply.
- Implement key recommendations from the Rental Housing Task Force report.
- Continue with the next phase of the transformation initiative to modernize Rental Tenancy Branch services, including enhanced technology and enforcement tools.
- Implement key elements of the Homelessness Action Plan, in partnership with SDPR and BC Housing, including launching encampment and community inclusion guides, opening new navigation centres, and creating additional modular housing and shelter spaces.
- Roll-out Housing Needs Assessment Report guidelines and support implementation with local governments.



- Provide leadership and support of innovation in wood buildings, through advancing new pilots and projects that enable tall cross-laminated mass timber structures and new forms of construction.
- Complete the first phase of analysis to evaluate strategies to mitigate various risks in the existing building stock across BC.

PRIORITIES FOR HOW WE WORK (GOAL 2)

- Launch a MAH-specific Reconciliation Action Plan, guided by DRIPA, that establishes a roadmap for how we pursue reconciliation in all that we do.
- Conduct a service-oriented design review of MAH's principle 'customer-facing' services.
- Create opportunities for cross-branch ideation and innovation discussions.
- Establish key metrics to evaluate and track service performance and update metrics and reporting processes for Crown Corporations.
- Establish key data requirements, gaps and roadmaps to support critical analysis and decision making for priority functions.
- Establish standard operating procedures for policy and program development to ensure consistent, quality analysis, recommendations and deliverables.
- Develop guidelines for incorporating priority lenses - such as reconciliation, economic prosperity, and GBA+ - into all MAH work.



PRIORITIES FOR WHO WE ARE (GOAL 3)

- Develop and implement a Ministry engagement and communication plan, based on feedback from the MAH team – via WES and other channels - on what is important and how we want to connect.
- Establish additional opportunities to share and recognize achievement.
- Launch the next set of GBA+ and Diversity and Inclusion initiatives.
- Evaluate professional development needs and opportunities to improve learning and development supports.

