

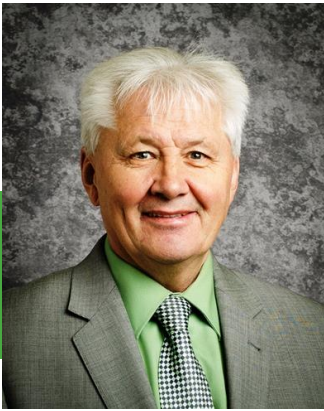
# Municipal Affairs and Environment

# Annual Report

2016-17







## MESSAGE FROM THE MINISTER

It is my pleasure to present the 2016-17 annual performance report for the Department of Municipal Affairs and Environment.

This report was prepared in accordance with the Transparency and Accountability Act requirements for a category 1 government entity. As a result of organizational restructuring in February 2017, the former Department of Municipal Affairs and elements of the former Department of Environment and Climate Change became the Department of Municipal Affairs and Environment. The report on performance presented in this report reflects the recent realignment of services.

I would like to acknowledge the efforts of departmental staff and our community partners in accomplishing this year's goals and objectives. As a department, we have strived to ensure that residents live in safe and sustainable communities served by strong local governments. We have worked to support environmental protection and enhancement, as well as maintain and improve our emergency preparedness response and our coordination of the delivery of fire services.

My signature below is indicative of my accountability for the reported results in these focus areas.

A handwritten signature in cursive script that reads "Eddie Joyce".

Honourable Eddie Joyce

Minister of Municipal Affairs and Environment



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# Departmental Overview

The Department of Municipal Affairs and Environment (the department) 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 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.

For more information on the Department of Municipal Affairs and Environment, please visit: [www.mae.gov.nl.ca/](http://www.mae.gov.nl.ca/).

## Organizational Structure

The department 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 Inc.
- 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

## Staff and Budget

As of May 15, 2017<sup>1</sup>, the department has 194 employees (174 permanent, 16 temporary, and 4 contractual); approximately 52 per cent of employees are female (48 per cent male). The department headquarters are in St. John's (153 employees) with additional employees located in Clarenville (1), Gander (9), Grand Falls-Windsor (7), Deer Lake (2), Corner Brook (14), and Happy Valley-Goose Bay (8).

The department's gross expenditure budget for 2016-17 was \$253,742,500 with planned related revenue of approximately \$68,125,300 for a net expenditure of \$185,617,200. Please refer to financial information (pp. 58-60) for a summary of expenditures and related revenue.

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<sup>1</sup> Staffing numbers and distribution would normally be reported for March 31, 2017 (fiscal year end), but as departmental restructuring was ongoing at that time, numbers from May 15, 2017 more appropriately reflect the new department and are consistent with the numbers reported in the 2017-20 Strategic Plan.

Division	# of Employees	Budget
Municipal Finance	12	\$756,500
Municipal Support	35	\$89,413,800
Engineering and Infrastructure	12	\$88,619,500
Fire Services	9	\$1,529,800
Emergency Services	9	\$(9,283,400) <sup>2</sup>
Local Governance and Planning	12	\$1,214,400
Policy and Strategic Planning	15	\$1,557,800
Strategic Financial Management	13	\$1,125,800
Water Resources Management	32	\$3,248,600
Pollution Prevention	27	\$3,064,900
Environmental Assessment and Sustainable Development	9	\$654,800
Executive Support	9	\$3,714,700

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<sup>2</sup> Revenues associated with Disaster Assistance are included in this figure.

# Highlights and Partnerships

## HIGHLIGHTS

### **The Way Forward: Regional Infrastructure Collaboration**

The Way Forward included a commitment that “by March 31, 2017, our Government will implement a new infrastructure program that strategically enables communities to pursue regional infrastructure improvements and allows for the expansion of shared services” (Action 1.24: Advance Regional Collaboration through Infrastructure and Sharing of Services).

In response to consultations with residents and stakeholders, a new approach to cost-share ratios encouraging regional collaboration was introduced in March 2017 for future Multi-Year Capital Works and Municipal Capital Works. Municipal projects that support improved drinking water, wastewater and disaster mitigation initiatives will be funded up to a 90/10 cost-share basis with the Provincial Government contributing the larger share (see Cost-share Ratios table below). For projects that are regional in nature, the cost-share ratio will drop by one band (10 per cent reduction in municipal share), unless the project already falls into the 90/10 category providing incentive for regional collaboration on infrastructure projects. The program also now includes cost-share funding for generators.

In addition, the department is providing communities with available funding information in advance so that capital funding is more predictable, allowing communities to better plan for longer-term funding options.

Through the new program approach to cost-share ratios, the department anticipates approximately \$10 million in savings to be achieved over the next three years, which will be reinvested in the municipal infrastructure programs. The updated infrastructure

program additionally leverages federal funding to maximize infrastructure investment in this province. Contributing \$35 million over the next two years will allow a total investment of \$60 million through the Small Communities Fund of the New Building Canada Fund.

**Cost-Share Ratios under the New Three Year Municipal Infrastructure Program**

Project Type	Population	Municipal Share	Provincial Share
Priority projects, i.e. water, waste water, disaster	Less than 3,000	10%	90%
	3,000 and 7,000	20%	80%
	Greater than 7,000	30%	70%
Fire Vehicles and Equipment	Less than 3,000	20%	80%
	3,000 and 7,000	30%	70%
	Greater than 7,000	40%	60%
Recreational projects, buildings, including fire halls	All population bands	40%	60%
Roads and other funding requests	All populations bands	50%	50%

The new municipal infrastructure program delivers on our government’s vision for The Way Forward to advance regional collaboration through infrastructure and sharing of services and to leverage federal infrastructure funding. The program supports

government's priorities of strengthening municipal infrastructure, providing better access to higher quality water and wastewater systems, and enhancing disaster mitigation.

## **Response to Thanksgiving Storm**

Between October 9 and 11, 2016, a system moved into Newfoundland and Labrador, bringing historic rainfall amounts to the province as it drew moisture from Hurricane Matthew, south of the province.

Through the storm, the department's Emergency Services Division (ESD) monitored Environment Canada forecast information and shared details with our emergency management partners. Forecast conditions prompted a public advisory to be issued by the provincial government on October 10 (Thanksgiving Monday). The provincial emergency operations centre (EOC) was activated and an initial operational briefing with emergency management partners was conducted at 11:30 AM. ESD worked with emergency management partners and communities in coordinating the overall emergency response.

The department's Municipal Infrastructure and Support Division (MIS) worked closely with town clerks to review and identify options for action. MIS provided guidance on steps to take during the emergency, advised of appropriate programs, provided technical support and advice, and facilitated approvals for funding to address immediate concerns.

The effects of the rain storm came in two forms – direct impacts from rainfall (Burgeio recorded 263 mm of rain) and delayed impacts of historic water levels in many watershed areas (the water levels in Gander Lake peaked more than 60 hours after the rain had stopped, affecting a number of communities on the west coast, south coast to central, and northern coast. Eighteen communities declared a state of emergency.

Private property impacts were reported in approximately 30 communities, and 13 transportation routes were impacted by more than 40 road breaches.

The impact to provincial road infrastructure, municipal infrastructure and the private sector (individual, small business and not-for-profit) is estimated to be over \$25 million. This amount triggered the Newfoundland and Labrador Disaster Financial Assistance Program (NL-DFAP), which in turn activated the federal Disaster Financial Assistance Arrangement (DFAA) program. In the aftermath of the storm, ESD and MIS continued to provide support to affected communities to ensure recovery efforts were conducted appropriately and to assess and manage claims associated with the event.

Two-hundred-and-forty-five private sector claims (homeowners, small business, not-for-profits) were submitted, of which 232 are closed and 13 remain active. Twenty-five municipal sector claims were submitted; eight are closed and 17 remain active. The federal government, through Public Safety Canada, conducted an advisory visit to review the claim information to date and from that they advanced the province \$9M before the end of the 2016-17 fiscal year.

## **Supporting Wise Development with Environmental Assessment**

The purpose of environmental assessment is to protect the environment and quality of life of the people of the province; and facilitate the wise management of the natural resources. Any individual or corporation planning a project that could have a significant effect on the natural, social or economic environment must present the project for examination.

The environmental assessment process supports sustainable economic development by ensuring that projects proceed in an environmentally acceptable manner. The environmental assessment process generates real benefits by: providing for comprehensive project planning and design; maximizing environmental protection;

enhancing government coordination, accountability and information exchange; and, facilitating permitting and regulatory approval of projects.

In 2016-17, the department's Environmental Assessment and Sustainable Development Division conducted 49 screening reviews on proposed undertakings registered for environmental assessment. Of these, 42 were released subject to terms and conditions, including the Stog'er Tight Goldmine West Pit Expansion and ten forest operating plans or amendments.

Two proposed undertakings, the Argentia Access Road Industrial Composting Facility and the Embree Residential Subdivision, underwent further assessment through the submission of Environmental Preview Reports (EPR). An Environmental Impact Statement (EIS) was required for the Cape Ray Gold Partnership Project.

Five projects that were registered in 2016-17 remain under review.

For a complete listing of Environmental Assessment projects please visit:

[www.env.gov.nl.ca/env/env\\_assessment/index.html](http://www.env.gov.nl.ca/env/env_assessment/index.html)

## **Eastern Regional Service Board Award for Innovative Technology**

The Solid Waste Association of North America presented the Eastern Regional Service Board with a Silver Excellence Award for Innovative and Modern Waste Management in August 2016. The board won in the Transfer Station category for its Clarenville Waste Transfer Station (CWTS) entry.

The CWTS is located on the former site of an unlined landfill in Clarenville and the construction of the transfer site facilitated the closure of several unlined landfills in the surrounding area. The station provides collection and waste consolidation to maximize cost-effectiveness and minimize environmental risks associated with waste transport to

the regional landfill at Robin Hood Bay in St. John's. The Silver Excellence Award acknowledges the innovative facility design.

CWTS is a unique clean floor operation allowing waste collection vehicles to unload waste, recyclables, and construction/demolition materials directly onto a conveyor belt system. Materials are broken down in rotary screw auger compactors and are compressed and fed directly into trucks for transportation. Compared to traditional or dirty floor waste transfer facilities, the clean floor design results in reduced environmental impact, improved health and safety conditions for facility staff and the public, and operational costs savings by reducing waste handling requirements.

The construction of the CWTS was funded through the federal Gas Tax Fund. The department led the design and construction process for the project.

The Solid Waste Association of North America Excellence Awards program recognizes outstanding solid waste programs and facilities that advance the practice of environmentally and economically sound solid waste management.

More information on the design and operational features of the Clarendville Waste Transfer Station can be found at:

[swana.org/Portals/0/awards/2016/winners/EasternRegionalServiceBoard\\_TransferStation.pdf](http://swana.org/Portals/0/awards/2016/winners/EasternRegionalServiceBoard_TransferStation.pdf)

## **Revised Community Relocation Policy**

The Community Relocation Policy exists so that Government can offer financial assistance to a community in which 90 per cent or more of its residents express a desire to relocate to another community. Based on feedback received relating to the most recent relocation processes, the department conducted a review of the policy in 2016.



A mix of factors such as geographic isolation, an aging and declining population, and challenges accessing services may cause residents to request government assistance to relocate, and good policy needs to be responsive to public needs. The revised policy continues to ensure a strong consensus exists within communities before proceeding with a relocation process. The threshold for consensus among permanent residents therefore remains at 90 per cent, but in order to get a true measure of consensus, the definition of permanent resident has changed to include only individuals who are year-round residents, with some exemptions.

Additional updates to the Community Relocation Policy include:

- The timeframe for calculating the cost-benefit analysis will now be over a 10, 15 or 20-year timeframe, depending on demographics;
- Residual services (eg. water and sewer, school services, etc.) will not be provided to residents who choose to remain in a relocated community; and,
- The Provincial Government will continue to provide financial assistance for relocation but will no longer acquire title to the properties.

Since government will no longer acquire title to properties in relocating communities, relocations conducted under the new policy will no longer result in a requirement to obtain a permit to access properties. Permits will continue to be issued for properties in relocated communities that were previously acquired by the Provincial Government.

Amending the definition of a permanent resident, will allow a definitive picture from year-round residents on how they feel about the possibility of relocation. With this change, only permanent residents will be eligible to vote or receive relocation financial assistance.

For more information on changes to the Community Relocation Policy, please visit: [www.ma.gov.nl.ca/publications/relocation/Community\\_Relocation\\_Policy2016.pdf](http://www.ma.gov.nl.ca/publications/relocation/Community_Relocation_Policy2016.pdf).

## **Zero-Cost Pest Management Workshop**

The Pollution Prevention Division's (PPD) pesticide control activities have traditionally included providing training and education opportunities for the pest management industry. The industry conducts pest management in and around residential and commercial structures such as buildings; commonly dealing with pests such as earwigs, ants, rodents, bed bugs, bats and birds.

The department uses educational opportunities to promote an Integrated Pest Management approach wherein a variety of methods are used to control and eliminate pests, and pesticides are treated as a last resort tool.

In May 2016, the department delivered a one-day pest management workshop at no cost to government and, for the first time, at no cost to participants. Venue costs were mitigated by using an on-site conference room in Confederation Building and travel costs were mitigated by inviting presentations by local experts from provincial government, federal government, and academia. Topics covered included: best practices for bat removal, human-bird conflicts in urban areas, an update on the status of the European fire ant in the province, small fly species identification, rodent exclusion and trapping, and understanding pesticide labels.

Approximately 50 industry participants attended the workshop. Positive feedback was received from participants, presenters, and vendors.

## **Water Operator of the Year Awards**

The annual Clean and Safe Drinking Water Workshop was held in March 2017. The workshop had 292 participants and provided municipal operators with an opportunity to increase their knowledge of drinking water safety and to network with their peers.

As part of the workshop proceedings, Operator of the Year awards were presented to one operator and one volunteer operator to recognize their exceptional professionalism, dedication and outstanding contribution to providing clean and safe drinking water in their town or community. The 2016-17 Water Operator of the Year awards were presented to: Brian Marsden and John Skinner of Ramea (Operator of the Year) and Calvin Warford of Pleasantview (Volunteer Operator of the Year).

## PARTNERSHIPS

### **Alarmed and Ready Campaign**

The Alarmed and Ready Fire Safety Campaign is a fire prevention and public awareness campaign to encourage community fire departments to educate and inform residents of the importance of smoke alarms. The campaign delivered across the province through a partnership involving the Provincial Government, the department's Fire Services Division, Insurance Bureau of Canada (IBC) and the Newfoundland and Labrador Association of Fire Services (NLAFS).

2016-17 marked the fifth year of the Alarmed and Ready Campaign. Activities focused on at-risk groups in the community, in particular young children and seniors. This was accomplished by local fire departments distributing alarms and nine-volt batteries as a follow-up to Learn Not to Burn presentations in their communities. These items were also distributed during presentations of the Seniors Fire and Falls Prevention Program, a Provincial Government-led public education program delivered by local community groups throughout the province.

The Fire Protection Services Regulations requires all homes, cottages and cabins in the province to have smoke alarms on each level and in each sleeping area. The Alarmed and Ready program is delivered by the NLAFS and made possible through \$15,000 in annual funding from IBC since the program's inception in 2012.

## **Independent Expert Advisory Committee**

In October 2016, the Provincial Government committed to the establishment of an Independent Expert Advisory Committee (IEAC) comprised of representatives of the Innu Nation, Nunatsiavut Government, the NunatuKavut Community Council, municipalities, federal and provincial governments, and Nalcor. The committee is mandated to seek an independent, evidence-based approach that will determine and recommend options for mitigating human health concerns related to methylmercury throughout the Muskrat Falls reservoir as well as in the Lake Melville ecosystem. Mitigation measures will be realized through utilizing best available science that incorporates Indigenous Traditional Knowledge.

[www.releases.gov.nl.ca/releases/2016/exec/1026n01.aspx](http://www.releases.gov.nl.ca/releases/2016/exec/1026n01.aspx)

In 2016-17, the department participated in a number of teleconferences with partners to develop the terms of reference for the IEAC. Consensus was achieved in defining the mandate and scope of work for the Oversight Committee (OC) as well as the Independent Experts Committee (IEC), which will be comprised of scientific experts and traditional knowledge experts.

## **Provincial Solid Waste Management**

The department works with Government Service Centres and the Multi-Materials Stewardship Board (MMSB) to advance the Provincial Solid Waste Management Strategy (PSWMS), which was released in 2002.

The department and the Department of Service NL have a Memorandum of Understanding (MOU) to administer environmental protection activities through the Government Service Centres. This work includes inspection of waste disposal sites, petroleum storage tank systems, dry cleaners, saw mills, quarries, used tire facilities, used oil facilities, storage facilities for polychlorinated biphenyls, farm waste management facilities, soil treatment facilities and illegal dumping sites.

The department works with community representatives to assist in the development of waste management plans and, where appropriate, the establishment of Regional Service Boards for planning and operating regional waste management services.

As of March 31, 2017 the PSWMS achievements include:

- Seven Regional Service Boards established;
- Approximately two-thirds of the province's population is disposing waste in one of two lined (or equivalent to lined) landfills with leachate collection and almost 67 per cent of the population has access to recycling facilities, the construction of which were key to the strategy's implementation;
- The majority of teepee incinerators identified in the strategy have been phased out, and 84 per cent of open burning activity has been eliminated;
- Since 1992, the waste diversion rate has increased from seven per cent to over 25 per cent; with waste diversion programs introduced for used tires, electronics, and various forms of hazardous household waste;
- Facilitated in part by the establishment of eight waste transfer stations, and six more underway in Western region, 161 disposal sites have been closed representing a 68 per cent reduction in the number of disposal sites relative to 2002, which is significant progress towards the strategy's goal of 80 per cent disposal site closure.

## **Obsolete Pesticides Collection Program**

The department, in partnership with CleanFARMS and the Canadian Animal Health Institute, operates collection programs for both obsolete pesticides and livestock medications in Newfoundland and Labrador. This program offers farmers an environmentally responsible way to dispose of obsolete, expired, or unwanted agricultural pesticides or livestock medications. It is offered in Newfoundland and Labrador at least once every three years. Farmers drop off their obsolete materials at a designated collection site at no charge. The products are then transported to a high temperature incineration facility where they are safely disposed of.

In October 2016-17, a collection program was conducted in the province. A total of 703 kilograms of pesticides and 208 kilograms of livestock medications were collected at three drop-off locations. Since the program launched in 1998, more than two million kilograms of obsolete pesticides have been collected and safely disposed of nationwide.

# Report on Performance

During the 2014-17 strategic planning period, there were multiple government restructurings with implications to the entities from which the Department of Municipal Affairs and Environment was formed on February 22, 2017. This document reports on strategic goals and annual objectives applicable to the department's current structure and mandate.

Plans and reports contributing to relevant planned performance can be found online at [www.mae.gov.nl.ca/publications/index.html](http://www.mae.gov.nl.ca/publications/index.html), and include:

- Department of Municipal and Intergovernmental Affairs 2014-17 Strategic Plan
- Department of Municipal Affairs 2015-16 Annual Report
- Fire and Emergency Services - Newfoundland and Labrador 2014-17 Business Plan
- Fire and Emergency Services - Newfoundland and Labrador 2015-16 Annual Report
- Department of Environment and Conservation 2014-17 Strategic Plan
- Department of Environment and Climate Change 2015-16 Annual Report

## Issue One: Municipal Capacity Building

Municipal capacity building is essential to achieving a province where people live in healthy, safe and sustainable communities, supported by strong local governments. Capacity building 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, operational management, and financial management. The department works with stakeholders to provide training in these areas, resources and an appropriate regulatory framework.

Municipal capacity building was a key focus of the department during the 2014-17 planning cycle. Activities undertaken during this period demonstrate the department's commitment to strengthening municipal capacity to support strategic directions related to sustainable communities throughout the province.

2014-17 Goal	
By March 31, 2017, the Department of Municipal and Intergovernmental Affairs will have strengthened municipal capacity to enable healthy, safe and sustainable communities.	
Planned Indicator	Actual Results
Increased communications and	An annual Premier's Forum on Local Government was introduced as a mechanism for increased communication and



Planned Indicator	Actual Results
<p>stakeholder engagement in a number of priority areas including, drinking water, wastewater systems, and municipal governance.</p>	<p>engagement with community leaders. The inaugural session took place in fall 2016. Topics of discussion during the forum included: exploration of new municipal revenues; aging municipal infrastructure, including drinking water and wastewater systems; regional opportunities; and, municipal candidate interest. Feedback from participants was positive and indicated support for future forums.</p> <p>Consultations with more than 500 stakeholders regarding efficient and effective ways for communities to raise revenues, deliver services and provide local governance were conducted with the assistance of the Communications and Public Engagement Branch of Executive Council.</p> <p>Legislative changes introduced to enable youth involvement in municipal governments, giving councils the discretionary authority to appoint one or more youth representatives to council, received royal assent on June 5, 2014. While appointed youth are not voting members, councils choosing to include youth representatives will benefit from a youth perspective in the council chambers. This increases the capacity to engage young people, providing them with the opportunity to better understand the role of their municipal council and allow the elected councilors to mentor them as potential future community leaders.</p>
<p>Enhanced training mechanisms in a number of priority areas.</p>	<p>During 2014-17, the department offered more than 75 training sessions throughout the province on several topics of relevance to municipal administrators and councilors.</p> <ul style="list-style-type: none"> <li>• 2014-15: 10 sessions offered in eight locations; 120</li> </ul>

Planned Indicator	Actual Results
	<p>people from 73 communities participated. The department facilitated participation by contributing \$150,000 to a municipal training fund to mitigate registration costs and travel expenses.</p> <ul style="list-style-type: none"> <li>• 2015-16: 30 sessions offered in 12 locations; 549 people participated.</li> <li>• 2016-17: 37 training sessions offered in 15 locations 580 people participated.</li> </ul> <p>From 2015-17, the department worked with the Professional Municipal Administrators (PMA) and Municipalities Newfoundland and Labrador (MNL) to offer training and information sessions at their regional meetings and annual conferences.</p> <p>A Municipal Council Handbook resource was developed and introduced in April 2014 during the 42nd Annual PMA Convention.</p> <p>In response to a new Gas Tax Agreement between the Federal Government and the Government of Newfoundland and Labrador in 2014-15, the department developed and delivered training to municipal and elected officials regarding implications of changes from the previous agreements and new information.</p>
Enhanced fiscal sustainability in priority areas.	A fiscal framework review was conducted in 2014-15 to examine all existing municipal revenue sources (taxes, fines, federal transfers, provincial transfers) as well as potential means of reducing local government expenses and potential

Planned Indicator	Actual Results
	<p data-bbox="548 306 1390 401">new legislative authority for local government to create new revenue streams.</p> <p data-bbox="548 474 1419 1115">The fiscal framework review led to the development and 2015-16 implementation of the Community Sustainability Partnership (CSP). The province committed an additional investment of over \$46 million over three years to assist communities in providing quality services to the residents and businesses of Newfoundland and Labrador. These investments included a partial rebate of the provincial portion of the Harmonized Sales Tax (HST), the sharing of provincial gas tax revenues, a three-year commitment to municipal operating grants at the level of \$22 million annually, and funding for a pilot project for regional water /wastewater operators.</p>
<p data-bbox="188 1409 509 1608">Facilitated further implementation of the provincial waste management strategy.</p>	<p data-bbox="548 1136 1398 1335">In 2014-15, the department assisted community representatives from two communities with developing regional waste management plans and establishing regional service boards.</p> <p data-bbox="548 1409 1422 1829">The department worked with regional service boards, communities, and waste disposal committees to advance the objectives of the Solid Waste Management Strategy. The department developed tendering specifications for infrastructure, funded planning initiatives and infrastructure development, and liaised with other departments and industry experts to ensure communities attained the most appropriate systems for their requirements.</p>

Planned Indicator	Actual Results
	<p>All seven regional service boards made significant progress toward the goals of the Solid Waste Management Strategy. Facilitated by the department, the Eastern Regional Service Board opened the Clarenville waste transfer station in 2016. A total of 161 waste disposal sites (68 per cent) have closed. There are 75 active waste disposal sites currently in operation, including the two regional landfill sites.</p> <p>As of March 31, 2017, two material recovery facilities are operating in the province, providing 67 per cent of the province's population with access to material recovery services. These facilities are located at Robin Hood Bay and Norris Arm North. All communities in the Central Region and Eastern Region have access to these facilities, with the exception of Bell Island.</p>
<p>Promote opportunities for regional cooperation and sharing of services.</p>	<p>The department established a Regional Government Advisory Committee (RGAC) to lead research and stakeholder consultations regarding regional governance options to facilitate efficient and effective shared service delivery. The RGAC met monthly beginning in October 2016 and developed the principles and main components of a potential regional government model for Newfoundland and Labrador.</p> <p>The department also engaged three subcommittees to review the RGAC draft recommendations and provide feedback for RGAC consideration.</p> <p>The department consulted with MNL and PMA membership</p>

Planned Indicator	Actual Results
	<p>as well as representatives from Local Service District committees on the final proposed principles and main components.</p> <p>The principles and main components were in consultation materials prepared for public consultations on regional government to be held in September and October 2017.</p> <p>The department's new approach to cost-share ratios, introduced in March 2017, also encourages regional collaboration and sharing of services by offering a more favorable funding ratio to projects that are regional in nature.</p>

In 2016-17, the department continued to strengthen municipal capacity to enable healthy, safe and sustainable communities. The department efforts focused on stakeholder engagement to leverage front-line municipal experience and expertise, and strategic infrastructure investments to maximize the value of provincial contributions.

2016-17 Objective	
<p>By March 31, 2017 the Department of Municipal Affairs will have undertaken further activities to strengthen municipal capacity to enable healthy, safe and sustainable communities.</p>	
Planned Indicator	Actual Results
<p>Partnered with MNL, PMA, CCL and the</p>	<p>The inaugural Premier's Forum on Local Government, was planned and delivered in collaboration with MNL, PMA and</p>

Office of Public Engagement to host a Premier's Forum on Local Government.	the Combined Councils of Labrador (CCL), and was held on October 5, 2016 in St. John's. The 35 delegates consisted of representatives from MNL, CCL, and individuals who were nominated and selected to attend by their peers. Four areas of discussion during the forum included: exploration of new municipal revenues; aging municipal infrastructure; regional opportunities; and, municipal candidate interest. A summary of highlights was produced for future discussion and can be found online with additional information on the Premier's Forum: <a href="http://www.mae.gov.nl.ca/premiersforum/">www.mae.gov.nl.ca/premiersforum/</a>
Department invested provincial infrastructure funding that leveraged federal infrastructure funding.	The department committed \$95 million in provincial funding under the Small Communities Fund, National and Regional Projects and Clean Water and Wastewater Fund to leverage over \$113 million in federal funding.
Department invested in municipal infrastructure through a cost-shared arrangement with communities.	The department approved \$7.3 million in provincial funding along with almost \$1.2 million from communities which, combined with tax rebates realized by municipalities, resulted in over \$9.5 million in cost-shared municipal infrastructure investment.

### Discussion of Results

The department continued to make progress toward strengthened municipal capacity to enable healthy, safe and sustainable communities in 2016-17. In collaboration with partners, the department hosted the inaugural Premier's Forum on Local Government, addressing issues around municipal capacity. Strategic investment of provincial funds allowed the department to approve cost-shared infrastructure projects worth approximately \$123 million and contributing to municipal capacity development.

The 2016-17 progress built upon success achieved throughout the 2014-17 strategic planning cycle by improving communications and increasing stakeholder engagement in a number of priority areas, including youth engagement. Enhanced training for municipal councils and administrators was accomplished through relevant in-person training sessions and development of a Municipal Council Handbook. A fiscal framework review led to the implementation of the Community Sustainability Partnership. The department facilitated the development of regional waste management plans and the establishment of regional service boards. Collaborative work with the RGAC and subcommittees resulted in the development of potential models for regionalization of service delivery and positioned the department to begin public consultation on opportunities for regional cooperation.

## Issue Two: Municipal Service Delivery

Improving the overall efficiency of municipal service delivery in Newfoundland and Labrador is central to the long-term sustainability of municipal services. 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.

In the 2014-17 strategic plan, the department committed to undertaking a review of how municipal services are organized, funded and delivered throughout the province. The Provincial Government does not deliver municipal services but has a responsibility to ensure that appropriate legislative, fiscal, and governance frameworks exist. Support for improved efficiency of municipal service delivery aligns with government's strategic directions related to strengthened municipal capacity and strengthened support for municipal governments.

2014-17 Goal	
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.	
Planned Indicator	Actual Results
Facilitated and coordinated stakeholder	As part of the review of the existing provincial-municipal fiscal framework to identify options for efficient and effective ways for services to be delivered, paid for, and shared in the



Planned Indicator	Actual Results
engagement.	<p>province, the department partnered with MNL and PMA to facilitate stakeholder input. Over 500 municipal stakeholders were engaged through consultations. Written and in-person comments were received from the business sector, from organizations such as the Canadian Federation of Independent Business, Hospitality Newfoundland and Labrador, the St. John’s Board of Trade and Chambers of Commerce. Public comments and feedback were received from the public through online submissions and a telephone survey. Feedback from the consultation sessions was summarized in a “What We Heard” document accessible at: <a href="http://www.mae.gov.nl.ca/csp/framework.html">www.mae.gov.nl.ca/csp/framework.html</a></p> <p>As part of a review of municipal legislation, the department consulted the province’s seven largest communities (three cities and four towns) on potential legislative amendments that would provide more flexibility and autonomy than currently exists. Written submissions were invited from the communities and were followed by individual meetings. Group consultations were initiated to identify common areas of interest.</p>
Identified opportunities for efficiencies in service delivery.	<p>Shared municipal service delivery was identified as an opportunity for improving efficiency and cost-effectiveness. In response, the department established the RGAC, an advisory committee to explore a regional governance structure to facilitate shared service delivery.</p> <p>An opportunity to improve the efficacy and efficiency of drinking water and waste water systems operation in small</p>

Planned Indicator	Actual Results
	<p>communities was identified. Smaller municipalities need operating assistance with their drinking water systems and responding appropriately to federal waste water regulations. In 2015, three regional service boards began to pilot regional waste water operator services in a selection of communities.</p>
<p>Amended policies and, or legislation to facilitate more efficient service delivery</p>	<p>Consultations were held with municipalities and identified a number of complex issues related to the capacity for efficient service delivery.</p> <p>The cities of St. John's, Mount Pearl, and Corner Brook faced particular issues of limited flexibility and autonomy. A comprehensive review of these cities' Acts was initiated with the intent of developing long-term legislative solutions to a number of issues. In the interim, legislative amendments substantially similar to previous amendments made to the Municipalities Act, 1999 were made, as required, to each city's appropriate legislation. These amendments enable cities to make more routine decisions without ministerial approval, improve city proceedings, and bring legislation in closer alignment with current policy.</p>
<p>Engaged a stakeholder group to develop process improvements in municipal capital works program.</p>	<p>Engaged the Joint Municipal Infrastructure Committee, which is comprised of department officials, MNL, PMA, the Association of Consulting Engineering Companies, and the Heavy Civil Association, through several in-person meetings to develop process improvements for the capital works programs, including: adding contingency allowances to project budgets to enable more effective and efficient project management; integrating these programs into ongoing initiatives to develop a provincial-municipal asset</p>

Planned Indicator	Actual Results
	management framework; various operational updates and improvements to procurement-related documentation and information management systems; and ways to streamline the project approval process.

In order to build, grow and sustain our municipal infrastructure and deliver improved municipal services, the department supports capital works throughout the province. Capital works include a wide range of municipal infrastructure, including items such as water/wastewater treatment, roads, and recreational facilities. In 2016-17, efforts at increased efficiency in the delivery of municipal services focused on long-term infrastructure planning and exploring models for sustainable governance and efficient municipal service delivery.

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

Planned Indicator	Actual Results
Engaged a consultant to develop a work plan for the creation of guidelines to be used in a future asset management system.	A consultant completed preliminary scoping work and submitted a final report that outlines a work plan, cost estimates, and schedule associated with the development of a municipal asset management framework for the province. This framework included: a proposed approach to developing capital asset management templates and tools; education and training initiatives; and guidance documents. The report

Planned Indicator	Actual Results
	<p>is intended to inform the work of a Joint Asset Management Technical Committee comprised of representatives from the department, MNL, and PMA, in coordinating provincial efforts with those being led at the national level by the Federation of Canadian Municipalities, with funding support from Infrastructure Canada.</p>
<p>Assessed the feasibility of providing municipalities with infrastructure funding under a multi-year framework.</p>	<p>The department assessed the feasibility of providing municipalities with infrastructure funding under a multi-year framework. The allocation under the current three-year block of infrastructure funding has been publically announced and information on the revised multi-year framework, with cost-share ratios to encourage shared or regional service delivery, is available on the departmental website. The department continued with the Multi-Year Capital Works program for a limited number of communities in the province.</p>
<p>Facilitated the work of the Advisory Committee to prepare recommendations regarding a new regional governance model.</p>	<p>The department chaired the RGAC, which was tasked with developing principles and main components of a potential regional government model for Newfoundland and Labrador. Monthly RGAC meetings began in October 2016.</p> <p>The department engaged three subcommittees (economic development/ industry, academia, and interdepartmental) to review the RGAC's draft recommendations and provide feedback and suggested changes.</p> <p>A final draft of principles and main components of a regional governance model were provided by the RGAC to the department in February 2017.</p>

Planned Indicator	Actual Results
	<p>In April and May 2017, the department consulted with MNL and PMA membership as well as representatives from Local Service District committees on the final proposed principles and main components.</p> <p>The principles and main components were used in the development of consultation materials prepared for public consultations on regional government to be held in September and October 2017.</p>

**Discussion of Results**

In 2016-17, the department furthered the implementation of measures to facilitate more efficient delivery of municipal services by focusing efforts on long-term infrastructure planning and sustainable local governance. The department introduced a multi-year capital works funding program designed to encourage regional and shared services. In collaboration with the RGAC, the department identified principles for efficient municipal service delivery by shared responsibility between municipalities, LSDs, and unincorporated areas; as a result, the department is in a position to begin public consultation on the issue of regionalization of service delivery.

The accomplishments of the final year of the 2014-17 strategic plan were possible because of the groundwork established in the previous years. Over the planning cycle, the department assessed several options and began implementation for more efficient delivery of municipal services throughout the province. The department made significant progress toward improving municipal service delivery by collaborating with partners, engaging stakeholders, and identifying opportunities for efficiencies in service delivery. The introduction of a multi-year infrastructure funding program that favours regional and shared infrastructure projects will allow communities and municipalities to engage in

long-term planning that maximizes benefits for operational efficiency resulting in improved services for residents and businesses. The department identified an opportunity to improve the efficiency of municipal service delivery through legislative change, and acted quickly to create legislative amendments which improve the autonomy and flexibility for cities as an interim measure while comprehensive legislative reviews are completed.

## **Issue Three: Strengthening Support for Municipal Fire Protection Services**

Through the Fire Services Division (FSD), the department is the primary source of advice for fire departments on organizational, technical and tactical issues. The department also provides the legislative framework for the provision of fire protection services in the province and sets training standards to facilitate consistent application. The fire protection services system in Newfoundland and Labrador includes approximately 270 municipal fire departments located across the province. These fire departments include career fire departments, volunteer fire departments, and composite fire departments which are a combination of paid and volunteer firefighters. Municipal fire departments are owned and operated by their respective municipalities.

Building on the fire protection capacity assessment program completed in cooperation with all municipalities and their fire departments as part of the 2011-2014 strategic plan, the department committed to using these assessments to assist municipalities in making informed decisions about the type and level of fire protection services that can be provided in their communities. Facilitating appropriate training and seeking opportunities at regional and provincial scales for sharing of fire protection services to improve and enhance service provision was a major focus of the 2014-17 strategic plan. A responsive, professional, and efficient fire service available for all citizens contributes to government's strategic direction of improved emergency preparedness for all citizens and communities in Newfoundland and Labrador.

## 2014-17 Goal

By March 31, 2017, FES-NL<sup>3</sup> will have supported communities' capacity to provide enhanced fire protection services.

Planned Indicator	Actual Results
Municipal fire department assessment results are analyzed and trends identified	<p>Results of municipal fire department assessments were shared with local governments and fire departments. Results of the Report on The Operational Readiness of Municipal Fire Protection Services throughout Newfoundland and Labrador were presented at the Newfoundland and Labrador Association of Fire Services (NLAFS) Convention in September 2014, and published online.</p> <p><a href="http://www.gov.nl.ca/fes/publications/Municipal%20FireProtectionServicesReport.pdf">www.gov.nl.ca/fes/publications/Municipal%20FireProtectionServicesReport.pdf</a></p> <p>Trends identified three main areas of concern: training, staffing, and equipment. Recommendations included:</p> <ul style="list-style-type: none"><li>• FSD work with municipal authorities to determine requirements for enhanced training, for equipment and resources, and on appropriateness of exploring a regionalized or a shared fire protection service;</li><li>• FSD use the results of the assessments to more effectively target training programs to address gaps identified; and</li><li>• FSD use the results of the assessments recommendations for allocation of funding for the Fire</li></ul>

<sup>3</sup> FES-NL refers to the former entity "Fire and Emergency Services - Newfoundland and Labrador"



Planned Indicator	Actual Results
	Protection Vehicle Program and the Firefighting Equipment Program.
Appropriate standards of service for municipal fire departments are identified	<p>The fire department assessment criteria, covering issues related to the organization, operation and management of a municipal fire protection service were developed in-house using the experience of FSD staff with reference to the National Fire Protection Association (NFPA) Standard 1720 for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments, and NFPA Standard 1201 Providing Emergency Services to the Public. FSD also compared the assessment criteria to other jurisdictions across Canada.</p> <p>In consideration of this comprehensive review and aspects of fire protection services unique to the province, two key standards benchmarks specific to Newfoundland and Labrador were developed. These related to the delivery of defensive exterior fire suppression and offensive interior fire suppression/rescue. Based on individual capacity assessment results each municipal authority confirmed and approved the level of fire protection service expected for its fire department.</p>
Alternative approaches for fire protection services in regions of the province are explored and promoted	<p>The department supported and encouraged a localized approach by providing alternative regional training options, in addition to the annual centralized Fire and Emergency Services Training School.</p> <p>The department developed a guideline identifying five models</p>

Planned Indicator	Actual Results
	<p>for the sharing of fire protection services and shared the guideline to the NLAFS and MNL to distribute to their respective memberships.</p> <p><a href="http://www.gov.nl.ca/fes/publications/Shared-Service-Models-2016.pdf">www.gov.nl.ca/fes/publications/Shared-Service-Models-2016.pdf</a></p> <p>The department posted shared-service success stories on the Fire and Emergency Services website:</p> <p><a href="http://www.gov.nl.ca/fes/publications/Shared-Service-Success-Stories-2016.pdf">www.gov.nl.ca/fes/publications/Shared-Service-Success-Stories-2016.pdf</a></p> <p>The department conducted a cost analysis to estimate the projected costs of delivering fire protection services using a shared of service delivery model. Projections included everything needed to provide offensive interior fire protection, suppression, and rescue but not more specialized services, such as vehicle extrication and ice water rescue. Costs of delivering fire protection services under a shared service model, for an average town of average size, were estimated at \$32,000 annually. This figure is used for comparison with current budgets to inform discussions with local governments and their fire departments exploring or considering a shared model of fire protection services.</p> <p>The department identified areas within the province that present potential opportunities for sharing fire protection services and held meetings in Green Bay Area, Labrador West, Bay of Exploits and Trinity Bay to facilitate discussion on sharing fire protection services. While some communities</p>

Planned Indicator	Actual Results
	have opted not to pursue at this time, others are exploring the possibility.
An electronic incident management reporting system for the fire service is implemented	<p>The department collaborated with the Office of the Chief Information Officer to develop an online reporting system to assist fire departments in the timely and complete reporting of incidents. The online reporting system was implemented in January 2015. The reporting tool can be found at <a href="http://apps.gov.nl.ca/fes/">apps.gov.nl.ca/fes/</a></p> <p>An online incident reporting manual is available at <a href="http://www.gov.nl.ca/fes/publications/OnlineIncidentReportingManual(Ver%202).pdf">www.gov.nl.ca/fes/publications/OnlineIncidentReportingManual(Ver%202).pdf</a></p>
Training for fire protection services is provided each year based on identified need	<p>Training courses were delivered each year based on subject-matter and geographic needs. Over the 2014-17 period, 97 regional training courses were provided throughout the province for more than 1,400 participants.</p> <p>Local fire departments hosted regional training events and invited neighboring fire departments to participate. Topics included defensive firefighting, self-contained breathing apparatus, vehicle extrication, hazardous materials awareness and hazardous materials operations.</p>

In 2016-17, the department contributed to supporting communities' capacity to provide enhanced fire protection services by continuing to identify areas where fire protection services could be shared, and beginning to review and revise the municipal fire protection assessment process.

<b>2016-17 Objective</b>	
By March 31, 2017 FES-NL will have further continued to promote sharing of fire protection services	
<b>Planned Indicator</b>	<b>Actual Results</b>
The municipal fire protection assessment process is reviewed and revised.	The original assessment process was reviewed to identify gaps and to allow for more detailed data collection and reporting. Assessment templates were revised to reflect this review.
Staff are prepared to have the resources to support fire departments through the revised assessment process	The reassessment procedure was developed and staff roles were defined. In-house training was completed for all staff.  Staff developed a tool-kit which is kept up to date and digitally accessible by all.
Using the revised process, assessments are conducted on 20 per cent of fire departments in the province	Assessments were conducted in a priority order and were completed for 15 fire departments (approximately one-third of 20 per cent target). FSD originally planned to conduct assessments and to subsequently develop action work plans which would have resulted in a significant gap between assessment and action work plan development. To improve the service quality of the revised process, a decision was made to modify program so that action work plans were developed during the assessment process. This resulted in fewer assessments conducted than planned during the fiscal year.
Potential areas in the province that may present opportunities	The department worked with Newfoundland and Labrador Statistics Agency to obtain new baseline mapping to assist in identifying overlapping response areas using standard fire

Planned Indicator	Actual Results
<p>for sharing fire protection services are identified.</p>	<p>department response time. This information will help identify future potential areas for regionalization opportunities.</p> <p>Meetings held with Lewisporte resulted in an agreement to establish a regional fire service including the communities of Lewisporte, Lawrenceton, Brown’s Arm, Embree, Little Burnt Bay, Comfort Cove, Campbellton and Loon Bay, with a target start date of August 31, 2017.</p> <p>An exploratory meeting was held regarding the Port au Port region; discussions are ongoing. St Anthony continues to explore regionalization.</p>

### Discussion of Results

Through 2016-17, the department continued to promote sharing of fire protection services by reviewing and revising the municipal fires protection assessment process, training staff on the revised process, and conducting reassessment of fire departments where greatest needs were determined. The department continued to identify areas for potential regionalization opportunities, and met with communities expressing interest in sharing fire protection services throughout the year. The department’s work with fire departments, municipalities and other stakeholders has promoted the opportunity for shared fire protection service throughout the province.

The 2016-17 work added to previous accomplishments in the 2014-17 planning period, resulting in the department achieving the goal of supporting communities’ capacity to provide enhanced fire protection services. Throughout implementation of the business plan, the department promoted the sharing of fire services, completed comprehensive

fire department assessments and analyzed the results and identified three main trends for improvement. The department developed two benchmarks specific to Newfoundland and Labrador for the delivery of defensive exterior fire suppression and offensive interior fire suppression and rescue. These standards are consistent with national standards but take into consideration the unique needs of the province.

## **Issue Four: Emergency Management**

Through the ESD, the department is the lead entity for planning, response, recovery and support functions relating emergency management. The department coordinates emergency services within the province, promotes awareness, and provides education, training, and certification related to emergency service delivery. The department is also responsible for a number of functions to ensure life safety, such as assessments, inspections, investigations, and permitting.

The department has an ambitious and successful emergency management agenda. This includes maintaining, revising and updating the Provincial Emergency Management Plan (PEMP) and validating PEMP through real life events and “table top” exercises, leading to ongoing enhancements. Additionally, the department actively engages municipalities in the emergency management planning process, and, where appropriate and feasible, facilitates shared and regional emergency management planning. The department also assists municipalities to validate emergency management plans and encourages municipalities to include local emergency management stakeholders in these processes.

During the 2014-17 planning cycle, the department focused on enhancing emergency management capacity throughout the province, contributing to government’s strategic direction of improved emergency preparedness for all citizens and communities in Newfoundland and Labrador.

**2014-17 Goal**

By March 31, 2017, FES-NL<sup>4</sup> will have enhanced the emergency management capacities of partners, communities and governments.

Planned Indicator	Actual Results
Emergency management planning activities are expanded	<p>ESD conducted Exercise Vigilance from Oct 16 – October 22, 2015. Exercise Vigilance was a functional exercise of the provincial EOC to validate the PEMP focused on the application of emergency plans, policies, and procedures in responding to a simulated emergency. All levels of government, non-government organizations, industry, utilities, health and volunteer sectors participated. Exercise Vigilance provided an opportunity for all emergency management partners to use the Multi-Agency Situational Awareness System (MASAS), allowing participants to share and access exercise information simultaneously and in real time.</p> <p>The department participated in 32 Emergency Management Plan validation processes that included 466 municipal participants and 485 community stakeholder participants. Eight regional exercises encompassed 31 municipalities and local service districts; an additional 12 municipal exercises were held and 12 real-event validation processes occurred.</p> <p>The department further increased municipal and local service district participation in Emergency Management Plan</p>

<sup>4</sup> FES-NL refers to the former entity “Fire and Emergency Services - Newfoundland and Labrador”



Planned Indicator	Actual Results
	<p>activities by facilitating the development of regional emergency management plans, encouraging communities to invite surrounding communities to observe or to participate in exercises, and designing emergency management event scenarios that could impact multiple communities. Most exercises were a “table-top” format, however, some of the regional exercises field-tested particular plan components. Through emergency management planning and validation, the department provided opportunities to confirm individual roles and responsibilities, and identify opportunities for revisions.</p> <p>The department promoted the importance of exercising emergency management plans by conducting a session at the 2014 PMA annual conference.</p> <p>The department hosted a joint meeting with representatives from the PEMP committee and departmental Business Continuity Plan (BCP) coordinators in April 2015 to highlight the connection between the PEMP and the BCP and helped to inform the conduct of Exercise Vigilance.</p>
<p>Emergency management training is improved to meet identified needs</p>	<p>The department improved emergency management training through the introduction of computer-based incident command system (ICS) training for the 100 level. The ICS is a standardized on-site management system designed to enable effective, efficient incident management during emergencies. ICS 100 is a prerequisite course for ICS 200 which is conducted as a classroom course during Fire and Emergency Services Training Schools. Forty-three individuals completed</p>

Planned Indicator	Actual Results
	ICS 100 and eight completed ICS 200. The computer-based delivery of ICS 100 allows for a greater uptake from potential participants, who may otherwise be challenged to attend classroom-based training.
911 services are enhanced.	<p>In August 2014 the geographical boundaries for two Public Safety Answering Points call centres were established and agreements for their operation were signed with both the City of St. John's and the City of Corner Brook in February 2015.</p> <p>Province-wide Basic 911 service was implemented in March 2015 allowing all landlines and cellular customers with access to a cellular signal to call 911. A key accomplishment toward this goal was the assent of the Emergency 911 Act providing the legislative framework for the expansion of province-wide Basic 911 service, the implementation of Next Generation 911, and the creation of the NL 911 Bureau Inc., a non-profit corporation tasked with managing and operating the 911 service.</p> <p>ESD and FSD comprise the primary point of contact between the Provincial Government and NL 911 Bureau Inc., working collaboratively to make adjustments to the multi-agency notification process as required during validation.</p>

In 2016-17, the department advanced initiatives to further strengthen emergency management partnerships with our internal and external stakeholders, and continued to work with partners to update emergency management activities, policies, and legislation.

**2016-17 Objective**

By March 31, 2017 FES-NL will have strengthened emergency management partnerships with our internal and external stakeholders

Planned Indicator	Actual Results
Working with the Federal Government and other provinces and territories, the updating of the Emergency Management Framework for Canada is initiated	<p>Updating of the Emergency Management Framework for Canada was initiated by working with the Federal Government, other provinces, and the territories to complete a draft update for advancement and approval at the Federal-Provincial-Territorial (FPT) meeting of Ministers Responsible for Emergency Management in May 2017. An associated work plan was also prepared for review at the meeting.</p> <p>Related to the Framework update, the department made significant progress on the development of the Emergency Management Strategy. Following from the 2016 FPT Minister's meetings, Newfoundland and Labrador, Quebec, and Public Safety Canada co-chaired a working group and guided progress on the update of the strategy. Objectives for the development of an Emergency Management Strategy that complements the Emergency Management Framework were developed as follows:</p> <ul style="list-style-type: none"><li>• Enhance whole-of-society collaboration and governance to strengthen resilience;</li><li>• Improve understanding of disaster risks in all sectors of society;</li><li>• Increase focus on whole-of-society disaster prevention and mitigation activities;</li></ul>

Planned Indicator	Actual Results
	<ul style="list-style-type: none"> <li>• Enhance disaster response capacity and coordination and foster the development of new capabilities; and,</li> <li>• Strengthen recovery efforts by building back better to minimize the impacts of future disasters.</li> </ul>
The review of the Emergency Services Act is completed	The department worked extensively with the Department of Justice and Public Safety to complete a review of the Emergency Services Act. Restructuring announced in August 2016 prompted the department to further review the Act in light of emergent changes and modernized the legislation to better reflect the current state of the Emergency Services operational structure.
The Provincial Emergency Management Plan is updated	The main body of the PEMP is updated and prepared for distribution among stakeholders for verification and validation.
Exercising of community emergency management plans are encouraged	The functionality of the municipal emergency management plan database was updated to generate a letter to each municipality on the annual anniversary of its municipal emergency management plan being approved. The letter prompts the municipality to validate their existing plan through an emergency exercise (or mock disaster). The department participated in nine emergency exercises in a leadership or facilitation capacity.

## Discussion of Results

In 2016-17 the department met the objective of strengthening emergency management partnerships with internal and external stakeholders. Through FPT collaboration, progress was made toward updating of the Emergency Management Framework for Canada by working with partners in other Canadian jurisdictions, and objectives for an Emergency Management Strategy to complement the framework were delineated. The department completed a review the Emergency Services Act to modernize it to reflect the current departmental structure and mandate. An update to the main part of the Provincial Emergency Management Plan, which involves a number of internal partners, was completed, positioning the department to move forward with government-wide testing and validation. The department engaged communities in exercising their emergency management plans.

The work conducted in 2016-17 contributed to meeting the 2014-17 strategic goal of enhancing the emergency management capacities of partners, communities and governments. The department expanded emergency management planning activities, participated in a number Emergency Management Plan validation processes for municipalities and regions, and further engaged partners and stakeholders through presentations and improved access to training. A significant step toward enhanced emergency management capacities in Newfoundland and Labrador was the creation of the NL 911 Bureau Inc. to manage and operate province-wide 911 service.

## Issue Five: Environmental Protection

Clean air, water, and soil are essential for human health and well-being. A healthy and resilient environment provides the foundation to support safe and sustainable municipalities, communities and regions. The department is mandated to protect the province's environment from harm by preventing, minimizing, or mitigating human impacts.

The department leads key initiatives and strategic approaches to environmental protection through the development of plans, programs, standards and activities concerning environmental emergencies, waste management, petroleum storage, industry, pollution prevention, air emissions, environmental science, pesticides and impacted sites. The department provides environmental stewardship for the province in the way it initiates changes to current regimes and practices, through adoption of the latest scientific, evidence-based approaches to managing the land, air and water.

During the 2014-17 strategic planning period, the department continued to promote environmental protection with a particular focus on water quality, air quality, and the remediation of impacted (contaminated) sites. These efforts to enhance and improve environmental stewardship aligned with government's strategic direction of environmental sustainability.

### 2014-17 Goal

By March 31, 2017, the Department of Environment and Conservation will have enhanced efforts to improve environmental stewardship and environmental sustainability.

Planned Indicator	Actual Results
<p>Demonstrated leadership role within the Government of Newfoundland and Labrador on site remediation.</p>	<p>The department continued to play a direct leadership role in remediation of impacted sites in the province through the direct funding and management of 10 projects, including remediation of the former Hopedale military site.</p> <p>The department developed and led the Impacted Sites Liability Assessment Program (ISLAP) which evaluated government-owned sites across all departments under one consistent approach to develop remediation estimates for each of the 188 sites identified as impacted.</p> <p>Staff participated in Atlantic Partnership in Risk-Based Corrective Action Implementation (PIRI) monthly teleconference calls, monthly scrums, and attended meetings. The department contributed to Atlantic PIRI projects including: updating soil vapour guidance, developing chlorinated solvents guidance, assessing third party notification, implementation of methanol field preservation protocol. These projects have or will produce technical and regulatory guidance that may be adopted by the province within the Management of Impacted Sites process.</p>
<p>Worked with the Department of Finance to design an impacted sites liability assessment program (ISLAP).</p>	<p>The department worked with the Office of the Comptroller General (OCG) to implement ISLAP. The ISLAP team, in consultation with all government departments and agencies, compiled and reviewed potentially impacted sites across the province.</p> <p>Information for each site was collected and evaluated based on the criteria set out under the PS3260 accounting standard to determine what sites were considered environmental liabilities. A</p>

Planned Indicator	Actual Results
	<p>standardized form was developed and completed for each site and efforts were made to estimate remediation costs where possible, allowing each department to properly report its impacted sites and liabilities to the OCG.</p> <p>To date, the program has identified 188 potentially impacted sites, 12 of which were classified as environmental liabilities. Estimates of liability for each site were produced by the department's Pollution Prevention Division (PPD) and provided to the OCG. ISLAP is updated each year to include new sites identified and to remove sites where assessment and remediation work was completed.</p>
<p>Improved collection of information on impacted sites in Newfoundland and Labrador.</p>	<p>The department transitioned to shared electronic file management of information on impacted sites. This process allowed more efficient management and sharing of information related to private and provincially-owned sites. Paper files related to ISLAP were scanned to PDF and filed electronically, and a searchable Excel based index for all documents in these files was created. During this process, staff followed up on information gaps that were detected, resulting in more complete data.</p> <p>Procedures were updated such that documents received from consultants/persons responsible for assessment or remediation of all impacted sites in the province are now requested in an electronic format to allow for improved filing and searching capabilities.</p>



Planned Indicator	Actual Results
Increased resources applied to impacted sites.	<p>The department increased the resources being applied to impacted sites within the province, funding \$6,230,854 in remediation efforts from 2014-17. This funding contributed to the assessment of 11 sites, including the former Hopedale military site. Activities funded included: project management, remediation, environmental site assessments and monitoring programs.</p>
Enhanced training for water quality management and provided broader testing for semi-private and public wells.	<p>The department enhanced water quality management training by offering a number of training opportunities. These included:</p> <ul style="list-style-type: none"> <li>• 62 in-class Drinking Water Education Seminars, attended by 758 participants;</li> <li>• 383 on-site training sessions using the Mobile Training Units, attended by 585 participants; and,</li> <li>• Annual Clean and Safe Drinking Water Workshop was held with 820 participants attending over three years.</li> </ul> <p>The department completed a jurisdictional scan of policy, legislative and regulatory approaches to public, semi-public and private drinking water systems to identify options for a framework for broader testing. Further progress toward broader testing was made through discussions during the nine meetings of the Interdepartmental Safe Drinking Water Technical Working Group to support the development of a water quality action plan.</p>
Collaborated with industry to enhance air quality monitoring in Labrador	<p>In 2014-2015, the Iron Ore Company of Canada's (IOC) air monitoring station located at Smokey Mountain was designated a joint industrial/ provincial site for reporting on air quality to the public. This is the only such government-industry partnership of this kind in Canada. The department provided IOC with an ozone</p>

Planned Indicator	Actual Results
	<p>monitor to supplement the monitoring equipment already at the site to determine an Air Quality Health Index (AQHI), requiring monitors for: particulate matter less than 2.5 (PM 2.5); nitrogen dioxide (NO<sub>2</sub>); and Ozone (O<sub>3</sub>). The AQHI went live to the general public in July 2014. During 2016-17 fiscal year the monitoring station was moved from the Smokey Mountain site to the Fire Hall in Labrador City.</p> <p>AQHI hourly updates are available at <a href="http://weather.gc.ca/airquality/pages/provincial_summary/nl_e.html">weather.gc.ca/airquality/pages/provincial_summary/nl_e.html</a> and on The Weather Network.</p> <p>The department monitored air quality throughout the province via seven National Air Pollution Surveillance Program (NAPS) stations. Near real-time air quality data can be accessed at <a href="http://www.mae.gov.nl.ca/env_protection/science/airmon/index.html">www.mae.gov.nl.ca/env_protection/science/airmon/index.html</a>.</p>

To build upon the department's success and to continue leading the province in environmental protection, the department focused in 2016-17 fiscal year on enhancing its efforts in the environmental protection of land, air and water in Newfoundland and Labrador through modernizing our policies standards and processes.

## 2016-17 Objective

By March 31, 2017 Department of Environment and Climate Change will have enhanced its efforts in the environmental protection of land, air and water in Newfoundland and Labrador.

Planned Indicator	Actual Results
Explored options to modernize and update the environmental assessment process.	<p>The department completed an environmental scan to identify opportunities for improvements in the environmental assessment process. The need for a detailed review the environmental assessment process through review of Part X of the Environmental Protection Act and the associated Environmental Assessment Regulations was identified.</p> <p>The department participated in the federal review of the Canadian Environmental Assessment Act as a member of the Multi-Interest Advisory Committee (MIAC). The department also provided input into the Environmental Assessment Administrators Network, and attended public hearings. Proposed changes to the Canadian Environmental Assessment Act and issues raised at public consultations have implications for options to modernize the provincial environmental assessment process.</p>

Planned Indicator	Actual Results
<p>Worked with the Canadian Council of Ministers of the Environment on the development of new Canadian Ambient Air Quality Standards to improve the air quality across the country.</p>	<p>The Canadian Council of Ministers of the Environment (CCME) endorsed new Canadian Ambient Air Quality Standards for Sulphur dioxide. These were adopted by the province through an amendment to the Air Pollution Control Regulations in 2016.</p> <p>The department worked with CCME toward the development of new NO2 standards.</p>
<p>Continued heavy metal and PCB remediation work in Hopedale.</p>	<p>The department continued remediation work, investing \$1.58 million to remediate 1225 tonnes of PCB-impacted material and recycle 27 tonnes of buried scrap metal. While this represents significant progress, additional future work is required to fully remediate the site.</p>
<p>Educated water treatment and distribution operators through drinking water safety workshops, training and certification sessions</p>	<p>The department has been delivering the Operator Education, Training and Certification (OETC) Program since 2002, offering unique education and training opportunities for municipal water and wastewater system operators that are focused on job competency, drinking water safety, environmental protection and infrastructure sustainability.</p> <p>In 2016-17, hands-on training was provided to 194 participants through the use of the department's Mobile Training Units. Thirty four classroom-style formal education sessions were delivered to over 400 attendees. A new Source Water Protection education session was launched. The department also coordinated an advanced 4-day training course for municipal water treatment</p>

Planned Indicator	Actual Results
	plant operators.
Implemented standard operating procedures to remove long term boil water advisories in at least five communities.	<p>Standard operating procedures (SOPs) for the removal of long-term boil water advisories were implemented. The SOPs are anticipated to result in the lifting of approximately five long-term boil water advisories (advisories in place for more than 5 years) annually.</p> <p>In 2016-17, 11 long-term boil water advisories were lifted.</p>
Developed a water quality action plan.	<p>Substantial progress was made toward the completion of a water quality action plan. The responsible ministers met in the fall of 2016 to discuss the proposed plan. A jurisdictional scan of drinking water safety governance and best practices across Canada has been completed.</p> <p>The Interdepartmental Technical working Group prepared a draft plan for review addressing multiple aspects and considerations for improved drinking water safety.</p>

### Discussion of Results

In 2016-17 the department enhanced efforts in the environmental protection of land, air and water in Newfoundland and Labrador by exploring options to modernize and update the environmental assessment process, working with the CCME on new Canadian Ambient Air Quality Standards, and continuing efforts toward the remediation of the former US military radar site in Hopedale. The department continued to protect our water and public safety by delivering important education and training related to drinking water management, implementing SOPs to reduce the number of long-term boil water

advisories, and making progress on the water quality action plan file. The department made significant progress toward the development of a water quality action plan; completion of the plan will require time to ensure due diligence is applied to complex issues. Under the new broadened mandate, the department remains committed to working with the Interdepartmental Technical Working Group to complete the draft plan and move toward implementation as committed to in The Way Forward.

The 2016-17 results contribute to earlier work to enhance efforts to improve environmental stewardship and environmental sustainability. Enhanced water quality management was provided through the continued development and delivery of training for water operators and work toward an effective and modern framework for drinking water quality. Air Quality management was enhanced through collaboration with industry and other governments to improve air quality monitoring and to develop improved standards for emissions. The department demonstrated leadership within the Government of Newfoundland and Labrador on site remediation through the creation and implementation of ISLAP, funding the remediation of 11 contaminated sites in the province, and by continuing to contribute meaningfully to Atlantic PIRI.

## Opportunities and Challenges

The Department of Municipal Affairs and Environment was created in February 2017 to position the Provincial Government to work more effectively with other levels of government and with communities to achieve environmental standards and promote safe and sustainable communities while continuing to maintain strong environmental protection programs and policies. The new structure places municipal support for infrastructure development, fire and emergency service support, and environmental protection services side-by-side, providing an opportunity to capitalize on existing synergies. This combined effort is ideal for innovative and creative solutions to complex issues around municipal infrastructure development, municipal governance and service delivery, and preparedness for environmental, fire, and other emergencies. The department has the opportunity for improved collaboration with municipal and environmental experts on the prioritization of infrastructure, technologies, and initiatives related to drinking water, waste water, waste management, fire protection services, and emergency planning and management, which all have a profound impact on communities and the citizens of this province.

The department has a broad mandate and is responsible for 37 different pieces of legislation. The volume and scope of legislation can prove challenging, however, it also provides this department the opportunity to modernize and streamline our legislative processes.

Our large and geographically diverse province presents challenges for both governance and service delivery, such as fire and emergency services. The new department is ideally structured to encourage municipalities to collaborate with other local governments within their region to provide shared services to meet the needs of all area residents.

# Financial Information

Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2017 (unaudited).

<b>Department of Municipal Affairs and Environment</b>			
	<b>2016-17</b>		<b>2016-17</b>
	<b>Estimates</b>		<b>Expenditure</b>
<b>1.1.01 - Minister's Office</b>	364,100		322,170
<b>1.2.01 - Executive Support</b>	2,606,000		2,496,867
Revenue - Prov.	(169,000)		(188,961)
	2,437,000		2,307,906
<b>1.2.02 - Administrative Support</b>	869,100		767,448
Revenue - Prov.	(5,000)		(43,301)
	864,100		724,147
<b>1.2.03 - Strategic Financial Management</b>	1,125,800		984,317
<b>1.2.04 - Administrative Support (Capital)</b>	49,500		44,464
<b>Total Executive &amp; Support Services</b>	<b>4,840,500</b>		<b>4,383,005</b>
<b>2.1.01 - Local Governance and Planning</b>	1,219,600		1,055,642
Revenue - Prov.	(5,200)		(9,500)
	1,214,400		1,046,142
<b>2.2.01 - Policy and Strategic Planning</b>	1,557,800		1,523,113
<b>2.3.01 - Fire Services</b>	1,529,800		1,490,844
<b>2.3.02 - Emergency Services</b>	712,800		557,203
Revenue - Prov.	(105,400)		(97,783)



	607,400		459,420
<b>2.3.03 - Disaster Assistance</b>	4,731,800		4,576,449
Revenue - Prov.	(14,622,600)		(23,525,379)
	(9,890,800)		(18,948,930)
<b>Total Fire, Emergency and Corporate Services</b>	<b>(4,981,400)</b>		<b>(14,429,410)</b>
<b>3.1.01 - Regional Support</b>	1,339,900		1,301,354
Revenue - Prov.	(160,000)		-
	1,179,900		1,301,354
<b>3.1.02 - Municipal Finance</b>	756,500		723,725
<b>3.2.01 - Municipal Infrastructure and Waste Management</b>	834,100		829,704
<b>3.2.02 - Industrial Water Services</b>	607,600		505,728
Revenue - Prov.	(365,700)		(398,649)
	241,900		107,079
<b>3.3.01 - Municipal Debt Servicing</b>	2,570,200		2,317,546
<b>3.3.02 - Municipal Debt Servicing - Principal</b>	15,275,700		15,061,352
<b>3.3.03 - Municipal Operating Grants</b>	22,000,000		21,867,307
<b>3.3.04 - Special Assistance</b>	7,504,500		7,344,054
<b>3.3.05 - Community Enhancement</b>	4,715,000		4,117,106
<b>3.3.06 - Provincial Gas Tax Revenue Sharing</b>	5,325,000		5,293,458
<b>3.4.01 - Municipal Infrastructure</b>	72,049,600		58,284,661
<b>3.4.02 - Federal/Provincial Infrastructure Programs</b>	33,682,500		18,425,569
Revenue - Federal	(18,188,600)		(16,213,727)
	15,493,900		2,211,842
<b>3.4.03 - Canada/NL Gas Tax Program</b>	60,321,500		29,470,304

Revenue - Federal	(31,358,000)		(31,739,243)
	28,963,500		(2,268,939)
<b>3.4.04 - Fire Protection Vehicles and Equipment</b>	1,880,000		1,871,483
<b>Total Municipal Infrastructure and Support</b>	178,789,800		119,061,733
<b>4.1.01 - Pollution Prevention</b>	4,220,200		4,109,366
Revenue - Prov.	(1,155,300)		(1,139,485)
	3,064,900		2,969,881
<b>4.2.01 - Water Resources Management</b>	3,889,700		3,711,745
Revenue - Prov.	(846,100)		(1,149,413)
	3,043,600		2,562,332
<b>4.2.02 - Water Quality Agreement</b>	1,203,600		1,136,658
Revenue - Prov.	(998,600)		(921,156)
	205,000		215,502
<b>4.3.01 - Environmental Assessment and Sustainable Development</b>	800,600		788,712
Revenue - Prov.	(145,800)		(90,948)
	654,800		697,764
<b>Total Environmental Management and Control</b>	6,968,300		6,445,479
<b>Total Department</b>	185,617,200		115,460,806
<b>Total Gross Expenditures</b>	<b>253,742,500</b>		<b>190,978,350</b>
<b>Total Gross Revenues</b>	<b>(68,125,300)</b>		<b>(75,517,544)</b>
<b>Total Net</b>	<b>185,617,200</b>		<b>115,460,806</b>

