

Budget 2021

Main Estimates Supplement

Budgets complémentaires

2021/22

**MANITOBA
MUNICIPAL
RELATIONS**

**RELATIONS AVEC
LES MUNICIPALITÉS
MANITOBA**

Manitoba 

**Manitoba Municipal Relations
Office of the Executive Financial Officer**

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MAIN ESTIMATES

SUPPLEMENT

2021-2022

BUDGET

COMPLÉMENTAIRE

2021-2022

Department of Municipal
Relations

Ministère des Relations
avec les municipalités



Minister's Message and Executive Summary

This document has been produced by the Department of Municipal Relations as a supplement to the Printed Estimates of Expenditure. It is intended to provide background information on the department and complements the information already contained in the Printed Estimates of Expenditure.

Balanced Scorecard information for the Department has also been added to the Supplement, to identify key objectives for the department that staff will work towards. Recently implemented across the Manitoba government, balanced scorecards foster operational improvements by reinforcing transparency, urgency, alignment and accountability.

The resources in the Department's 2021/22 Estimates reflect our continued commitment to fulfill priorities of working with municipal partners to build strong and healthy communities. This includes building municipal capacity, supporting and improving community development, planning and permitting, and strengthening collaboration and shared solutions with municipalities.

The Government of Manitoba understands the unprecedented impact caused by the COVID-19 pandemic on municipalities. In support of municipalities, over the past year, significant financial support has been committed to municipalities through Manitoba Restart, the Federal Safe Restart Agreement, and other funding programs. Manitoba has also provided flexibility for municipalities in their operations by extending legislated filing and documentation deadlines for financial plans, tax levy by-laws and audited financial statements, as well as providing ongoing support and communication through regular calls with municipalities. Ensuring public safety is also a priority, and, at times during the pandemic, Office of Fire Commissioner staff have supported pandemic emergency response in small and remote communities and the Province has also partnered with municipalities to empower by-law officers with the ability to enforce public health orders and issue tickets. Going forward, the Department of Municipal Relations will continue to support and collaborate with municipalities as we collectively deal with the COVID-19 pandemic.

The contents of this document are organized into five sections. The first section provides an overview of the Ministry including its strategy roadmap and strategic priorities, objectives and measures. The second provides financial information on staffing and expenditures. The third section provides information on the amount of money the department requires, the spending and allocation plan, and how expenses will flow throughout the fiscal year. The fourth section provides a risk analysis overview. The fifth and final section provides the statutory responsibilities of the Minister and a standard glossary of terms.

"Original Signed by"

Derek Johnson

Minister of Municipal Relations

Message du ministre et résumé

Le présent document a été produit par le ministère des Relations avec les municipalités en tant que supplément à la version imprimée du Budget des dépenses. Il contient des renseignements généraux au sujet du Ministère et vient compléter l'information fournie dans la version imprimée du Budget des dépenses.

Le supplément comporte également des renseignements additionnels sur le tableau de bord équilibré du Ministère, qui visent à mentionner les principaux objectifs que son personnel s'efforcera d'atteindre. Les tableaux de bord équilibrés, récemment mis en œuvre à l'échelle du gouvernement du Manitoba, favorisent les améliorations opérationnelles en consolidant la transparence, l'urgence, l'alignement et la reddition des comptes.

Les ressources mentionnées dans le budget de 2021-2022 du Ministère tiennent compte de notre engagement continu à donner suite aux priorités de travail avec nos partenaires municipaux pour bâtir des collectivités fortes et saines. Pour ce faire, nous devons entre autres renforcer les capacités des municipalités, favoriser et améliorer le développement communautaire, la planification et l'octroi de permis, et consolider la collaboration et les solutions partagées avec les municipalités.

Le gouvernement du Manitoba est conscient de l'impact sans précédent qu'a eu la pandémie de COVID-19 sur les municipalités. L'an dernier, pour leur venir en aide, nous avons apporté un important soutien financier aux municipalités par l'entremise de divers programmes de financement, dont le Programme de relance de l'économie du Manitoba et l'Accord sur la relance sécuritaire fédéral. Le Manitoba a également donné aux municipalités une marge de manœuvre pour leurs activités en prolongeant les dates limites imposées par la loi pour le dépôt et la documentation des plans financiers, des règlements sur les taxes foncières et des états financiers vérifiés, en plus de leur fournir un soutien continu et de communiquer régulièrement par téléphone avec les municipalités. La sécurité publique fait aussi partie des priorités et, à certaines occasions durant la pandémie, le personnel du Bureau du commissaire aux incendies a procédé à des interventions d'urgence pandémique dans de petites collectivités éloignées. La province a aussi collaboré avec des municipalités pour permettre à des agents d'application du règlement de faire appliquer des ordonnances de santé publique et remettre des contraventions. À l'avenir, le ministère des Relations avec les municipalités continuera de soutenir les municipalités et de collaborer avec elles, alors que nous composons tous ensemble avec la pandémie de COVID-19.

Le contenu de ce document se divise en cinq parties. La première partie donne une vue d'ensemble du Ministère, notamment le plan de stratégie, de même que ses priorités stratégiques, ses objectifs et les mesures à prendre. La deuxième partie présente des renseignements financiers sur la dotation et les dépenses. Dans la troisième se trouvent les renseignements sur les sommes dont le Ministère a besoin, ses dépenses et son plan d'affectation, de même que la répartition des dépenses au fil de l'exercice financier. La quatrième

partie donne un aperçu de l'analyse des risques. La cinquième et dernière partie présente les responsabilités officielles du Ministre, et un glossaire.

“Original signé par”

Derek Johnson
Ministre des Relations avec les municipalités

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Ministry Description

Vision

A responsive and trusted partner in building capacity and supporting healthy, vibrant and prosperous communities.

Mission

Advance sustainable, safe and accountable communities that are responsive to the needs of Manitobans.

Values

- Focus on the needs of our clients
- Promote engagement and collaboration
- Foster innovation, creative problem solving and achieve excellence through continuous improvement
- Respect and honour diversity and inclusion
- Support skill development
- Embrace transparency and accountability

Description du Ministère

Vision

Partenaire de confiance, attentif, qui collabore au renforcement des capacités et favorise la santé, le dynamisme et la prospérité des collectivités.

Mission

Faire progresser la durabilité, la sécurité et la responsabilisation des collectivités adaptées aux besoins des Manitobains.

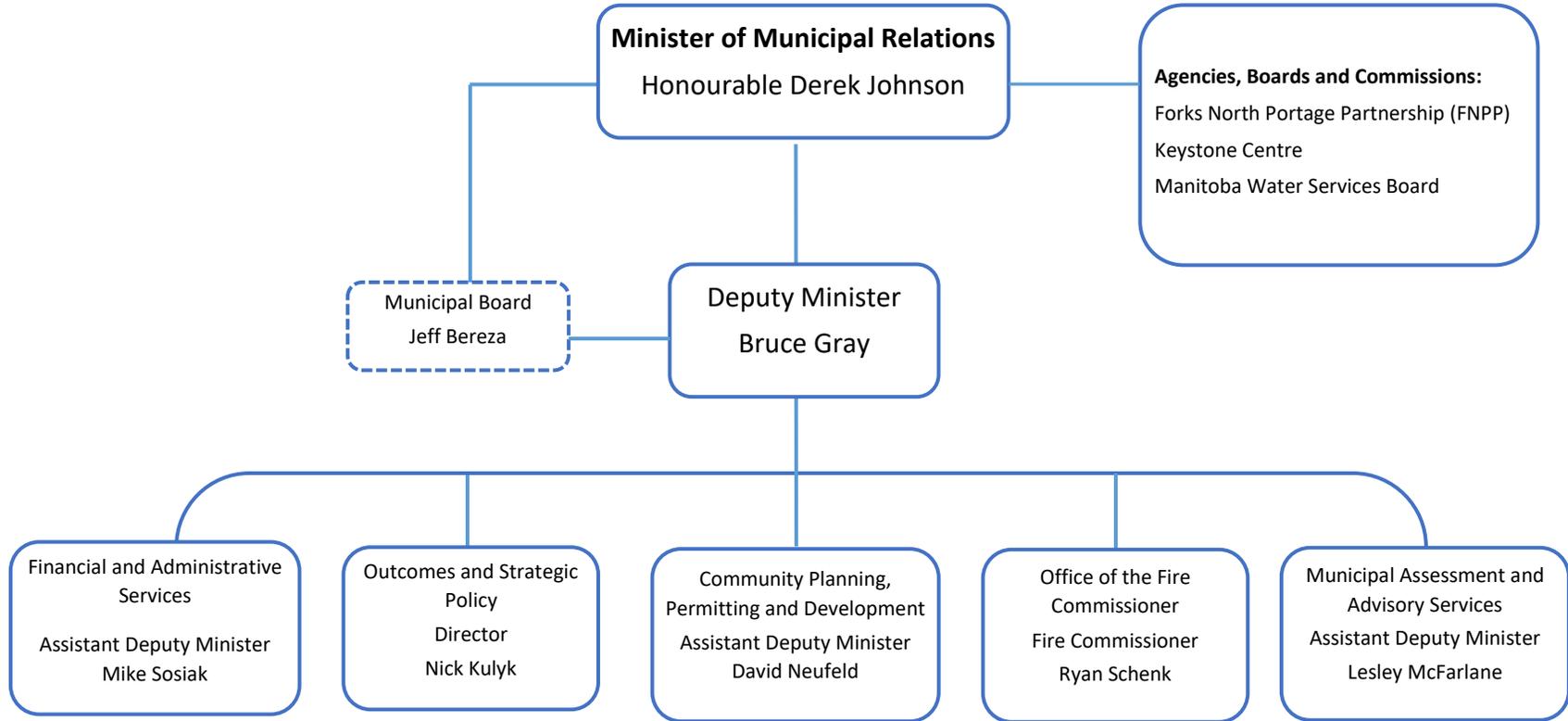
Valeurs

- Se soucier des besoins de nos clients
- Promouvoir l'engagement et la collaboration
- Encourager l'innovation, la résolution créative des problèmes et l'atteinte de l'excellence grâce à l'amélioration continue
- Respecter et honorer la diversité et l'inclusion
- Soutenir le perfectionnement des compétences
- Faire preuve de transparence et de responsabilité

Organization Structure

Municipal Relations

As of April 1, 2021



Strategy Map

DEPARTMENT OF MUNICIPAL RELATIONS

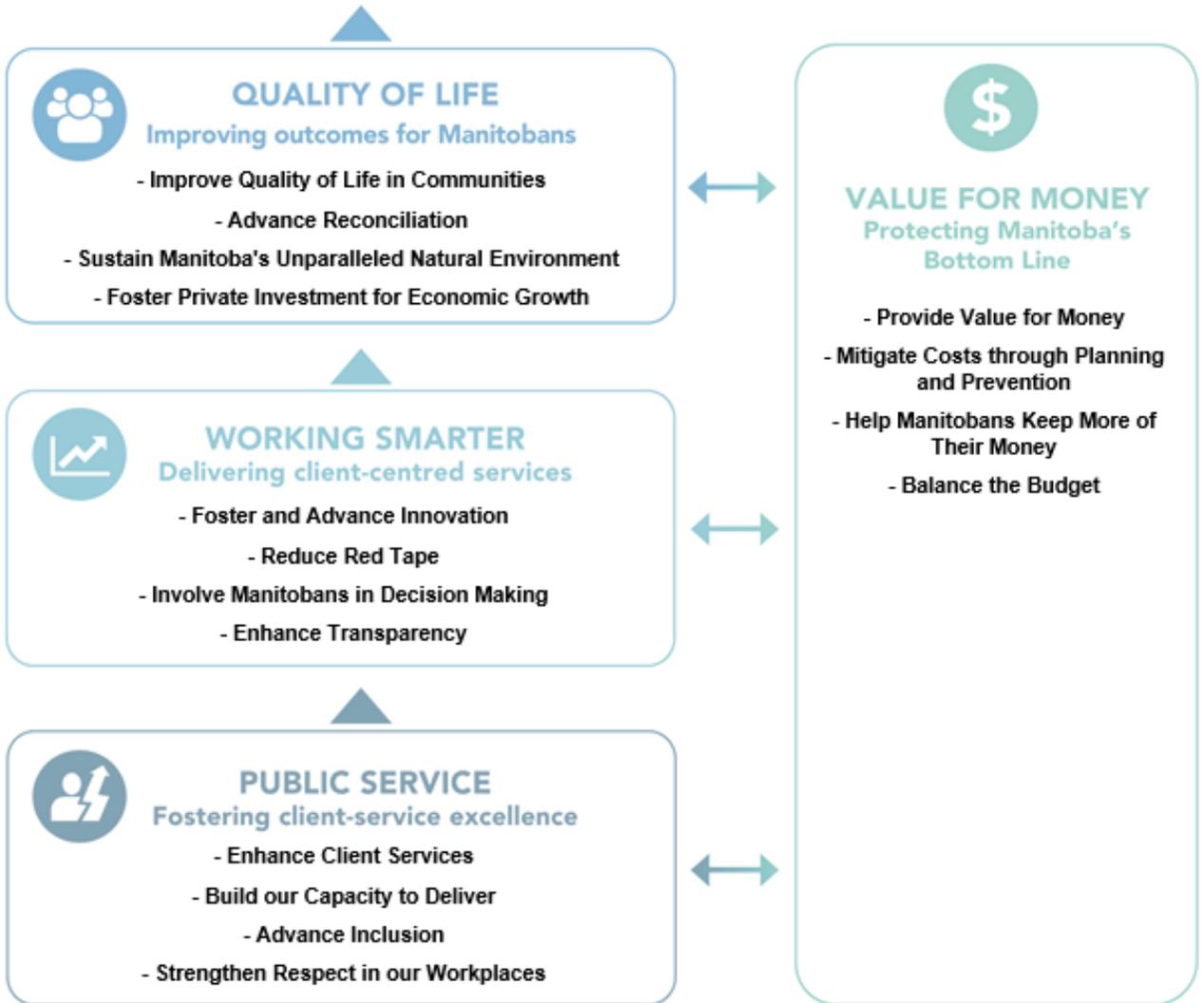
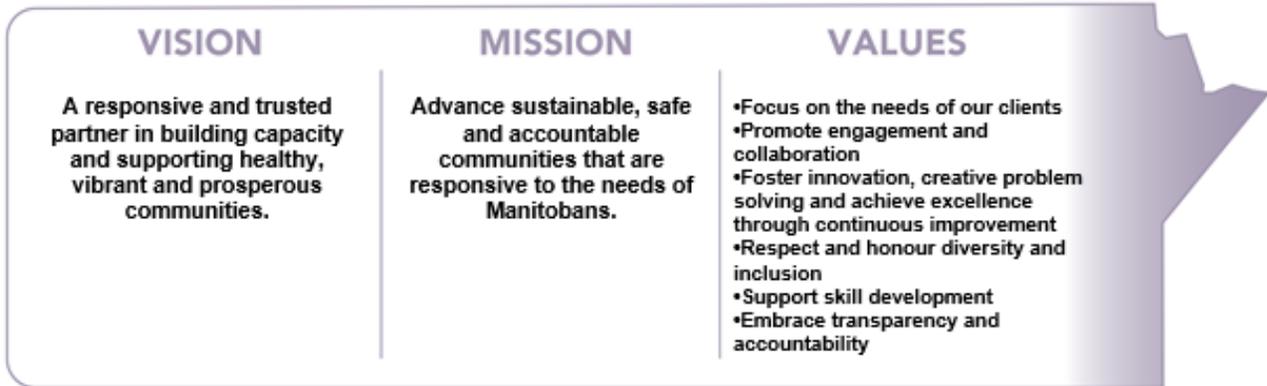


Schéma stratégique

Ministère des Relations avec les municipalités



Strategic Priorities, Objectives and Measures

Manitoba Objective 1: Create Conditions to Improve Quality of Life

Department Objective: Improve Quality of Life in Communities

Department Mandate Item: Continuing to improve the Building Sustainable Communities Program to modernize and strengthen the non-profit sector and promote capacity, sustainability and resilience in the community.

Measures

1. Increase dollars leveraged through the Building Sustainable Communities Program.
 - Measures the dollars leveraged through the Building Sustainable Communities Program. Tracking leveraged funding ensures that program funding targets are being achieved and that provincial funds are matched or exceeded by funding from non-government sources.
2. Dollars leveraged through the Strategic Infrastructure Basket for municipalities.
 - Measures the dollars leveraged from the federal and municipal governments, and other partners, by provincial Strategic Infrastructure funding provided to municipalities.

Manitoba Objective 2: Advance Reconciliation

Department Objective: Advance Reconciliation

Measures

1. Increase the percentage of department staff who have taken at least one of the following reconciliation courses offered by Organization and Staff Development (OSD).
 - Exploring the Historical and Modern Treaty Relationship,
 - The Path to Reconciliation: A Historic and Contemporary Overview, and
 - Building Your Indigenous Cross-Cultural Awareness.

Manitoba Objective 3: Sustain Manitoba's Unparalleled Natural Environment

Department Objective: Sustain Manitoba's Unparalleled Natural Environment

Department Mandate Item: Working with your colleague, the Minister of Conservation and Climate, on enhancing our provincial trail network, composting and waste diversion systems.

Measures

1. Increase the total funds leveraged through the Trails Manitoba Endowment Fund.
 - This measure will track the increase in funds leveraged through the Trails Manitoba Endowment Fund on a fiscal year to year basis.
2. Reduce the volume of printing paper consumed.
 - The measure will track the percent reduction in the number of reams (500 sheets per ream) of paper consumed by the department in a fiscal year.

Manitoba Objective 4: Foster Private Investment for Economic Growth

Department Objective: Foster Private Investment for Economic Growth

Department Mandate Item: Acting on recommendations of the 2019 Review of Planning, Permitting and Zoning in Manitoba, which will significantly bolster our provincial GDP, municipal tax base and job creation potential, especially in Winnipeg, every day unnecessary permitting delays are reduced.

Measures

1. Improve building inspection times.
 - This measure will track the net reduction in average inspection wait times (in days) year to year.
2. Reduce the average wait times for Municipal Board appeal hearings for property assessment and land use planning matters.
 - This measure will track the reduction in wait times in days for the scheduling of Municipal Board hearings for appeals on matters related property assessment, subdivision, aggregate and livestock proposal decisions.

Manitoba Objective 5: Foster and Advance Innovation

Department Objective: Foster and Advance Innovation

Department Mandate Item(s): Encouraging front line service providers to come forward with innovative proposals to the Idea Fund to modernize and improve the way we deliver services Manitobans need.

Measures

1. Achieve target number of submissions to the Idea Fund.
 - This measure will track the total number of submissions to the Idea Fund on a fiscal year basis.

Manitoba Objective 6: Reduce Red Tape

Department Objective: Reduce Red Tape

Department Mandate Item: Acting on recommendations of the 2019 Review of Planning, Permitting and Zoning in Manitoba, which will significantly bolster our provincial GDP, municipal tax base and job creation potential, especially in Winnipeg, every day unnecessary permitting delays are reduced.

Measures

1. Reduce the total number of departmental regulatory requirements.
 - This measure will track the percent reduction of regulatory requirements per fiscal year.
2. Improve building inspection times.
 - This measure will track the net reduction in average inspection wait times (in days) year to year.

Manitoba Objective 7: Involve Manitobans in Decision Making

Department Objective: Involve Manitobans in Decision Making

Department Mandate Item: Establishing a collaborative process with the Association of Manitoba Municipalities to strengthen provincial-municipal growth and partnership opportunities, with a balanced discussion of both revenues and expenditures.

Measures

1. Increase municipal stakeholder satisfaction with the Department of Municipal Relations.
 - Through a survey, this measure will assess municipal stakeholder (municipalities and the AMM) satisfaction with the Department of Municipal Relations, as it relates to growth and partnership opportunities.

Manitoba Objective 8: Be Transparent

Department Objective: Enhance Transparency

Department Mandate Item: As elected representatives of the people, we must always ensure that we remain transparent and accountable for our actions. Manitobans expect nothing less.

Measures

1. Increase new information available through our websites and web applications.
 - This measure will establish a tracking system to record all changes to the websites or web applications and classify them as providing new information to the public.

Manitoba Objective 9: Enhance Client Services

Department Objective: Enhance Client Services

Department Mandate Item: Building a better, more efficient, responsive and open government that provides quality services to communities throughout Manitoba.

Measures

1. Increase the percentage of department staff who have taken citizen-centred customer service training.
 - This measure will track the percentage of staff who have completed Organization and Staff Development (OSD)'s Citizen-Centred Customer Service Awareness course.

Manitoba Objective 10: Build Our Capacity to Deliver

Department Objective: Build Our Capacity to Deliver

Department Mandate Item: Building a better, more efficient, responsive and open government that provides quality services to communities throughout Manitoba.

Measures

1. Increase percentage of Department staff with current Learning and Development Plans.
 - This measure will track the percentage of staff with Learning and Development Plans that have been created or updated within the last fiscal year.

Manitoba Objective 11: Advance Inclusion

Department Objective: Advance Inclusion

Department Mandate Item: Committing to ensure all employees are treated with dignity and respect.

Measures

1. Achievement of a representative workforce through job advertisements that focus on opportunities for underrepresented equity groups.
 - This measure will track the percentage of positions filled by members of underrepresented equity groups.
2. Increase percentage of Department supervisory staff who have completed courses or workshops to foster inclusive work environments.
 - This measure will track the percentage of management staff who have completed courses and participated in workshops to increase their skills in fostering inclusive work environments.
3. Increase percentage of Department staff participating in the Employee Perspective Survey.
 - This measure will track the percentage of staff participating in the Employee Perspective Survey fiscal year to year.

Manitoba Objective 12: Strengthen Respect in Our Workplaces

Department Objective: Strengthen Respect in the Workplace

Department Mandate Item: Committing to ensure all employees are treated with dignity and respect.

Measures

1. Increase in the percentage of management staff that have taken respectful work place training.
 - This measure will track the percent increase in the number of management staff that have taken the “Respectful Workplace and Harassment Prevention” (Organization and Staff Development Course) within the past two fiscal years.

Manitoba Objective 13: Provide Value for Money

Department Objective: Provide Value for Money

Measures

1. Decrease the cost of property assessment services per property.
 - This measure will track the decrease in the cost of property assessment services per property.
2. Increase financial resources leveraged through the Building Sustainable Communities Program.
 - This measure will track the leveraged funding through the Building Sustainable Communities Program, ensure that program funding targets are being achieved and that provincial funds are matched or exceeded by funding from non-government sources.
3. Increase financial resources leveraged through the Strategic Infrastructure Basket funding from municipalities.
 - This measure will track the leveraged funding through the Strategic Infrastructure Basket from municipalities, ensure that program funding targets are being achieved and that provincial funds are matched or exceeded by funding sourced from municipalities.

Manitoba Objective 14: Prepare for a Rainy Day

Department Objective: Mitigate Costs through Planning and Prevention

Measures

1. Increase the level of municipal participation in the Mitigation and Preparedness Program.
 - This measure will track the percent increase in the number of municipalities that participate in the Mitigation and Preparedness Program. The Mitigation and Preparedness Program provides an option for municipalities to redirect funds destined for payments under the provincial/municipal DFA cost-sharing formula to disaster mitigation and preparedness measures in their communities.

Manitoba Objective 15: Let Manitobans Keep More of Their Money

Department Objective: Help Manitobans Keep More of Their Money

Department Mandate Item: Establishing a Municipal Service Delivery Improvement Program to provide third party value-for-money audits for willing municipalities wanting to identify ineffective spending and innovative solutions towards improved services and lower taxes.

Measures

1. Return of Investment from recommended cost-saving actions supported through the Municipal Service Delivery Improvement Program.
 - This measure will track the proposed return on investment from recommended actions that result from value-for-money audits conducted in municipalities under the Municipal Service Delivery Improvement program.

Manitoba Objective 16: Balance the Budget

Department Objective: Balance the Budget

Department Mandate Item: Emphasizing the need for continuous progress on spending within our budgets, reducing administrative costs and finding ways to ensure value for taxpayers' money both within your department and the entities that receive our financial support.

Measures

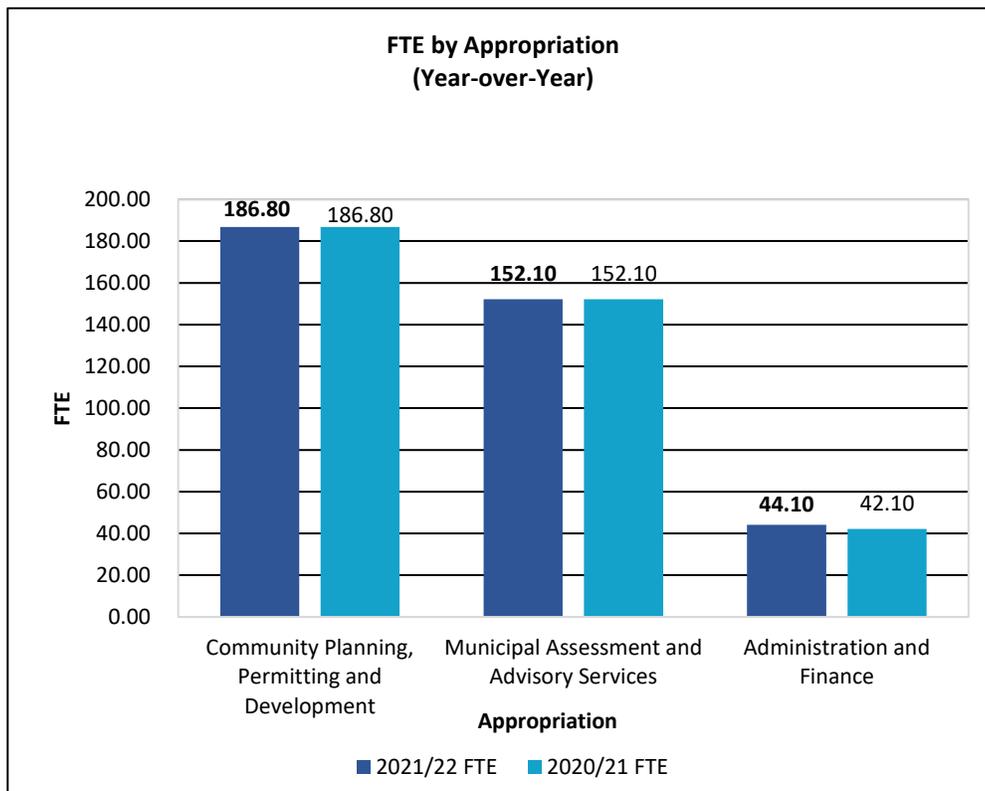
1. Achieve quarterly forecast to year-end actual ratio, noting extraordinary events (e.g. COVID-19).
2. Achieve department annual expenditure actual to budget ratio, noting extraordinary events (e.g. COVID-19).
 - These measures will track forecast accuracy regarding the quarterly forecast to year-end actual ratio.

Staffing

Full Time Equivalent (FTE) by Appropriation

	2021/22 FTE	2020/21 FTE
Administration and Finance	44.10	42.10
Community Planning, Permitting and Development	186.80	186.80
Municipal Assessment and Advisory Services	152.10	152.10
	383.00 ¹	381.00

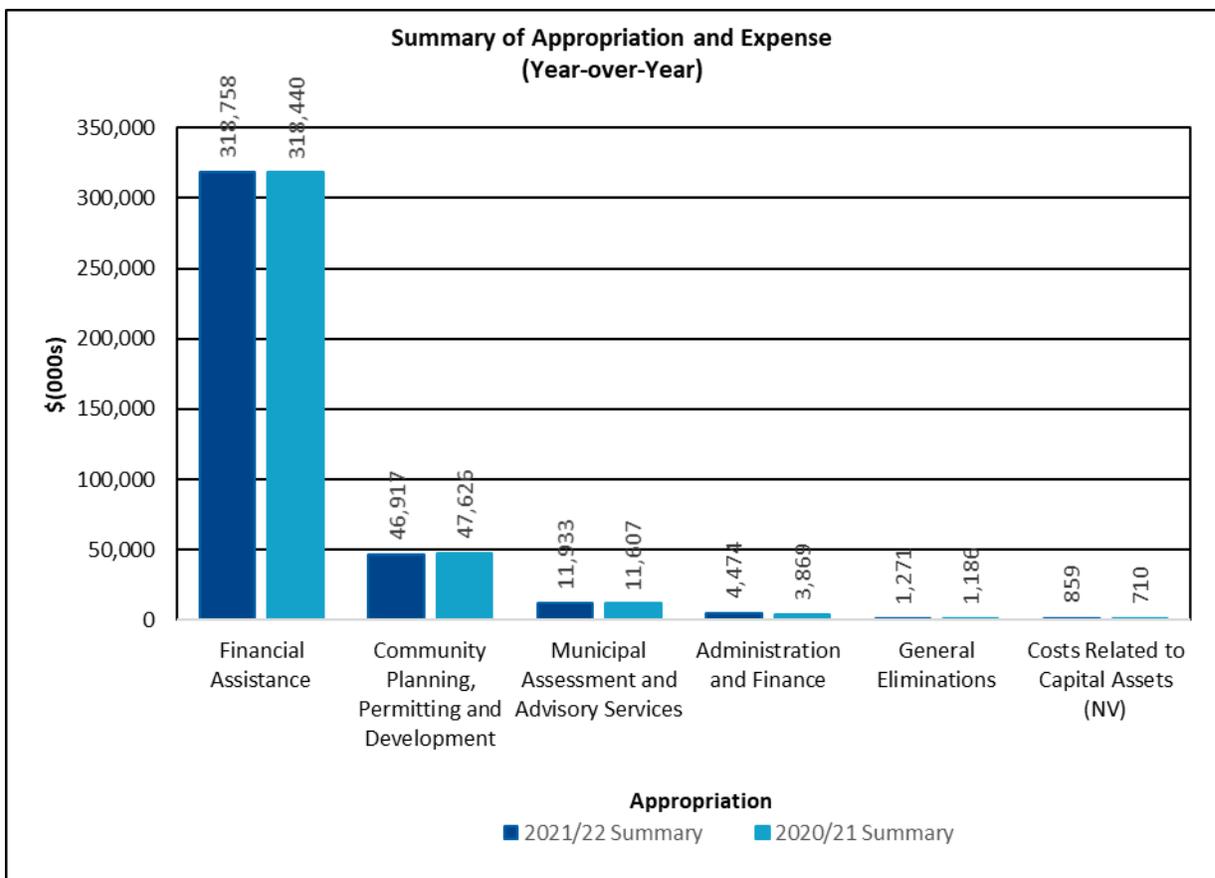
¹ Variance reflects increase of 2.00 FTEs for the Municipal Board



Expenditure Summary

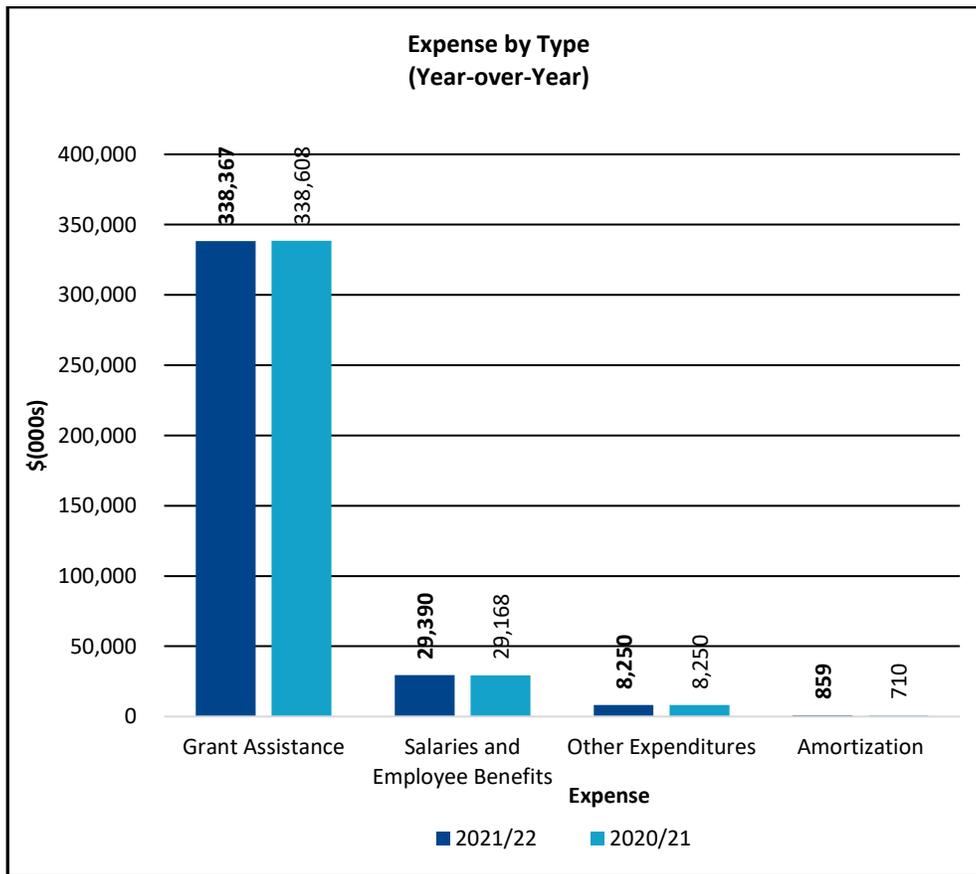
Summary of Appropriation and Expense

	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	2021/22 Summary	2020/21 Summary
Administration and Finance	4,474			4,474	3,869
Community Planning, Permitting and Development	46,917			46,917	47,626
Municipal Assessment and Advisory Services	11,933			11,933	11,607
Financial Assistance	312,683	21,899	(15,824)	318,758	318,440
Costs Related to Capital Assets (NV)	859			859	710
General Eliminations			1,271	1,271	1,186
	376,866	21,899	(14,553)	384,212	383,438



Expense by Type

	<u>2021/22</u> \$(000s)	<u>2020/21</u> \$(000s)
Salaries and Employee Benefits	29,390	29,168
Other Expenditures	8,250	8,250
Grant Assistance	338,367	338,608
Amortization	859	710
	<u>376,866</u>	<u>376,736</u>



Summary of Capital Investments and Loans

	Part B - Capital Investment	Part C - Loans and Guarantees	Part D - Other Reporting Entities Capital Investment
General Assets	1,725	-	-
Special Projects – Manitoba Water Services Board	-	85,930	-
	1,725	85,930	-

Program and Financial Operating Information – Part A

	<u>2021/22</u> <u>\$(000s)</u>	<u>2020/21</u> <u>\$(000s)</u>
Administration and Finance (13.1)		
Provides executive planning, management and control of departmental policies and programs. Delivers the comptrollership function and central management services, including financial and administrative services and budget review.		
Supports the department by providing strategic advice and analysis on key financial matters, stakeholder relations, and other department and government-wide policy initiatives.		
<i>Municipal Board:</i> Reviews and renders decisions on municipal borrowing, assessment, planning and other matters as required by statute. Provides administrative support to the Land Value Appraisal Commission and the Disaster Assistance Appeal Board.		
<i>Sub-Appropriations</i>		
Minister's Salary	42	42
Executive Support	949	930
Financial and Administrative Services	791	724
Municipal Board	1,255	916
Outcomes and Strategic Policy	1,437	1,257
	<u>4,474</u>	<u>3,869</u>
<i>Expense by Type</i>		
Salaries and Employee Benefits	4,012	3,407
Other Expenditures	462	462
	<u>4,474</u>	<u>3,869</u>

	2021/22 \$(000s)	2020/21 \$(000s)
Community Planning, Permitting and Development (13.2)		
Co-ordinates the development, integration and delivery of inspections and technical services, community development and land use planning services to support safe, healthy, vibrant and prosperous communities.		
Leads growth in Manitoba's fire protection through the Manitoba Emergency Services College and core government programming. Supports local authorities in their fire protection programming through fire investigation, providing technical advice to the Manitoba Fire Service, overseeing regulatory obligations of the Manitoba Fire Service, and administering the provincial mutual aid system and Canada Task Force 4 team.		
<i>Sub-Appropriations</i>		
Community Planning	4,736	4,671
Community Development	28,482	28,438
Inspection and Technical Services	7,077	7,221
Office of the Fire Commissioner	6,622	7,296
	46,917	47,626
<i>Expense by Type</i>		
Salaries and Employee Benefits	15,785	16,494
Other Expenditures	5,448	5,448
Grant Assistance	25,684	25,684
	46,917	47,626

	2021/22	2020/21
	\$(000s)	\$(000s)
Municipal Assessment and Advisory Services (13.3)		
Supports the delivery of effective and efficient local government and the legislative framework for municipal governments. Supports sustainable and accountable municipalities by providing guidance and direction on good governance practices such as respectful behaviour and codes of conduct, conflict of interest, transparency, accessibility, and responsiveness. Delivers property assessment services for all taxing authorities except the City of Winnipeg.		
<i>Sub-Appropriations</i>		
Municipal Governance and Advisory Services	1,911	1,721
Assessment Services	7,923	7,811
Information Systems	2,099	2,075
	11,933	11,607
<i>Expense by Type</i>		
Salaries and Employee Benefits	9,593	9,267
Other Expenditures	2,340	2,340
	11,933	11,607

	<u>2021/22</u> <u>\$(000s)</u>	<u>2020/21</u> <u>\$(000s)</u>
Financial Assistance (13.4)		
Provides funding to support the delivery of municipal services and infrastructure renewal.		
<i>Sub-Appropriations</i>		
Funding to Municipalities and Related Grants	296,428	296,669
Manitoba Water Services Board	15,824	15,824
Grants to Municipalities in Lieu of Taxes	431	431
	312,683	312,924
<i>Expense by Type</i>		
Grant Assistance	312,683	312,924
	312,683	312,924

Non-Appropriated Expense

Provides for costs related to capital assets which do not require an appropriation as the cash outflow was appropriated in a previous fiscal year.

	<u>2021/22</u> <u>\$(000s)</u>	<u>2020/21</u> <u>\$(000s)</u>
<i>Expense by Type</i>		
Amortization Expense	859	710

Risk Analysis

Municipal Relations applies a comprehensive strategy which facilitates a continuous assessment and management of risk. Risk is assessed and managed both in regards to likelihood and potential impact on departmental policy, operations, human resources, finances, legal obligations, health and safety, environment and reputation. Strategies for mitigating or minimizing potential risk situations are also implemented as necessary.

The department manages its risks within the provincial government's overall Risk Management Policy. Specific activities are identified in the department's comptrollership framework to address risk management responsibilities, as follows.

- Risk assessment is applied in the planning and implementation of all new initiatives.
- Risk management is discussed on a regular basis both at a senior management level and between senior management and operational staff.
- Business Continuity Plans are in place and regularly reviewed and updated as needed.
- Staff are educated on comptrollership and risk responsibilities, such as ensuring annual review of government's Fraud Awareness policy and the departmental comptrollership plan.
- Finance and Administration Branch undertakes an annual review of the comptrollership plan and presents the revised plan to the Department Audit Committee for review and approval.

The Department Audit Committee, chaired by the Executive Financial Officer and comprised of senior and executive management staff, supports the department in fulfilling its governance, accountability and comptrollership responsibilities. The Committee accomplishes this by ensuring that the department's risks are appropriately addressed through strong governance, oversight of actions relative to public service values and ethics policies, appropriate stewardship of government assets, and an adequate and effective internal financial and human resource management control functions.

Departmental Audit Committee meetings provide a forum for discussion on risk, governance and control issues, and enable identification of program areas requiring examination by internal department audit leads, Internal Audit and Consulting Services (IACS), and/or external consultants where specialty expertise is required.

Appendices

Statutory Responsibilities of the Minister of Municipal Relations

The department operates under the authority of the following acts of the Consolidated Statutes of Manitoba:

The Department of Agriculture, Food and Rural Development Act

[section 9 insofar as it relates to Rural Opportunities 4 Growth, Infrastructure Grants or Rural Economic Development Initiatives]

The Amusements Act [Part II]

The Buildings and Mobile Homes Act

The City of Winnipeg Charter (S.M. 2002, c. 39)

The Capital Region Partnership Act

The Community Renewal Act

The Electricians' Licence Act

The Elevator Act

The Fires Prevention and Emergency Response Act

The Gas and Oil Burner Act

The Labour Administration Act

[insofar as it relates to the administration of The Fires Prevention and Emergency Response Act]

The Local Government Districts Act

The Municipal Act

The Municipal Assessment Act

The Municipal Affairs Administration Act

The Municipal Amalgamations Act

The Municipal Board Act

The Municipal Councils and School Boards Elections Act

An Act respecting Debts Owing by Municipalities to School Districts

The Municipal Taxation and Funding Act [Part 2]

The Official Time Act

The Planning Act [except Part 10]

The Power Engineers Act

The Regional Waste Management Authorities Act

The Soldiers' Taxation Relief Act

The Steam and Pressure Plants Act

The Technical Safety Act

The Unconditional Grants Act

The Manitoba Water Services Board Act

In addition, policies specific to departmental programs are documented in the *General Manual of Administration* and various Manitoba government catalogues and publications.

Glossary

Alignment – The process of enabling all employees to see how their day-to-day actions are consistent with the values of the organization and how living those values is contributing to overall success. Creating alignment ensures employees are working toward the common goal, or vision.

Balanced Scorecard – A scorecard is a business tool that shows what an organization wants to achieve (its broad priorities), and includes actions it needs to focus on to be successful.

Measure – A measure is a standard used to evaluate and communicate performance against expected results. Measures are normally quantitative in nature, capturing numbers, dollars, percentages, and so on. Reporting and monitoring measures helps an organization gauge progress toward effective implementation of strategy.

Mission Statement – A mission statement defines the core purpose of the organization — why it exists, and reflects employees’ motivations for engaging in the organization’s work. Effective missions are inspiring, long-term in nature, and easily understood and communicated. The provincial Mission Statement is “Manitoba: Measuring Progress.”

Objective – The objective is a concise statement describing the specific things an organization must do well to execute its strategy. Objectives often begin with an action verb such as increase, reduce, improve, or achieve. Strategy Maps are comprised entirely of objectives. “Strengthen respect in our workplace” is an example of an objective on the government Strategy Map.

Strategy – This represents the broad priorities adopted by an organization in recognition of its operating environment and in pursuit of its mission. Situated at the centre of the balanced scorecard system, all performance objectives and measures should align with the organization’s strategy.

Strategy Map – The strategy map is a one-page visual representation of what must be done well to execute strategy. Strategy maps reflect performance objectives spanning the four perspectives, combining to tell the organization’s strategic story.

Values – Values represent the deeply-held beliefs of the organization, which are demonstrated through the day-to-day behaviours of all employees. An organization’s values make an open proclamation about how it expects everyone to behave. Values should endure over the long-term and provide a constant source of strength for an organization.

Vision – A powerful vision provides everyone in the organization with a shared mental framework that helps give form to the often abstract future that lies ahead. The vision serves as the guiding statement for the work being done. It should answer why the work being done is important.