

2000

# GOALS AND OBJECTIVES FOR STRATEGIC PLANNING

Ministry of Environment, Lands and Parks  
1995

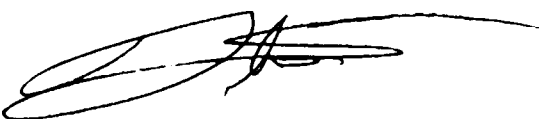


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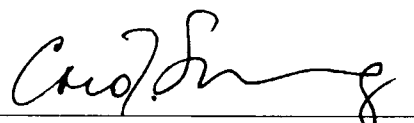
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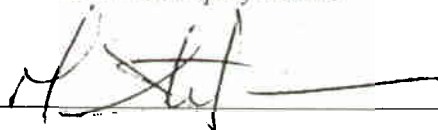
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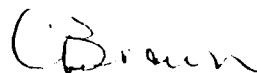
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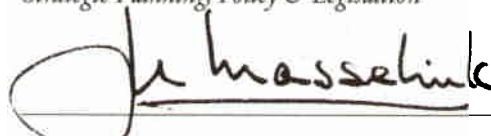
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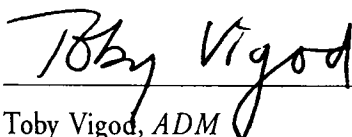
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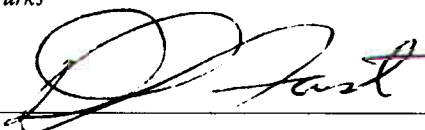
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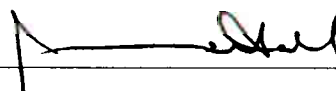
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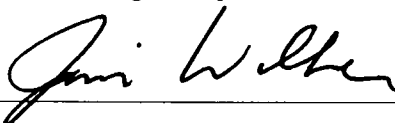
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# Ministry of Environment, Lands and Parks Strategic Directions

## Introduction

The Executive Committee of the ministry is committed to the development and implementation of a strategic management system linking ministry planning, budgeting and evaluation. Since the publication of the draft "*Strategic Directions*" document in July, 1993, significant progress has been made in the development of the strategic management system. This document is a key component of the overall system, and provides a comprehensive framework for the overall business of the ministry.

The strategic management system includes annual review and update of strategic priorities, allocation of ministry budget to priorities, assessment of achievements, and evaluation of the effectiveness of ministry programs and activities. The strategic management system for the ministry will develop and evolve over time and requires strong direction from the Executive Committee as well as commitment from ministry management and staff.

This initiative is especially important now, given the fiscal environment within which the ministry is operating. It is imperative that ministry resources are directed toward government priorities and that we operate as efficiently as possible. The government-wide strategic plan, entitled *The Plan: Strategic Priorities 1994/95*, provides the context for setting ministry priorities.

This document, *Goals and Objectives for Strategic Planning*, has been developed by the ministry's Senior Management Committee and reflects the results of consultation with ministry staff during 1993/94. Ongoing consultation with ministry staff, other government agencies and the public will ensure that ministry direction is meeting expectations, reflecting social values, and supporting government priorities.

## The Strategic Management System

*The strategic planning framework adopted for the ministry planning process involves an annual cycle of planning, budgeting, implementation and evaluation called the Strategic Management System illustrated in Figure 1.*

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*This document includes the following elements, as illustrated in Figure 2:*

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- A vision statement describing the desired future state towards which the ministry is working;
- Ministry goals outlining the main elements of our vision based on the ministry's mandate;
- Ministry values which guide our conduct and activities both at the strategic level and in day-to-day activities;
- Key Strategic Issues identifying major responsibilities and challenges for the ministry in achieving its vision. All ministry activities contribute to addressing these Issues;
- Strategic Objectives outlining necessary or important outcomes the ministry would like to achieve in order to address the key strategic issues.

## Vision

The vision of the Ministry of Environment, Lands and Parks is: *"An environment that is naturally diverse and healthy, and enriches people's lives"*. This ministry vision acknowledges the intrinsic value of a naturally diverse and healthy environment, along with the benefits to society that can be derived from it.

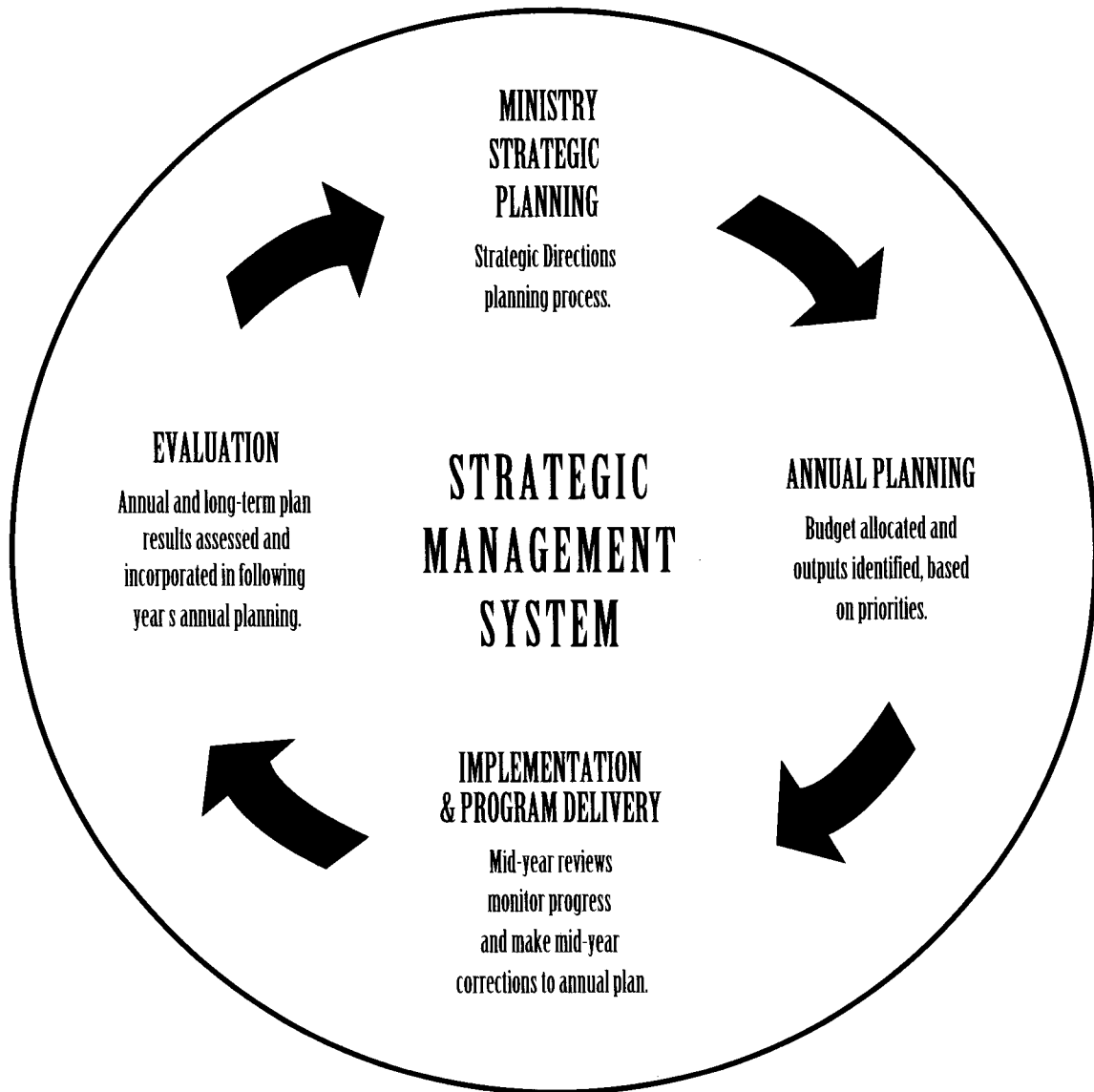


Figure 1

# Strategic Management Framework

## VISION

An environment that is  
naturally diverse and healthy,  
and enriches people's lives

## MINISTRY GOALS

- Natural Diversity
- Healthy and Safe Land, Water and Air
- Sustainable Social, Economic and Recreational Benefits

## KEY STRATEGIC ISSUES & OBJECTIVES

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>➤ Issue : Natural Resource Stewardship<br/>Objectives : See page 14</li> <li>➤ Issue : Sustainable Land and Resource Use<br/>Objectives : See page 17</li> <li>➤ Issue : Cooperative Relationships with First Nations<br/>Objectives : See page 20</li> </ul> | <ul style="list-style-type: none"> <li>➤ Issue : Building Support &amp; Trust<br/>Objectives : See page 22</li> <li>➤ Issue : Organizational Excellence<br/>Objectives : See page 25</li> </ul> |
|--|---|

Figure 2

## Ministry Goals

The ministry has three goals which reflect our vision statement and are critical to achieving the ministry's vision. These goals can only be achieved through close coordination of ministry activities, and through partnerships with other ministries, other governments, ministry clients, First Nations and the public.

### NATURAL DIVERSITY

*Protection, conservation and restoration of a full range of biological and physical diversity native to British Columbia.*

The province's unique diversity of plants and animals, and the ecological processes that support them, will be protected. Within the constraints of our knowledge and capability, we will work to maintain diverse and abundant populations of native plants and animals and their habitats. We will seek to ensure that no species becomes extinct, endangered or threatened through human activity.

The province's unique physical features also require protection for their intrinsic value and to help maintain biodiversity.

### HEALTHY AND SAFE LAND, WATER AND AIR:

*Clean, healthy and safe land, water and air for all living things.*

This goal focuses on maintaining and restoring the quality of land, water and air, and on managing water resources to support the health of humans and all living things, now and for future generations. We will seek to eliminate persistent toxic wastes, to reduce other wastes, and to treat, dispose and remedy damage from waste generation in an environmentally-sound manner. We will contribute to maintaining the quality of land, water and air through integrated land planning and management practises.

Protection from environmental hazards – both human-induced and natural – is part of achieving a safer environment. We will take a preventative approach to minimize the occurrence of human-induced environmental hazards, and to minimize damage from both human-induced and natural hazards when they occur.



## SUSTAINABLE SOCIAL, ECONOMIC AND RECREATIONAL BENEFITS

*Provision of social, economic and outdoor recreational opportunities within the consistent with maintaining a naturally diverse and healthy environment.*

This goal focuses on supporting human social and settlement needs, and on environmentally sensitive economic development.

We will support human, social and settlement needs and environmentally sensitive economic development through integrated land use allocation, public consultation and coordinated ministry activities. We will provide diverse and accessible outdoor recreational opportunities for the public both

outside and within protected areas of the province. We will seek to ensure that government receives a fair return for the use of public resources.

## Ministry Values

The following value statements are expressions of what this ministry stands for and believes in when conducting business both at the strategic level and in day-to-day activities. The statements are intended to guide and assist us in reaching decisions in our ministry business activities, particularly when those decisions require us to take into account several perspectives on an issue. A common value framework will help us to exercise good judgment and take the initiative to resolve problems and pressures that sometimes have unclear or even contradictory characteristics.

The clear expression of our corporate values helps us all understand how we can work together to enhance the effectiveness of our workplace. These values are expected to be part of every employee's understanding of what it is to work in the ministry, and they will become part of the orientation available to all new employees. These are ministry-wide values—the use of the word “we” shows that these values apply to all Environment, Lands and Parks employees. The ministry expects to conduct evaluations with respect to its values and will seek opportunities to do so. However, the value statements are not something we would expect to achieve at some particular point in time, but rather reflect and describe our ongoing attitudes, beliefs and behaviours.

# Value Statements

## Stewardship

- *We will champion protection, and where possible enhancement, of environmental quality, and promote a sustainable society and the judicious use of land, through:*
  - *addressing environmental and land management issues from an integrated approach that reflects the interdependence of all parts of an ecosystem and the land, air and water uses within that ecosystem;*
  - *recognizing that humanity has a limited ability to predict environmental effects, and that a lack of full scientific certainty is not adequate reason to postpone cost-effective measures to prevent environmental degradation; and*
  - *ensuring that any land and resource use be consistent with the capability of the environment to support such use.*
- *We will take a lead role in promoting the principles of a conserver society, and our programs will reflect this philosophy of resource conservation.*
- *We believe that living organisms have an inherent value, apart from their value and benefit to human society, and our decisions and actions will reflect this belief.*

# Organizational Principles

We recognize that the best way to achieve our objectives is through interested, dedicated and satisfied employees working in a climate of effective management and human resource practices, and inter-personal cooperation. The following principles illustrate how the ministry will operate and allow us to create the type of climate most effective for ministry staff.

- *We treat others with courtesy and respect, communicate openly and honestly, and share information.*
- *All employees have the opportunity to influence the strategic direction of the ministry.*
- *In the performance of job functions, each employee is expected to:*
  - *be loyal and committed to the stated vision, goals and objectives of the ministry,*
  - *work cooperatively with other staff so as to foster a sense of teamwork within the ministry and across government, and*
  - *provide timely assistance to, and deal courteously with, external clients, agencies, institutions, other forms of government, and the general public.*
- *We are accountable for our own decisions and actions.*
- *We respect and support staff innovation and initiative.*
- *We commit to developing a work force that represents the diverse population we serve.*
- *We commit to developing a work environment free from all forms of harassment.*

Additional explanatory notes for the value statements are provided in Appendix B.

# Key Strategic Issues and Strategic Objectives

*Key strategic issues are the major challenges to the ministry in achieving its vision. After assessing the environment within which we find ourselves, senior ministry staff have consolidated the myriad of issues facing us into five key strategic issues:*

- Natural Resource Stewardship
- Sustainable Land and Resource Use
- Cooperative Relationships with First Nations
- Building Support and Trust
- Organizational Excellence

The first two key strategic issues, and associated strategic objectives, are most directly related to delivering the ministry mandate. The other key strategic issues deal with the means by which these end products are achieved, providing the tools necessary to effectively deliver ministry programs. Overriding the key strategic issues are five factors that will influence the way we address all of these issues both now and into the future.

These are:

- the need to balance demands on ministry resources;
- the need to coordinate ministry activities;
- the need to anticipate and respond to global changes in the environment, social values and socioeconomic conditions,
- the need to recognize that all ministry activities are affected by, and have an effect on, other agencies, and
- the need to recognize that most natural resources depend on a land base that is finite.

Every person in the ministry is affected by the reality that demands for services exceed our capacity to deliver, and that these demands are increasing. A key response of the ministry is to implement a strategic management system. This system will help us to set realistic targets, measure outputs, maintain accountability, and take corrective actions by directing our finite resources toward the highest priorities. While we must be flexible, a clear understanding of the direction in which we are headed will allow us to be principled in addressing ad hoc issues that inevitably arise.

Achievement of our ministry vision and goals requires coordinated action from all parts of the ministry. We need to capitalize on the broad range of staff expertise and experience and the diversity of our program mandates and capabilities to make the most of our collective resources. The implementation of a ministry strategic management system will assist us in doing so.

Environmental conditions and events outside British Columbia's borders will increasingly have an impact on the changing environmental agenda within the province. As well, social values and socioeconomic conditions will continue to influence how we address environmental issues.

Coordinated review and update of ministry policies and legislation must be an ongoing process to accommodate these changing needs and to ensure relevance and pragmatism.

Finally, the ministry addresses diverse and far-reaching issues which are often influenced by the decisions and actions of other government and non-government organizations. To deal with these issues effectively, it is important to recognize and complement the work of other agencies. We need to develop productive partnerships to reduce duplication, improve efficiency, identify solutions and ensure acceptance and commitment from all parties.

## Strategic Objectives

*Strategic Objectives identify end products that the ministry would like to achieve in order to address the key strategic issues. Each strategic objective will help to achieve one or more of our ministry goals.*

*They form the basis upon which to set priorities and will guide ministry activities to the year 2000.*

*All Environment, Lands and Parks departments need to translate these objectives into action in their respective areas.*

Most strategic objectives will require a cross-ministry coordination of activities. Specific on-going operational activities and special initiatives supporting each strategic objective are being identified and used to link ministry budgeting to strategic planning. On a fiscal year basis, a ministry action plan will highlight particular strategic priorities and target dates for strategic actions. Longer-term multi-year action plans will identify target dates and estimate resources required for the achievement of the strategic objectives. In addition, departmental, branch and regional strategic plans identify in greater detail the activities they are undertaking to support and contribute to each of the strategic objectives in this document.

The strategic objectives are not listed in priority order, and the attention given to each strategic objective will vary from year to year as we set annual priorities. Once objectives and activities are prioritized, staff will then delay or defer those activities given lower priority. The strategic management system will provide an opportunity to review and, if necessary, adjust priorities during the year. However, it is important to recognize that progress must be made on each of the strategic objectives in order to accomplish our goals within the target date of the year 2000.



## Key Strategic Issue: Natural Resource Stewardship

British Columbia has abundant natural resources and a healthy environment, by world standards. However, land and natural resources are increasingly pressured by population and economic growth. Improvements to environmental quality will be difficult to realize, especially with limited fiscal resources. The ministry must emphasize the principle of environmental sustainability in society, and consideration for the needs of future generations. This requires a shift towards 'proactive prevention', where society anticipates and prevents impacts that will damage the environment.

Specifically, the ministry needs to address:

- Increasing loss of wilderness, and an increase in environmental degradation.
- Increasing urbanization, deforestation and resource extraction.
- Increasing requirements for urban green spaces, and biodiversity protection.
- An incomplete information base, including inventories, mapping and environmental reporting systems, both for our own ministry's needs and for other resource ministries to which we provide data services.
- Pressures for improved scientific understanding of the environment as a basis for guiding land use and resource management decisions.
- Demands for legislation that is sensitive to the costs of compliance, is equitable to all parties, and provides greater certainty about future statutory requirements.

## Natural Resource Stewardship Strategic Objectives:

### A1. *Protection and Conservation*

Protection and conservation of land, air, water, fish populations and habitats, and wildlife populations and habitats ensure biodiversity and sustainability.

### A2. *Research, Inventory, Monitoring*

Resource management information activities, systems and reports, including research, inventory and monitoring, actively support ministry environmental and natural resource management objectives.

### A3. *Designated Area Management*

Protection and management of specifically designated areas under the administrative control of the ministry maintain an optimum and sustainable balance between ecological, cultural, economic and recreational needs.

### A4. *Ambient Criteria and Objectives*

Measurable environmental and natural resource management criteria and objectives guide ministry decisions.

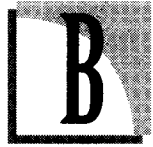


#### A5. *Protected Area System*

A protected area system of 12 per cent of the provincial land and marine coastal areas protects major ecological, cultural and recreational features of the province and meets the need for conservation of biodiversity.

#### A6. *Legislation and Regulations*

Legislation and regulations preventing, minimizing and/or remedying pollution, addressing environmental rights and responsibilities, enforcement and appeals, and protecting threatened and endangered species and critical wildlife habitat, provide the basis for effective protection and stewardship of the province's biological and physical resources.



## Key Strategic Issue: Sustainable Land and Resource Use

An increasing number of people are interested in using land and other environmental resources for a variety of purposes, which often leads to conflicts. Government has placed a very high priority on land and resource planning to provide a forum for conflict resolution and to ensure that our actions are consistent with the principles of sustainable development. The ministry must actively participate in land use planning in order to achieve its goals and support government priorities.

Specifically, the ministry needs to address:

- Conflicting public demands for protection of resources and increased opportunities to utilize them. Fairness and equal access to resources must be preserved for all British Columbians. At the same time, if our quality of life is to be maintained, personal and societal consumption must be reduced and adjusted to minimize detrimental impacts on the environment.
- Changing industrial practices that may adversely affect the environment.
- Public demand for strict regulation and strong enforcement.
- Incorporating principles of environmental sustainability into economic development decisions—which may lead to development in a very different form than we have been used to in the past.
- Adverse effects of pollution on air, land and water quality, as well as fish and wildlife habitat.
- Methods for ministry participation in, and implementation of, the various government planning initiatives, given limited resources and information.
- Appropriate public, business and government financial responsibilities for the use of resources.
- Issues of public safety and environmental protection from a variety of hazards.

## Sustainable Land and Resource Use Strategic Objectives:

### **B1.** *Recreational and Commercial Use*

Management of provincial parks and fish and wildlife populations provides appropriate recreational and commercial resource use opportunities throughout British Columbia.

### **B2.** *Resource Use Regulation and Allocation*

Regulation and allocation of land, air and water, fish populations and habitats, and wildlife populations and habitats ensure efficient and equitable opportunities for access to these resources.

### **B3.** *Resource Use Operating Standards*

Operating standards (e.g., environmental quality standards, guidelines and codes of practice) for industries, municipalities, local governments and individuals, developed in consultation with other governments, agencies, industries and the public, support ministry environmental and natural resource management objectives.

### **B4.** *Enforcement and Compliance*

Consistent enforcement of ministry legislation and regulations supports compliance and the attainment of ministry environmental and natural resource management objectives.

### **B5.** *Economic Development Decisions*

Decisions on proposed developments meet the economic needs of society while recognizing existing natural and cultural resource values and the needs of future generations.

**B6. *Pollution Prevention***

Ministry programs, policies and activities promote the avoidance, elimination, reduction, reuse, recycling, recovery, and treatment or containment and remediation of polluting substances.

**B7. *Resource Use Planning***

Area-based planning principles, processes, implementation and monitoring at the provincial, regional, sub-regional and operational (local) levels clearly reflect ministry environmental and natural resource management objectives.

**B8. *Resource Use Pricing***

Pricing of land and other natural resources incorporates principles of demand management, user pay and full-cost accounting including economic, social, cultural and environmental values.

**B9. *Health and Safety***

Ministry programs, policies and activities protect public health, safety and property from environmental hazards, and safeguard environmental resources from human and natural hazards.



## Key Strategic Issue: Cooperative Relationships with First Nations

Developing new relationships with First Nations is a major government initiative which affects all ministry activities. British Columbia recognizes aboriginal title and inherent rights to self government. The Province is committed to a fundamental shift in the way land and resources are managed and is developing policies to implement this shift in advance of, and in preparation for, treaty negotiations. While this represents a key strategic issue for the ministry at this time, relationships with First Nations will ultimately be incorporated into ongoing operational activities.

Specific issues that require ongoing attention include the following:

- Legal obligations to consider traditional values and aboriginal rights when managing land and resources—including priority in allocation of sustenance resources.
- Managing the shift to a government-to-government relationship with First Nations and making this approach an integral part of all ministry activities.
- Working with First Nations to develop coordinated land use and resource use strategies, including co-management and joint stewardship strategies, on Crown and First Nations lands.
- Working with other ministries during pre-treaty negotiations and the development of provincial treaty mandates.
- The need to help build technical and managerial capabilities in First Nations communities.

## Cooperative Relationships with First Nations Strategic Objectives:

### C1. *Legal Obligations*

Enhanced consultation with First Nations ensures provincial legal obligations are met in land use planning and natural resource management initiatives.

### C2. *Treaty Negotiations*

Cooperative strategies and agreements with First Nations provide for resource management and environmental protection on traditional territories.

### C3. *Cooperative Resource Management*

Ministry participation in pre-treaty negotiations with First Nations, and contribution to the Ministry of Aboriginal Affairs development of provincial treaty mandates and negotiation strategies, support attainment of ministry environmental and natural resource management objectives.

### C4. *Staff Awareness*

In their daily work, Ministry staff reflect a clear understanding and integration of aboriginal issues.



## Key Strategic Issue: Building Support and Trust

Government is changing the ways it relates to interested parties, by increasing shared decision-making, freedom of information and integration in conducting business. These changes will result in greater understanding and acceptance of, and support for, government activities. The ministry, and all of government, must take the lead in facilitating public involvement and consultation. Without a well-informed and supportive public, the ministry cannot achieve its goals. In addition, we must recognize that there is much that we can learn from the public.

The ministry must build support and trust by including other ministries, other governments, industry, non-government organizations and the public in its work. We need to seek productive partnerships that will reduce duplication, improve efficiency, and ensure acceptance and commitment from all parties.

Specific areas that require ongoing attention include the following:

- The ministry goals of natural diversity, healthy and safe land, water and air, and sustainable social, economic and recreational benefits, cannot be achieved by government alone. Neither can they be achieved by any one sector of society—all must work together.
- People are moving towards a consumer ethic and, as a result, demand more information and education.
- The ministry must demonstrate to all concerned that it listens effectively and that its consultation processes are meaningful.
- Consultation processes, however, can lengthen delivery timetables and increase costs.
- It is a challenge to get a broad cross-section of people involved in decision-making and to reconcile the wide diversity of views. Uncoordinated stakeholder consultation from various government agencies can lead to “burn out” and cynicism.
- Many of the ministry’s concerns are greatly affected by events and conditions outside of the province. Consequently, the ministry needs to work closely with neighbouring governments to address resource and environmental issues.

## Building Support and Trust Strategic Objectives:

### D1. *Public Consultation*

Meaningful and coordinated consultation with the public provides quality information for inclusion in ministry planning and management decisions.

### D2. *Public Education*

Education programs increase public knowledge of the environment, develop and strengthen public commitment to a conserver ethic, and increase public support for ministry environmental and natural resource management objectives.

### D3. *Public Information*

Public information, including responses to formal and informal requests for information and records, supports ministry strategic and program objectives.

### D4. *Cooperative Projects*

Cooperative projects with the public, other governments and industry promote joint stewardship of our shared natural resources.



**D5. *Coordination and Harmonization***

Coordination with local, national and international levels of government ensures that resource management programs are well-integrated, not duplicated and provide high value services to the public.

**D6. *Quality Public Service***

Quality service to the public promotes both understanding of and support for ministry environmental and natural resource management objectives.



## Key Strategic Issue: Organizational Excellence

All ministry employees need to understand their roles and how they can contribute to ministry goals and objectives. The ministry must empower staff with authority, resources and accountability to enable them to contribute effectively. We need to build support and trust within the Ministry, and enhance our sense of a shared identity and vision.

Specific areas that require ongoing attention include the following:

- Investment in training our people in order to ensure we can fulfil our ministry's mandate.
- Reflecting today's social diversity by increasing the proportion of women, visible minorities, disabled persons and First Nations people in the work place.
- A common focus and clear, coherent direction. We need clear, understandable priorities and timely decisions that reflect available resources.
- Leadership that fosters participation, creativity and service quality.
- Coherent and consistent management principles to guide all employees while maintaining a high level of motivation and dedication.
- An organizational structure able to respond to the changes all governments are facing – increased work loads and restricted budgets.
- Every employee needs to understand their role within the organization and how they will be evaluated in terms of their outputs.
- Internal communications that are timely and effective, and occur at all levels throughout the organization.
- Policy and legislation development that is integrated both internally and across ministries and governments. A clear process for legislative development is required that incorporates public consultation and communication.

## Organizational Excellence Strategic Objectives:

### E1. *Skills Development*

A skills development strategy ensures the ministry staff have the skill base necessary to fulfil the ministry's mandate.

### E2. *Equitable Workplace*

An equitable workplace promotes safety, teamwork, staff empowerment and open communication, and values employees both as individuals and as contributors to the overall attainment of ministry strategic and program objectives.

### E3. *Effective Organization*

A strategic management system linking ministry planning, budgeting, monitoring and evaluation, and an effective internal information management system, provide the foundation for an effective, efficient and adaptable ministry organization.

### E4. *Legislation and Policy Development*

An established ministry development process for legislation and policies with strategic or ministry-wide implications supports the efficient development of effective statutes, regulations, policies and programs.

### E5. *Ministry Asset Management*

Management of ministry fiscal resources, systems and assets supports the achievement of ministry strategic and program objectives.

# APPENDIX A

## Definitions

### **Vision:**

Desired future state. All ministry activities are directed toward achievement of our vision.

### **Ministry Goals:**

Main elements of our vision which outline the ministry's mandate.

### **Values:**

Statements which guide how all staff in the ministry conduct their business, both at the strategic level and in day-to-day activities.

### **Key Strategic Issues:**

Major responsibilities and challenges for the ministry in achieving its vision. All ministry activities must contribute to addressing these challenges.

### **Strategic Objectives:**

The set of end products associated with each key strategic issue.

### **Strategic Actions:**

Strategic actions or priorities will be identified on a fiscal year basis. Multi-year action plans will identify what is required to accomplish strategic objectives. Strategic action plans may be detailed in program and regional plans, or developed through cross-department task forces.

## APPENDIX B

### Additional Explanatory Notes for Ministry Value Statements:

#### Stewardship

As stewards of environmental and land resources, our role encompasses both honest broker and environmental advocate, depending on the specific circumstances. These circumstances can include the particular legislative basis for the decisions we must make, the relative abundance or scarcity of the resources subject to the decisions, and the role that has been assumed by others involved in the decisions. In our ministry business activities and in the day-to-day decisions we must all make, both of these roles are legitimate and appropriate. What we have tried to achieve through articulating our ministry values is a clarification of the fundamental underlying beliefs that we hold in common, and can use to guide us in choosing the role we need to play and the path we need to follow to reach the best decisions.

In recognizing our role as stewards of land and environmental resources, we are also recognizing that use of resources is occurring, that we have a role in managing that resource use, and that a long-term view is required in order to ensure that resource use reflects the capability of the environment to support that use and minimizes potential detrimental effects on environmental quality and, consequently, on human health. This long-term and integrated, holistic view of our role as environmental stewards recognizes the dependent relationship of humans on the environment, and also recognizes that environmental health is fundamental to economic and human health. We also acknowledge and advocate the “precautionary principle” adopted in various national and international agreements, such as the 1992 Rio Declaration, under which we have a responsibility to take precautionary measures to anticipate, prevent or minimize adverse environmental effects.

Our Stewardship values state that we will enhance environmental quality “where possible”. The term “where possible” reflects our need to consider carefully whether enhancement measures are in fact possible or even desirable. For example, our first priority in managing recreational fisheries is to protect wild stock rather than to enhance stocks of fish artificially. Similarly, in water quality management, the focus is on maintaining high quality drinking water and protecting the integrity of aquatic ecosystems.

We also state that we will “promote a sustainable society”. This includes our desire to ensure we have given careful consideration to environmental, economic and social concerns in the day-to-day decisions we all need to make as ministry employees. Our decisions must reflect a long-term view that considers the needs of future generations. We also use the term “conservator society”, intending to emphasize the value we place on promoting the reduction of all types of waste in society, and on emphasizing conserving rather than consuming resources. In particular, we value any opportunity to demonstrate leadership in promoting the principles of a conservator society, recognizing that social change may be necessary to achieve a sustainable, conservator society.

## Organizational Principles

The organizational principles are those norms or standards of behaviour that we ask of, and expect from, ourselves as ministry employees. These standards and expectations of staff behaviour and decision-making form the foundation of the ministry’s approach to creating the desired organizational climate. As “ground rules” for how the organization will operate, the principles also imply the type of behaviour that will not be tolerated. Behaviour that is not in accordance with these values should be questioned and changed.

While we may not be perfect, and there can be occasional instances when behaviours may not completely emulate these organizational principles, we are trying to change in the direction of the principles in many areas and we must continue to change whenever and wherever possible.

Expecting loyalty and commitment to the ministry’s vision, goals and objectives means that, once key decisions have been made regarding ministry direction and targets, every employee will support, uphold and work towards our common vision, goals and objectives regardless of any privately-held, personal beliefs or responsibilities. The term “timely” means that we will respond within a time frame appropriate to the circumstances or occasion and certainly in accordance with statutory requirements. The organizational principles both enable us as individuals to take appropriate decisions and actions and also affirm our accountability for our decisions and actions.

Our values express our desire for a work environment that is free of harassment and discrimination, welcomes and values diversity, and attracts qualified workers from all backgrounds, including women, visible minorities, aboriginal people and persons with disabilities, to all levels of the

ministry. Optimally, our work force will reflect the diversity that exists in the general population of the province. We recognize that this is not currently the case and that this could, in fact, take many years to achieve. We will not be setting quotas, but this goal may be a consideration during recruitment processes which will continue to be based on principles of merit.





