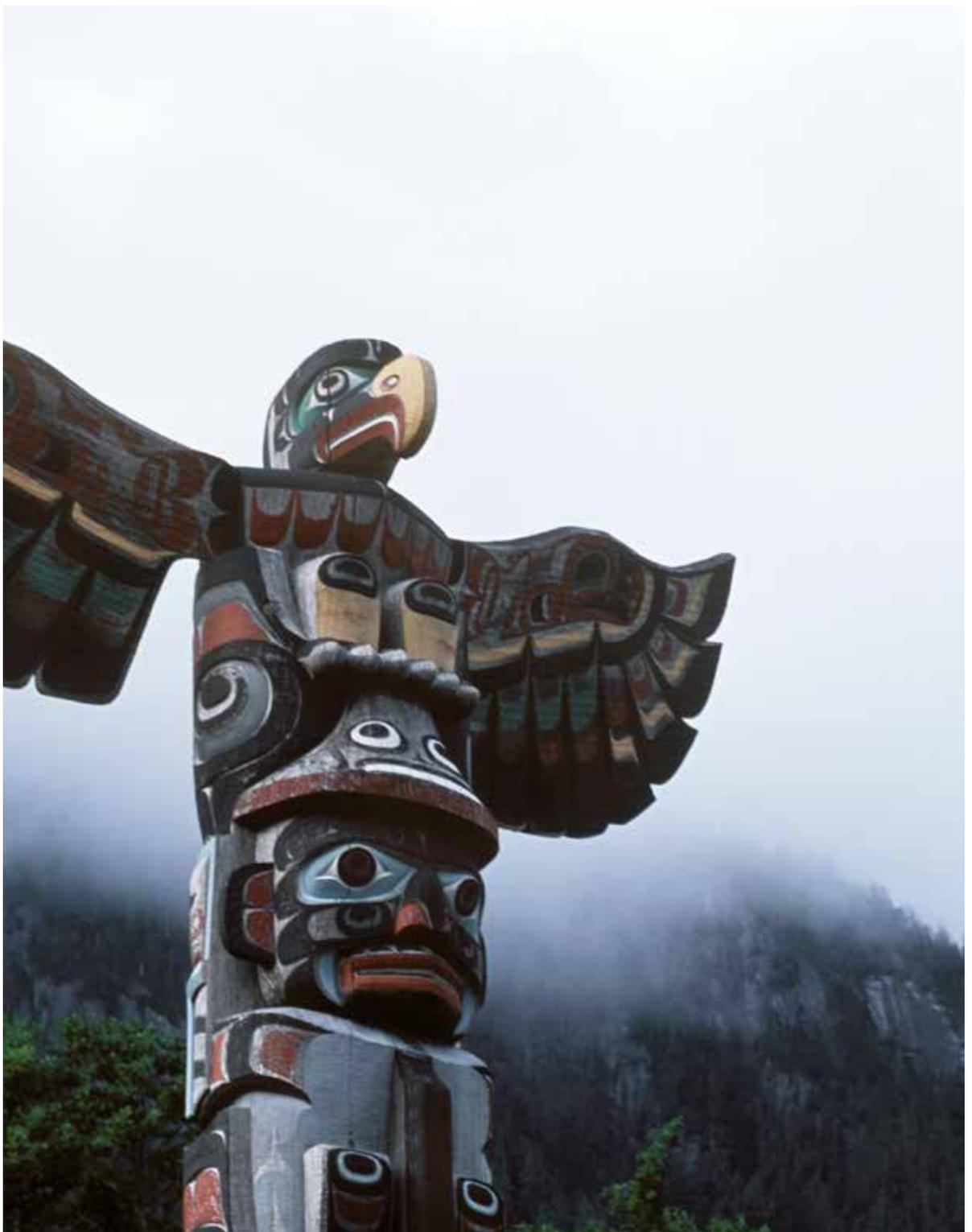




Ministry of Aboriginal Relations
and Reconciliation

Strategic Plan 2016–2018





INTRODUCTION

The 2016-2018 Ministry of Aboriginal Relations and Reconciliation (MARR) Strategic Plan provides a three-year roadmap to ministry priorities. The plan will be reviewed and updated annually.

This is your plan. It reflects the significant work by staff on ministry strategic renewal, and how it contributes to government's priorities.

The plan is a call to action. Staff should be able to see how their roles, responsibilities and accountabilities will make this plan a success.

Government's relationships with First Nations and Aboriginal people in British Columbia continue to evolve. We are committed to reconciliation, understanding that what is meant by reconciliation is influenced by the law, the needs of individual Aboriginal communities, and the expectations of both government and First Nations.

Government's focus

Government's approach to close socio-economic gaps and build reconciliation with First Nations and Aboriginal communities is through partnerships and full engagement in economic development. The Supreme Court of Canada's unanimous 2014 Tsilhqot'in decision shifted the legal landscape and reinforced the need to reconcile how we manage the land base in British Columbia. In the absence of reconciliation, there is uncertainty.

An enriched concept of reconciliation involves integrating social and economic imperatives in Aboriginal communities. Closing social and economic gaps and building such reconciliation means that First Nations are fully engaged in economic development. Full engagement contributes to a stable investment environment and healthy economy.

Shifting thinking

Court rulings such as the Tsilhqot'in decision continue to shape the legal relationship between First Nations and the Crown. First Nations expect deeper consultation and accommodation, an increased role in land and resource decision making, and integration of social and economic priorities for their communities.



Historically, government's approach has been to view treaties as the primary instrument of full reconciliation. Certainly, the treaties that have been reached in British Columbia have brought significant benefits to First Nations and surrounding communities; however, reaching a final treaty takes a long time and not all First Nations choose to participate in the process.

As a result, we embrace different paths to reconciliation. Reconciliation happens at the community level and has a different meaning for every community. For some, reconciliation can be achieved by negotiating a treaty. For others, reconciliation can be achieved through other types of agreements and engagements with the Province that create benefits for their communities. Reconciliation must be flexible and requires strong understanding and shared relationships.

To achieve this enhanced concept of reconciliation, government is transforming its approach. Reconciliation encompasses more than the activities of a single ministry and goes beyond the negotiation of a single agreement. Reconciliation is about relationships and plays a role in all government activities. This means that:

- ▶ Accountabilities for reconciliation are distributed throughout government.
- ▶ Our ministry's role is changing. MARR's leadership role in negotiating agreements continues with a new emphasis on co-ordinating government's reconciliation activities.
- ▶ Reconciliation includes social and community wellness. MARR will take on more leadership as government examines opportunities to achieve better social outcomes for Aboriginal people.
- ▶ Staff in every region play an important role. Because reconciliation happens community-by-community, government needs to learn about each community's unique priorities. Regional staff are best positioned to develop relationships and understand the needs of local communities.
- ▶ The ministry needs to adapt. MARR's strategic renewal activities will create a flexible work environment that provides staff with the tools and skills needed to meet the challenges of pursuing reconciliation.
- ▶ Stakeholder engagement is a shared accountability. Reconciliation is best achieved when there is successful and meaningful engagement of other parties who have interests in our work.

This document outlines a number of activities and strategies to be implemented over the next three years that will assist the ministry to implement its renewed mandate. The plan is built around three key goals:

- 1.** Creating immediate opportunities for improved Aboriginal participation in the economy and increased certainty for development;
- 2.** Continuing to reconcile with Aboriginal peoples in British Columbia; and,
- 3.** Ensuring a strong, resilient organization.

MINISTRY ROLE

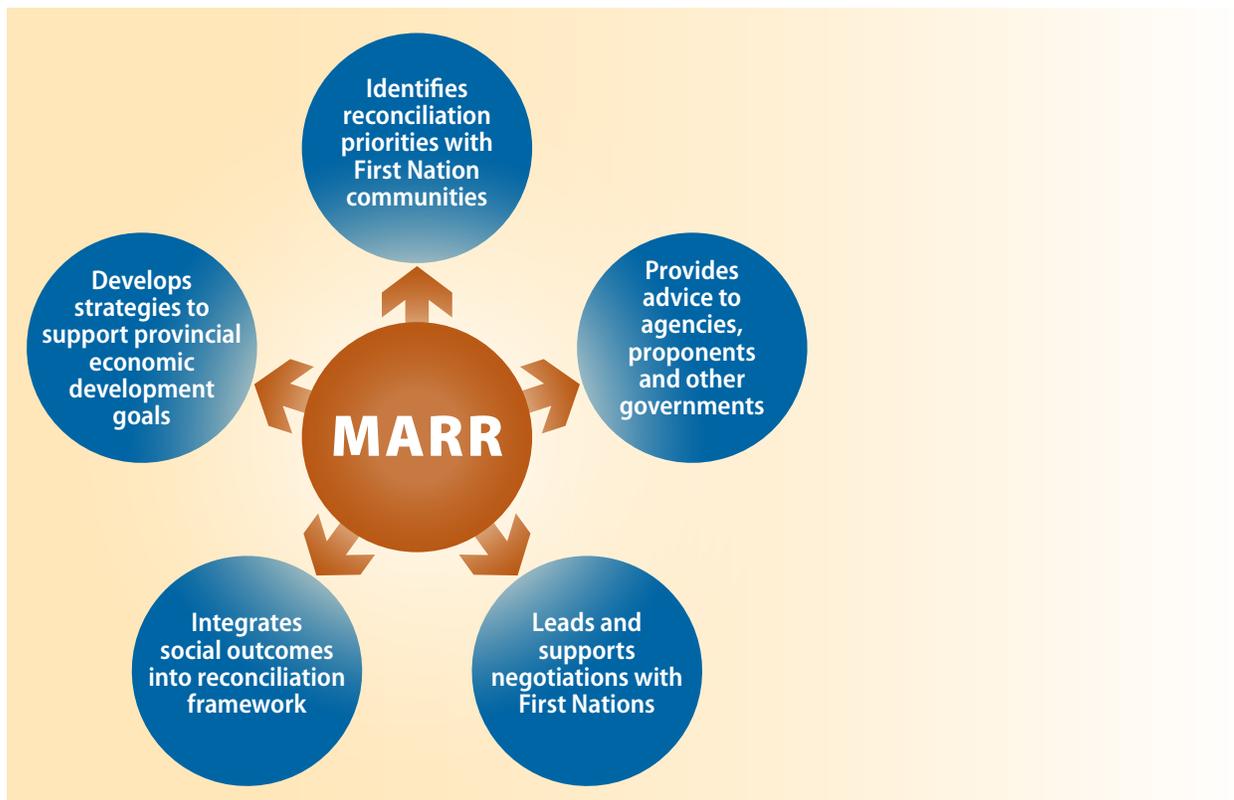
MARR plays a fundamental role in implementing government’s reconciliation mandate. As the scope of government’s reconciliation mandate grows, no single agency can be solely accountable for all reconciliation activities.

This means that all agencies have a role in implementing reconciliation. MARR is looked upon to provide leadership and advice in government’s growing relationships with First Nations and Aboriginal peoples. To continue to meet that expectation, we want MARR to be recognized as BC’s lead agency to deliver government’s reconciliation objectives, and the prime collaborator with other agencies and partners to coordinate reconciliation activities across government.

Vision: *British Columbia is a place where communities are healthy, prosperous, sustainable, and self-determining founded on positive, lasting relationships between Aboriginal people and all British Columbians*

Mission: *To lead reconciliation with Aboriginal people across British Columbia*

Figure 1: MARR’s role in leading and coordinating reconciliation



SHIFTING OUR APPROACH

The ministry is in transition. Over the next three years we will change how we do business and how we operate as an organization. The following table outlines some of the key changes that will be addressed through the activities outlined in the strategic plan.

As an organization we are shifting:

From	To	Intended results
Reconciliation primarily achieved through one process/agreement	Broad spectrum of reconciliation that: <ul style="list-style-type: none"> ▶ Incorporates a range of tools and initiatives ▶ Integrates socio-economic and cultural elements ▶ Is informed through new forums (e.g. Leaders' Gathering) 	<i>Flexible approach to reconciliation integrated into all government activities</i>
MARR accountability	Government-wide accountability	<i>Shared accountability across government for reconciliation</i>
Internal and external silos	Empowered staff and collaborative culture that delivers strategic approach to reconciliation	<i>Staff work together to deliver on goals and outcomes</i>
Defining success by outputs (i.e. signed agreements)	Defining success by outcomes (i.e. enduring relationships; investment certainty; sustainable communities; socio-economic outcomes)	<i>Enhance the impact and positive outcomes of all provincial investments for First Nations and Aboriginal peoples</i>
Disjointed approach to planning and process	Clear business processes and planning that make it easier to do our jobs	<i>Ministry that operates with clear focus and service excellence</i>



OUR VALUES

Organizational values are the guiding principles for how an organization functions and the way in which people work individually and collectively. They are important for setting organizational culture and help identify how management and staff make choices about how they interact, both internally and externally.

The B.C. government has six corporate values—**teamwork, courage, accountability, passion, curiosity** and **service**—that are all underpinned by the overarching value of **integrity**. This strategic planning process provided a good opportunity for the ministry to evaluate and reaffirm these corporate values and how they apply to the ministry's work.

Below are examples of ways that MARR currently expresses these values, as well as some aspirational ways that we could better demonstrate our values moving forward. These statements are meant as starting points for work that will continue during the implementation of this strategic plan.



Teamwork

- ▶ Build a culture of collaboration and teamwork between and within the divisions as well as among the regions and Victoria offices;
- ▶ Foster productive and healthy team relationships; and,
- ▶ Provide the opportunity for staff throughout the organization to better use their skills and interests.

Courage

- ▶ Take thoughtful risks in generating and implementing ideas;
- ▶ Set direction and follow through; and,
- ▶ Promote the delegation of work to allow learning opportunities for others.

Accountability

- ▶ Lead and coach others to grow in their work;
- ▶ Take a corporate view to better understand how we contribute to government as a whole;
- ▶ Build trust in relationships with our teams and leaders;
- ▶ Uphold a safe working environment and respectful workplace within the ministry and with our partners; and,
- ▶ Promote understanding of Aboriginal people and cultures.

Passion

- ▶ Enthusiastically work towards achieving desired outcomes while building on our relationships and knowledge; and,
- ▶ Get to solutions through active problem solving.

Curiosity (Innovation)

- ▶ Create venues for innovative ideas and reflection to be encouraged as valued contributions;
- ▶ Encourage others to bring forward new ideas and accept some risk; and,
- ▶ Be open to new ideas from various sources—our staff, our partners, First Nations and Aboriginal people.

Service

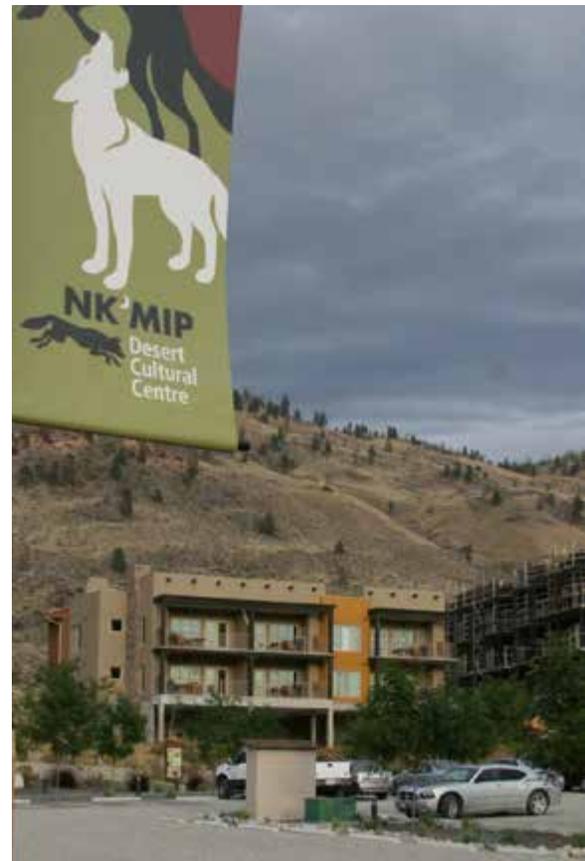
- ▶ Work collaboratively across government and with our partners to enable success; and,
- ▶ Place organizational objectives ahead of personal goals.

A unique value that has been identified as important to MARR is:

Empowerment

The ministry builds on the corporate values with the addition of empowerment. In the context of the ministry, this value means:

- ▶ Recognize opportunities for our staff to develop into new roles and responsibilities;
- ▶ Delegate responsibility to help make the organization stronger as a result;
- ▶ Build resilience throughout the organization to become more adaptable and flexible to changes;
- ▶ Provide focused strategic direction to succeed in meeting our mission, vision and defined goals; and,
- ▶ Collaborate and take responsibility for change.



OUR GOALS

Create immediate opportunities for improved Aboriginal participation in the economy and increased certainty for development.

Government's approach to closing socio-economic gaps and building reconciliation with First Nations and Aboriginal people is building the economy and looking at holistic approaches to how we work. Reconciling Aboriginal and provincial Interests helps provide certainty for economic activities that benefit all British Columbians.

Continue to reconcile with Aboriginal peoples in British Columbia.

Reconciliation is an ongoing process, not an end-state. It is about enduring relationships, and requires trust and commitment to overcome differences. Respectful relationships and embracing Aboriginal cultures are at the heart of our reconciliation efforts. So too is the principle of engagement with local governments, the federal government, stakeholders, the public, and all those impacted by our work.

Everything we do contributes to reconciliation and every ministry has a role.

Ensure a strong, resilient organization.

Building a strong, adaptable organization is a continuous process and it is critical to provide staff with the right tools and skills to make this plan a success. Our continued strategic renewal efforts will:

- ▶ Enable a supported, valued and highly functioning workforce;
- ▶ Enhance the flow of needed information and integrated planning efforts within the organization;
- ▶ Improve collaboration, planning, and create a service-oriented relationship with other ministries and agencies; and,
- ▶ Result in an organization that is more flexible and focused on continuous improvement.



STRATEGIC ACTIONS

Strategic Renewal activities in the action areas of People, Process Improvements and Organizational Design are now situated in broader planning efforts across the ministry. This aligned approach helps improve the line of sight between strategic and business plans, and our day-to-day activities.

Goals and actions from the previous Strategic Plan (2014) and the Service Plan have been combined to better guide our organization and track results. Both the divisional and work unit business plans will flow from this document. These actions will be reviewed yearly and updated accordingly to reflect our work.

Goal 1: Create immediate opportunities for improved Aboriginal participation in the economy

Objective 1.1: Improve economic and social outcomes for Aboriginal peoples.

- a** In collaboration with natural resource sector ministries, negotiate and sign agreements with First Nations that create economic and social benefits, including resource revenue agreements with First Nations impacted by industries such as mining.
- b** Partner with First Nations, Aboriginal communities and organizations to support community-based skills, training and employment initiatives.
- c** Increase First Nation participation in clean energy projects using the First Nations Clean Energy Business Fund.

Objective 1.2: Engage First Nations and Aboriginal peoples early to ensure they have opportunities to participate and be involved with initiatives that affect their communities.

- a** Negotiate and implement forms of reconciliation agreements with First Nations, which contribute to improved social and economic outcomes for Aboriginal peoples.
- b** Support First Nations' access to land and resource tenures.

Goal 2: Continue to reconcile with Aboriginal peoples in British Columbia

Objective 2.1: Respectfully reconcile provincial interests with First Nations, Aboriginal and treaty rights.

- a** Advance agreements among First Nations and the Province by taking a focused approach to negotiations.
- b** Improve treaty making through tripartite processes, including treaty revitalization.
- c** Link economic development to treaty through land transfers for current and future use.
- d** Work with partner ministries and agencies, First Nations and First Nations' leaders to understand, clarify and develop solutions to issues involving Aboriginal rights and title.



Objective 2.2: Establish respectful relationships with Aboriginal peoples as a model for all British Columbians.

- a** Facilitate and support collaboration among Aboriginal organizations, all levels of government and the private sector on initiatives aimed at improving social and economic outcomes for Aboriginal peoples.
- b** Provide advice, guidance and direction to industry in engaging with Aboriginal peoples.
- c** Engage with the First Nations Leadership Council to reach shared goals regarding improving outcomes in First Nations' communities and increasing certainty on the land base.
- d** Work with other provinces, territories, the federal government and national Aboriginal organizations to initiate and co-ordinate efforts to address issues of mutual interest.
- e** Engage business and industry to support First Nations' participation in liquefied natural gas development.
- f** Promote Aboriginal peoples' access to liquefied-natural-gas-related skills development and training programs and services.

Objective 2.3: Work with Aboriginal peoples to enhance and build capacity in Aboriginal communities, governments and organizations.

- a** Engage the federal government and Métis organizations to develop governance and capacity on a tripartite basis.
- b** Build from the outcomes and commitments established through existing accords and agreements to develop a strategic way forward (e.g. Transformative Change Accord, The New Relationship and the Métis Nation Relationship Accord).
- c** Engage Aboriginal youth organizations to develop initiatives that meet business and entrepreneurship, education and other youth-driven priorities.

Objective 2.4: Work across government with Aboriginal partners, federal and local governments to improve socio-economic outcomes for Aboriginal people in British Columbia.

- a** Engage provincial ministries, Aboriginal partners, and the federal and local governments to increase/improve employment, education and job skills training opportunities for the urban/off-reserve Aboriginal population.
- b** Support the goals outlined in the BC's Skills for Jobs Blueprint.
- c** Co-ordinate engagement and develop strategies to achieve better education and job training, healthier family life and strengthened cultural linkages for Métis peoples.
- d** Proactively and meaningfully engage stakeholders, key partners, and the public to build support for government's reconciliation efforts.
- e** Incorporate social and economic benefits into negotiations with First Nations.
- f** Develop a comprehensive, integrated and practical socio-economic policy framework in partnership with line ministries and key Aboriginal partners.

Objective 2.5: Improve British Columbians' awareness of Aboriginal peoples and cultures.

- a** Increase engagement with the public and stakeholders to improve British Columbians' understanding of the need and benefits of reconciliation.
- b** Increase British Columbians' understanding of the history and current issues that drive the need for reconciliation.
- c** Enhance cultural awareness practices, and the use of Aboriginal Relations Behavioral Competencies in the BC Public Service.

Goal 3: Ensure a strong, resilient organization

Objective 3.1: Enable a supported, valued and highly functioning workforce.

Foster a culture of respect through a workplace environment that reflects the values of our organization and the BC Public Service, in order to:

- a** Increase awareness and practical tools for employees regarding respectful workplace practices throughout the ministry.
- b** Ensure all staff understand related laws and regulations, protocols, corporate obligations and best practices.

Support workplace learning and development by:

- c** Providing and promoting temporary or trial assignments in the ministry and sector.
- d** Consistently applying a framework for learning and training throughout the ministry.
- e** Developing a comprehensive ministry-wide orientation program for new staff.
- f** Supporting actions that increase peer learning and mentoring.



Strengthen employee accountability in the ministry by connecting individual's work to ministry priorities by:

- g** Linking corporate goals to individual MyPerformance profiles.
- h** Aligning division, branch and team business plans to the ministry's strategic plan.
- i** Building learning and development into work plans and accountabilities.

Cultivate appreciation and recognition in our workplace by:

- j** Establishing a ministry-wide recognition program (e.g. staff appreciation awards).
- k** Developing and supporting ways to increase informal, day-to-day recognition within teams and between peers.

Build and develop leadership capacity in the organization by:

- l** Clearly articulating leadership accountabilities.
- m** Supporting activities that build leadership skills and facilitate leadership competencies at all levels of the organization.
- n** Ensuring tools and functional supports are in place to strengthen supervisory excellence (e.g. renew supervisors' forum).
- o** Building next generation leaders and ensuring development streams are identified and available.

Address succession planning and management by:

- p** Formulating a strategy for succession planning that retains and shares talent and knowledge across the ministry and BC Public Service.
- q** Developing a formal exiting process for employees.



Objective 3.2: Enhance flow of needed information and increase integration within the organization.

Improve business planning processes by:

- a** Developing focused negotiations strategies that take into account a province-wide view.
- b** Creating a way of capturing the status of negotiations.
- c** Conducting regular divisional and Ministry-wide strategy sessions.

Ensure that roles, responsibilities and lines of authority are clearly understood by:

- d** Better defining and communicating employee roles, functions and expertise through an internal directory.
- e** Developing ways to provide more up-to-date information on file responsibilities (e.g. potential new database).
- f** Reviewing and streamlining decision-making and committee roles in the ministry.

Improve ministry communications practices and enhance internal engagement by:

- g** Developing options to improve inter-ministry/ regional communications on key issues.
- h** Streamlining the ministry's briefing note and internal submissions processes.

Objective 3.3: Improve collaboration and create a service-oriented relationship with other ministries and agencies.

Work across business areas and ministries to integrate natural resource sector and socio-cultural approaches, and foster innovation through:

- a** Better policy coordination across ministry/sector.
- b** More integration of implementation functions into ministry / sector work.
- c** Working with ministry partners to develop standardized operational policy and procedures.
- d** A review of the ministry funding models to streamline and/or reduce the reliance on submissions.
- e** Developing a culture of innovation.
- f** Sector-wide approaches and objectives to stakeholder and partner engagement.

Better align our business functions to more effectively support our clients and partners by:

- g** Conducting a ministry-wide travel budget review to better support objectives such as staff development and increased support for negotiation tables.
- h** Creating an inventory of existing programs and all negotiations tools.
- i** Better integrating socio-economic and socio-cultural functions / file responsibilities in government.
- j** Developing options for an area-based business model that responds to regional needs.
- k** Centralizing program level financial management functions across the ministry.

