



Ministry of
Agriculture and Lands

2009/10 – 2011/12
Service Plan

February 2009



Ministry of Agriculture and Lands

For more information on the British Columbia
Ministry of Agriculture and Lands,
see Ministry Contact Information on page 45 or contact:

Ministry of Agriculture and Lands:

PO BOX 9120
STN PROV GOVT
VICTORIA, BC
V8W 9B4

or visit our website at
<http://www.gov.bc.ca/al>

For more information on the Integrated Land Management Bureau
See Bureau Contact Information on page 23 or contact:

Integrated Land Management Bureau:

PO BOX 9361
STN PROV GOVT
VICTORIA, BC
V8W 9M2

or visit our website at
<http://ilmbwww.gov.bc.ca>

Published by the Ministry of Agriculture and Lands

Message from the Minister and Accountability Statement



It is my pleasure to present the Ministry of Agriculture and Lands' 2009/10-2011/12 Service Plan. This plan outlines the strategic priorities and key initiatives for the Ministry over the next three years.

The agriculture and food sectors will not be immune to current global economic challenges. However, our government is prepared to help our farming families weather the storm. Our recently released *British Columbia Agriculture Plan: Growing a Healthy Future for B.C. Families* is a long term vision for the future sustainability of agriculture in British Columbia. Our Ministry has realigned internally to support the delivery of triple bottom line benefits, supporting long term environmental, social and economic viability in local communities and industry, addressing climate challenges, promoting

B.C. local food, building First Nations agricultural capacity and bridging the urban/rural divide. In addition, we have entered into a new multi-year agreement with the federal government, which will provide B.C. with funding for specific initiatives to enhance competitiveness and innovation in the sector.

The Ministry has increased its efforts to manage greenhouse gas emissions, and to provide opportunities for our clients to contribute to reductions and assist in successful adaptation to climate change.

The Ministry supports a science-based approach to aquaculture management which protects our wild stocks, while at the same time working collaboratively with First Nations, local governments, industry and other stakeholders.

The Ministry continues to adapt its current policy tools, programs and services to the changing economic, environmental and social needs and to introduce innovative tools such as principle-based decision making in response to the opportunities and challenges facing the provincial economy and communities across the province. The Ministry continues to seek out partnerships and collaborative relationships with private sector entrepreneurs, local governments and First Nations to identify sustainable development opportunities, undertake land restoration projects and participate in strategic Crown land sales and transfers with broad public benefits.

The Integrated Land Management Bureau will be consolidating its recent business shift by leading a new co-ordinated approach to First Nations' consultation on land and resource issues. Our goal is to ensure First Nations' interests are effectively considered, workloads for all parties are reduced and Crown/First Nations relationships are strengthened.

The Bureau continues its citizen centred service delivery role by providing easy access to Crown natural resources through FrontCounter BC offices around the province. Land use planning support continues for identified regional priorities and for First Nations engagement agreements. The Bureau maintains its commitment to facilitate the development of independent power projects to support the

Ministry of Agriculture and Lands

BC Energy Plan and climate change initiatives and to develop natural resource management initiatives through Bureau-led interagency management committees.

The Bureau's GeoBC offers an exciting and unique window on geography for the province. Vital natural resource information to support business, the public and other levels of government, including emergency response is provided through GeoBC.

As we focus on these key initiatives over the next three years, we also recognize our many accomplishments. One such example is the species-at-risk recovery planning for the mountain caribou which has been successfully completed by the Bureau and the responsibility for the implementation of these files will now be undertaken by the Ministry of Environment.

The Ministry of Agriculture and Lands' 2009/10 – 2011/12 Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of February 10, 2009 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.



Honourable Ron Cantelon

Minister of Agriculture and Lands

February 10, 2009

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Introduction to the Service Plan

This service plan sets out the priorities and three year plans for the Integrated Land Management Bureau and the Ministry of Agriculture and Lands.

Part A presents the Integrated Land Management Bureau's 2009/10 - 2011/12 Service Plan.

Part B presents the Ministry of Agriculture and Lands' 2009/10 - 2011/12 Service Plan.

Part A: Integrated Land Management Bureau

Purpose of the Bureau

Crown land in British Columbia covers 94 per cent of the province. This publicly owned land and its natural resources are major contributors to the economic, social and environmental health of the province. The Integrated Land Management Bureau plays a key role in facilitating co-ordinated access to both Crown land and its resources, furthering government's commitment to a strong economy, vibrant communities, environmental stewardship and the development of a strong, mutually supportive relationship with First Nations.

The Integrated Land Management Bureau provides an array of services to the public and to other government agencies involved in using and managing Crown land and natural resources. The Bureau's clients range from those seeking access for business, community, recreational or other purposes to those interested in the effective environmental stewardship of land and resources. The Bureau assists clients in many ways, including: co-ordinating access to tenures, permits, licences; Crown land sales and grants; co-ordinating multi-agency consultation engagement agreements with First Nations on land and resource issues including implementation of land use planning agreements; and managing and providing land and resource geographic information.

Established in 2005, the Bureau is hosted by the Ministry of Agriculture and Lands and is accountable to its Minister. Enjoying relative independence, the Bureau's services to the public are provided on behalf of numerous provincial ministries. The Bureau is guided by a Board of Directors which sets direction and priorities, and is made up of the deputy ministers of the following six ministries: Aboriginal Relations and Reconciliation; Agriculture and Lands; Energy, Mines and Petroleum Resources; Environment; Forests and Range; and Tourism, Culture and the Arts. The Bureau also provides corporate leadership on behalf of government towards the sustainable management of natural resources and co-ordination of related information.

In addition, the Bureau has nine regional FrontCounter BC offices, providing a single window access point for over 100 different types of authorization applications related to natural resources on behalf of the ministries and other agencies it serves¹. FrontCounter BC services cover this wide range of natural resource authorizations while integrating Crown land use, land use planning and provision and analysis of related information. In a similar capacity, the Bureau's GeoBC (www.geobc.gov.bc.ca) provides a single window to the Province's geographic information, tools, products and services.

In effect, the Bureau is the primary provincial source for authoritative land, resource and geographic data and application services.

¹ The ministries have a mandate to adjudicate non-*Land Act* natural resource authorizations. They review and make decisions on the applications. The Bureau tracks the progress of applications and communicates the results to the client. In the case of applications for new and replacement land tenures under the *Land Act* or Crown land sales, the Bureau also adjudicates these applications on behalf of the Ministry of Agriculture and Lands.

The Bureau's mission and vision can be found at the following link:
<http://ilmbwww.gov.bc.ca/about.html>



Sub-alpine meadow in Muskwa-Kechika

Strategic Context

Listed below are several key strategic issues that will impact the business of the Bureau during the next planning period.

Engagement of First Nations: Advancing First Nations' interests and values is part of the Province's commitment to the New Relationship with Aboriginal people. In light of this commitment, the co-ordination of First Nations consultation and engagement has been, and will continue to be, a key driver for the Bureau. The capacity to participate in the consultation and engagement process is an ongoing issue for both First Nations and the Province. First Nations also have expectations for mechanisms that will reduce referral workloads, ensure legally required consultations occur in as timely a manner as possible and provide for enhanced ability to communicate their interests to government.

Meeting Client Service Demands: Client service work performed by FrontCounter BC can be challenging as some natural resource use applications are more complex than others and may involve lengthy First Nations consultations, or complex adjudications for non-*Land Act* tenures by partner agencies. Another challenge for FrontCounter BC is to continue to maintain a successful co-ordination role while meeting the increasing demand for its services by other agencies and ministries.

Balancing the Competing Demands for Land Use: British Columbia has a diverse landscape and since the vast majority of the province is Crown land, the Bureau is responsible for managing an equally wide variety of economic and environmental activities on that land. The management of the land must ensure that a balance is maintained between these types of activities, and that these activities are beneficial to the province. The challenge is to meet the needs of communities, First Nations, the environment and the economy while supporting sustainable resource management in British Columbia.

Meeting Demands for Ongoing Technological Changes and the Increasingly Sophisticated Needs of Clients: Geographic information is an essential driver in decision making in both the private and public sectors. The demand for provincial geographic information is continually increasing and meeting citizens' expectations while staying current with rapidly changing technology is a huge challenge. Current, reliable and authoritative information is critical for resource development, emergency response, community planning and First Nations treaty development. Managing client expectations, setting priorities and co-ordinating information sources across government, and within available resources, is an ongoing Bureau priority.

Climate Change: With the challenge of a world economic downturn in 2008, together with the continuing effects of climate change and fluctuating oil prices, there have been increasing demands for alternative forms of energy. The Province is currently managing an increase in the number of independent power producer project applications on Crown land. The Bureau will need to co-ordinate the development of independent power projects to support the British Columbia Energy Plan and climate change initiatives.

Goals, Objectives, Strategies and Performance Measures

The Integrated Land Management Bureau pursues four main goals in co-ordinating natural resource services for British Columbians. The Bureau advances a series of objectives, strategies and performance measures to help achieve each goal and to respond to the emerging issues identified in the planning process.

Goal 1: Citizen-centred delivery of services for natural resource applications and adjudications.

The Bureau supports the government-wide priority to provide better service to British Columbians by providing its FrontCounter BC clients with single point of contact services to access natural resources via permits, licences, tenures, Crown land sales and grants and to obtain *Land Act* adjudications.

Objective 1.1: The provision of outstanding FrontCounter BC services in accordance with service agreements with partner agencies.

Meeting application processing timelines on land and resource applications is critical, particularly for the business community. Through the single point of contact service provided by FrontCounter BC, the Bureau is now able to ensure clients are provided with accurate application information, the convenience of multiple access channels, full disclosure of the steps and costs to proceed, reduced turnaround time through inter-agency co-ordination and streamlined application processes. Accordingly, the Bureau has entered into service agreements with its numerous partner agencies which promote timely and efficient turnaround times for natural resource authorizations and permits. At the same time, these agreements also ensure that guidelines aimed at promoting balance, respect for environmental values, transparency and other factors are met.



FrontCounter BC office sign – Fort St. John



Staff member working at the FrontCounter BC booth during the Natural Resources Forum in Prince George – January 2008

Strategies

- Provide efficient pre-application and application completion services to customers and ministry clients.
- Improve service to client agencies by meeting or exceeding performance targets.
- Expand FrontCounter BC services to customers and client agencies by facilitating improved business processes, developing a "Virtual FrontCounter BC" and encouraging client agencies to adopt higher tier services.
- Implement e-licensing and permitting services for natural resource authorizations.

Performance Measure 1: Percentage of natural resource applications prepared for adjudication that are processed under agreed turnaround times with other agencies.

Performance Measure	2007/08 Baseline	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Percentage of natural resource applications prepared for adjudication that are processed under agreed turnaround times with other agencies	76%	90%	90%	90%	90%

Data Source: FrontCounter BC Authorization Tracking System

Discussion

This measure provides an indication of FrontCounter BC's success in assisting businesses and individuals prepare complete applications for natural resource-use authorizations and in streamlining the processes in other ways so that less time is required by partner agency adjudication staff to review and decide on applications. The forecast targets are consistent with standard service level commitments used by this ministry and its predecessors in recent years. As the objectives for this goal were revised this year to better reflect the business lines of the Bureau, the measures chosen are also better indicators of the progress in the work for which the Bureau is accountable.

Objective 1.2: Service excellence for clients seeking access to use Crown land through *Land Act* adjudications.

The Bureau, through the provision of efficient and timely *Land Act* adjudication decisions to the general public and business clients, is striving to achieve this objective and thereby support the citizen-centred service delivery goal. Challenges in achieving this objective include sometimes complex application referrals associated with First Nations consultations.



Wind Turbine at Johnson's Ridge, near Moberly Lake, B.C.

Strategies

- Embark on several business improvement initiatives to provide more efficient mandated *Land Act* adjudications and decisions for clients.
- Support small businesses by guiding them through the process used for accessing Crown land and resources.
- Advance First Nations' values in the administration of Crown land tenures.
- Facilitate the application process for the development of independent power projects to support the BC Energy Plan and climate change initiatives.

Performance Measure 2: Percentage of *Land Act* adjudications that are completed under agreed turnaround times.

Performance Measure	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Percentage of <i>Land Act</i> adjudications that are completed under agreed turnaround times	90%	90%	90%	90%

Data Source: Reason for Decision Measurement

Discussion

This performance measure reflects the Bureau's success in completing *Land Act* adjudication decisions in a timely manner. These decisions on Crown land use will in turn benefit the provincial economy while considering environmental and social impacts. The forecast targets are consistent with standard service level commitments used by this ministry and its predecessors in recent years.

Objective 1.3: Solid partnerships built with local governments other agencies and First Nations.

The Bureau continues to build partnerships with local governments and First Nations in support of community development opportunities and growth in new and emerging business sectors across British Columbia. By working with these partners, the Bureau can make Crown land available for such things as affordable housing projects and those land and resource projects which support both the Province's Energy Plan and Climate Change Action Plan. Challenges associated with achieving this objective include the capacity of First Nations to fulfil their partnership obligations.



Signing of the Nanwakolas Clearinghouse Pilot Project Framework Agreement - July 2008

Strategies

- Build efficient and timely land and resource development consultation and accommodations mechanisms with First Nations.
- Provide effective and efficient administration of Crown land sale partnerships with First Nations and communities.
- Lead regionally-based Inter-Agency Management Committees and Sub-Regional Management Committees to optimally co-ordinate government interests in the management of provincial natural resources.

Performance Measure 3: Number of hectares of Crown land granted for community development purposes in consultation with First Nations.

Performance Measure	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Number of hectares of Crown land granted for community development purposes in consultation with First Nations	750	1000	1250	1500

Data Source: Tantalus

Discussion

This performance measure provides an indication of the Bureau's progress in assisting local governments in making Crown land available for community development projects such as affordable housing, schools, fire halls and recreational facilities. In creating these opportunities and in consulting with First Nations, the Bureau promotes economic development while respecting social and environmental values. The Bureau also works in collaboration with the Ministry of Community Development on these issues where necessary. The targets are calculated using the size of Crown land granted through Crown land sales, free Crown grants and nominal rent tenures.

Goal 2: An enhanced relationship with First Nations which will lead to improved business practices.

The Bureau continues to develop its new assignment to be responsible for the co-ordination of multi-agency engagements with First Nations on land and resource issues on behalf of government. The Bureau will focus on providing improved means of consulting First Nations about their interests. Opportunities will be provided for First Nations to express their land and resource development values and interests, enhancing resource use certainty, supporting the needs of communities, furthering responsible economic development and improving environmental sustainability.

Objective 2.1: Engaging First Nations on improved processes to enhance understanding and consideration of their interests by provincial land and resource agencies.

The Bureau pursues this objective while working towards creating an integrated First Nations consultation process for the natural resource sector, reducing the consultation and referral workload for both the Province and First Nations, improving the understanding of First Nations' land and resource interests amongst provincial agencies and providing increased business certainty. Challenges associated with achieving the objective include the capacity for First Nations to engage government, and optimally allocating government resources to assist this process.



Totems on the Queen Charlotte Islands / Haida Gwaii

Strategies

- Develop a co-ordinated cross-ministry approach to engage First Nations.
- Pursue strategic engagement agreements with First Nations to establish mutual expectations and obligations leading to improved business practices.

Performance Measure 4: Number of strategic engagement agreements reached with First Nations.

Performance Measure	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Number of strategic engagement agreements reached with First Nations	0 ¹	1-3	3-6	3-6

Data Source: ILMB

¹ The focus has been on exploratory discussions on eight agreements, however only one is now in the early negotiation stage and will not be completed before the end of 2008/09.

Discussion

This measure is designed to gauge the progress the Bureau is making with respect to co-ordinating multi-agency consultation, accommodation and strategic engagement agreements with First Nations

on land and resource management. Some strategic engagement agreements will be specific to individual large projects and will be time-limited, whereas others will be of a more enduring nature. Additional strategic engagement negotiations will be added when First Nations and government are ready.

Goal 3: Land and marine planning that enhances Crown land and resource use certainty and supports sustainable natural resource management.

Objective 3.1: The maintenance of a flexible and integrated approach to planning that continues to meet clients' needs and regional priorities and achieves business certainty.

The Bureau continues to use land and resource planning to seek a balance between competing land uses, incorporate the values and interests of First Nations, reduce conflict and ensure sustainability of the natural environment and economy. The work includes the implementation of approved land use plans such as those for the central and north coasts. Challenges to achieving this objective include being able to prioritize projects within fiscal constraints and the need to maintain a narrower focus on specific planning priorities.



Kayaking in Clayoquot Sound

Strategies

- Facilitate effective implementation of approved strategic land-use plans with First Nations.
- Meet priority needs for detailed planning (e.g. Crown land, forest stewardship and marine resources) to translate strategic direction into resource allocation and management decisions.
- Pursue collaborative planning priorities with First Nations.

Performance Measure 5: Percentage of approved planning priorities completed.

Performance Measure	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Percentage of approved planning priorities completed	70%	80%	90%	90%

Data Source: ILMB

Discussion

This new measure is designed to indicate the progress the Bureau is making in completing the Bureau’s Board of Director-approved priority planning projects on a year-to-year basis. These projects are strategic in nature and increasingly involve government-to-government collaboration with First Nations. Priority projects to be completed over the next three years include a variety of activities, ranging from the development of new plans and agreements (e.g. Atlin-Taku), legal steps to implement approved plans (e.g. Sea-to-Sky) and detailed plans to guide forestry, wildlife management and Crown land dispositions. These projects will support sustainable resource management and help provide business certainty.

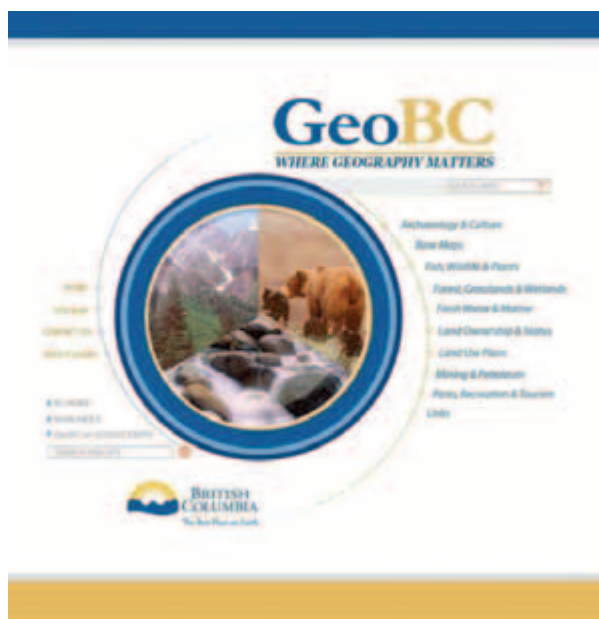
Goal 4: Integrated land and resource information.

The management of Crown land and its resources is more balanced and effective when supported by the efficient delivery of integrated land and resource information. The Bureau provides access to provincial geographic information which creates economic benefits and opportunity to both the public and all sectors of the economy.

Objective 4.1: Excellence in the provision of provincial land and resource information services through GeoBC.

Providing effective land and resource information, tools, products, services and related analyses leads to more fully informed clients, better decision-making and reduced natural resource application processing times.

The challenge in achieving this objective is in providing the most accurate and up to date information as possible to Bureau clients, as this is critical for such things as business and planning decisions, and for the resource information required for emergency services.



GeoBC Web Gateway

Strategies

- Enhance the role of geographic information in serving government, business and the citizens of British Columbia.
- Expand the use of geographic information beyond natural resource ministries to include all ministries.
- Develop corporate information and data management tools for government.
- Add value for Bureau clients through facilitating and delivering effective products and services through regional and headquarters GeoBC staff.



Township of Langley Fire Inspector collects geographic information on the location of all private hydrants throughout the Township.

Performance Measure 6: Percentage growth in government and citizen access to corporate land and resource geographic information.

Performance Measure	2007/08 Baseline	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Percentage growth in government and citizen access to corporate land and resource geographic information	17,300 sessions ¹	20 per cent increase over 2007/08 base	20 per cent increase over 2008/09 base	20 per cent increase over 2009/10 base	20 per cent increase over 2010/11 base

Data Source: GeoBC and Web Map Services

¹ The baseline consists of the number of sessions that users have accessed the GeoBC Gateway main page and key corporate tools. A session is defined as when a user has accessed the following corporate tools providing cross ministry information contained within GeoBC: iMapBC, Integrated Land and Resource Registry, Distribution Service and Base Map Online Store

Discussion

Geography is the unique identifier that connects information across business areas. Over the last few years, there has been tremendous growth in the usage of the GeoBC Gateway, applications and geographic warehouse by the general public and other government agencies. This trend is related to the advancement in technology, higher levels of citizens’ expectations and knowledge and improved access to the information in the Bureau's geographic warehouse. This performance measure provides a numerical indication of usage and usefulness of the information to Bureau clients. The geographic warehouse is the corporate repository for integrated land, resource and geographic data that supports a variety of business requirements for the ministries, other government agencies and the public.

Resource Summary –Integrated Land Management Bureau

The Resource Summary outlines the estimated expenditures by core business area. The Integrated Land Management Bureau operates under its own vote within the Ministry of Agriculture and Lands (see Part B) as specified in the *Estimates*.

Core Business Area	2008/09 Restated Estimates ¹	2009/10 Estimates	2010/11 Plan	2011/12 Plan
Operating Expenses (\$000)				
Regional Operations	35,380	32,676	32,784	32,407
First Nations Initiatives	8,743	8,658	8,634	8,555
GeoBC	23,954	20,349	20,419	20,234
Bureau Management	7,735	7,698	7,690	7,681
Total	75,812	69,381	69,527	68,877
Full-time Equivalents (Direct FTEs)				
Regional Operations	324	324	324	324
First Nations Initiatives ²	20	64	64	64
GeoBC	164	153	153	153
Bureau Management	6	6	6	6
Total	514	547	547	547
Bureau Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Regional Operations	135	76	115	303
First Nations Initiatives	0	11	11	11

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Core Business Area	2008/09 Restated Estimates ¹	2009/10 Estimates	2010/11 Plan	2011/12 Plan
GeoBC	3,889	229	109	79
Bureau Management	2,472	133	1	1
Total	6,496	449	236	394

- ¹ The 2008/09 Restated *Estimates* amounts have been restated, for comparative purposes only, to be consistent with Schedule A of the 2009/10 *Estimates*.
- ² First Nations Initiatives originally budgeted 20 FTEs and expected to transfer 45 additional FTEs from within the Bureau to reach the full complement required to meet its mandate. As this transfer did not materialize, the FTE budget was increased to reflect the actual size of the division, which was achieved through new hiring actions.

Recoveries and Revenues

Through partnerships and other arrangements with various organizations, the Bureau provides services and then recovers some or all of the costs. These recoveries are expected to amount to \$11.9 million in 2009/10, comprised primarily of approximately \$5.9 million in funding from the Forest Investment Account for land and resource-use planning and information services.

The Bureau expects to collect revenues of about \$0.2 million from a number of sources, including map and air photo sales.

Bureau Contact Information

ILMB Headquarters:

P.O. Box 9361 STN PROV GOVT, Victoria B.C., V8W 9M2

Ph.: 250 387-1772

Fax: 250 387-3291

FrontCounter BC:

Call 1 877 855-3222 toll free

E-mail: FrontCounterBC@gov.bc.ca

Web: www.frontcounterbc.gov.bc.ca

FrontCounter BC Regional Offices:

Cranbrook

1902 Theatre Rd., V1C 7G1

Ph.: 250 426-1766

Fax: 250 426-1767

Fort St. John

370-10003 110 Ave., V1J 6M7

Ph.: 250 787-3415

Fax: 250 787-3219

Kamloops

210-301 Victoria St., V2C 2A3

Ph.: 250 372-2127

Fax: 250 377-2150

Nanaimo

142-2080 Labieux Rd., V9T 6J9

Ph.: 250 751-7220

Fax: 250 751-7224

Prince George

200-1488 4th Ave., V2L 4Y2

Ph.: 250 565-6779

Fax: 250 565-6941

Ministry of Agriculture and Lands

Smithers

First Floor, 3726 Alfred Ave., V0J 2N0

Ph.: 250 847-7356

Fax: 250 847-7556

Surrey

200-10428 153rd St., V3R 1E1

Ph.: 604 586-4400

Fax: 604 586-4434

Victoria

310-710 Redbrick St., V8T 5J3

Ph.: 250 952-4386

Fax: 250 952-4663

Williams Lake

201-172 North 2nd Ave., V2G 1Z6

Ph.: 250 398-4574

Fax: 250 398-4836

For more information about the Integrated Land Management Bureau, including full contact information, visit our website at: <http://ilmbwww.gov.bc.ca/>

Part B: Ministry of Agriculture and Lands

Purpose of the Ministry

The mandate of the Ministry of Agriculture and Lands is to enable economic and social development and environmental sustainability for the agriculture, aquaculture and food sectors, supporting them in delivering safe, healthy and high-quality food, and to manage Crown land in an innovative manner that contributes to the economic, societal and environmental goals of government. This mandate supports the major changes in direction taken since 2001. Crown land policy, agriculture, aquaculture and food policies, programs and services of the Ministry have shifted from primarily a revenue and economic outlook to one that incorporates economic, environmental and social objectives, similar to what is known as triple bottom line reporting.



Early morning in Fraser Valley fields, B.C.

The Ministry's legal framework and its support for broader government goals and priorities underscores the interconnectedness between agriculture, aquaculture and Crown land use, and the health and well-being of British Columbians. The legal and regulatory environment that guides the work of the Ministry includes some 50 statutes which relate wholly or primarily to the Ministry and a further 98 regulations relating to the Ministry. A complete list of legislation for which the Ministry is responsible is available at

www.leg.bc.ca/PROCS/allacts/al.htm

The Ministry provides guidance across government for Crown land management by maintaining a land use and allocation policy framework for the Province. The Ministry provides leadership in the management of contaminated sites on Crown land and facilitates the redevelopment of brownfields² on both Crown and private land. The Ministry is also responsible for managing and resolving complex, high value land disposition proposals involving multiple government agencies and parties. Policies, procedures and guidelines are developed with respect to consultation with First Nations to support strategic decisions under the *Land Act* related to the implementation of treaties and the New Relationship.

Due to the constitutionally based, shared jurisdiction for agriculture and the historical importance of food production in Canada, the agriculture and food sectors are managed using an array of collaborative federal-provincial-territorial agreements. The most comprehensive agreement related to the agricultural and food sectors to date, Growing Forward, is the next generation of policy framework, and has replaced the expired Agricultural Policy Framework in provinces that have signed agreements. Growing Forward will enable a transformative agenda which will allow industry and government to focus on building a competitive and innovative sector by proactively managing risks and ensuring the sector contributes to society's priorities.

²Brownfields are defined as abandoned, vacant, derelict or underutilized commercial or industrial property where past actions have resulted in actual or perceived contamination and where there is an active potential for redevelopment.

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New and existing strategies of the Ministry will support the *British Columbia Agriculture Plan: Growing a Healthy Future for B.C. Families*. The plan is a roadmap to sustain and facilitate the growth and diversification of the industry, while further increasing public awareness, understanding and support for the agriculture sector.

As lead for the coordination of provincial priorities, initiatives and action plans to detect, eradicate and contain invasive plants, the Ministry provides leadership and technical support to partner ministries and coordinates the planning and administration of invasive plant programs on Crown land to effectively mitigate their impact.

The Ministry also relies on inter-agency partnerships such as those with the Agricultural Land Commission and the B.C. Farm Industry Review Board. The Commission is an administrative tribunal responsible for administering the Agricultural Land Reserve, a provincial land use zone that recognizes agriculture as a priority use. The commission operates independently and derives funding through the Ministry. The Farm Industry Review Board is a quasi-judicial tribunal. Its authority has evolved from supervising commodity boards to hearing and dealing with complaints about farm practices.

The Ministry, in partnership with the B.C. Agriculture Council and other stakeholders, enables the agricultural sector to reduce greenhouse gas emissions through programs such as the Environmental Farm Plan program. Programs like this enable farmers and ranchers to adopt beneficial management practices such as nutrient management through an incentive program made available through federal-provincial funding agreements.

The Ministry works closely with other provincial agencies, such as the Integrated Land Management Bureau and the Ministries of Forests and Range, Environment, Transportation and Infrastructure and Healthy Living and Sport, to fulfill its mandate. The mandates of these agencies connect in key areas such as climate change, food safety and quality, support for local food, land and resource use, commitments to First Nations, invasive plant and pest management, environmental issues and promotion of B.C. agricultural products.

The Ministry relies on partnerships with all levels of government and industry in terms of funding, collaboration and service delivery to implement ministry strategies. Partners outside of government include the B.C. Investment Agriculture Foundation, the B.C. Agriculture Council, B.C. Salmon Farmers Association, B.C. Shellfish Growers Association, Land Title and Survey Authority, Private Managed Forest Land Council, Utilities Sector Working Group and more than 54 other sector associations. The Ministry works with these partners to improve the sector's capacity to act strategically and promote its own interests.



Elk Lakes Provincial Park East Kootenays, B.C.

Strategic Context

The world is changing in ways that bring great opportunity for British Columbia. The global community has demonstrated an unprecedented appetite and demand for socially responsible and environmentally sustainable economies. There is growing interest in using Crown and agricultural resources strategically to generate local benefits and to achieve social objectives including healthy and prosperous citizens and communities and to close the gap between First Nations communities and the rest of B.C.

Challenges and Opportunities

Public Concern Related to Climate Change: Climate change poses a range of opportunities and challenges to agriculture, aquaculture and Crown land management in such areas as water management, crop damage, changes in production patterns and composition, as well as interaction and diversity of plant, animal and aquatic species, populations and ranges. Climate change has intensified the interest that British Columbians have in making environmentally friendly decisions. The growing demand for green energy and green alternatives also creates new opportunities for products such as bio-fuels and locally produced agricultural products, which support environmental objectives and reduction of greenhouse gases.

A Focus on Health and Buying Locally: Awareness is growing regarding the benefits of healthier lifestyles and supporting locally produced food which is leading to changes in eating habits and consumer preferences. This is creating significant niche market opportunities for fresh, nutritious local food products. The increased demand for locally produced products and the opportunity to visit the places where these products are grown also creates a tremendous opportunity for the sector.

Environmental Values Must be Balanced with Economic Viability: There is a high level of public concern about the environment (and, increasingly, animal welfare issues in livestock farming operations). Industry growth must be managed in an environmentally sustainable and socially acceptable way. With the greatest density of livestock in Canada found in the Fraser Valley, opportunities exist to work with industry to reduce emissions through pilots of such processes as anaerobic digestion³.



First Nations youth agriculture tour

Urban/Agriculture Interactions: A large portion of B.C.'s most productive farmland is in close proximity to urban development and other sectors of the economy. Odour, noise and dust concerns, competing demands for existing water resources, growing concern over air quality and emissions, as well as the growing pressures from other sectors to make alternate use of agricultural lands which can affect the overall

³ Anaerobic digesters capture methane and convert it to green energy. This energy can be used to generate electricity or heat, but the significant benefit is the destruction of these methane gases.

viability of the agriculture sector. At the same time, the growing success of farmers' markets and other direct farm marketing initiatives is recognized as an opportunity to strengthen the connection between those who produce our food and those that consume it.

Strong Global Competition and Market Prices: B.C.'s agriculture and seafood industries compete in international markets where competitors with similar or lower cost structures enjoy greater economies of scale and create downward pressures on food commodity prices. Domestic policy and



Canola Field in Peace River Regional District

high levels of subsidy in other jurisdictions have a direct impact on the ability of many B.C. producers to compete. Operating costs have increased dramatically over the past years. The exchange rate, labour shortages and interest rates are also challenges for many B.C. producers. The diversity and relatively small size of the B.C. sector are advantages in a world where increasingly sophisticated consumers will support a growing number of niche market opportunities.

First Nations Engagement: The Province has made a commitment to strengthen its relationship with First Nations and to close the social and economic gaps that exist between First Nations and other

British Columbians. This is an opportunity for the Ministry to work more effectively with First Nations to use Crown land and agricultural resources to leverage outcomes which benefit First Nations communities, and align with broader government objectives.

Revitalizing Communities and Reducing Pressures on Greenspace: The current policy, regulatory and tax environments do not fully encourage redevelopment of some brownfields⁴, and the general level of awareness of the opportunities available in relation to these sites is not widely understood or appreciated. The Ministry has the opportunity to build on the success of the Crown contaminated sites program, going beyond remediation of sites based on risk to human health and the environment, to include the redevelopment of underutilized sites on both Crown and private land through the B.C. Brownfield Renewal Strategy.

Strategic Crown Land Dispositions: In many B.C. communities, Crown land represents the best available source of land for community economic growth and diversification. Major Crown land sales and transfers are increasingly being evaluated based on their ability to deliver economic, social and environmental benefits. There is an opportunity for the Ministry to contribute to the strengthening of community infrastructure through collaboration with Ministry of Housing and Social Development to facilitate the transfer of Crown land for affordable housing. The Ministry can utilize expertise in resolving complex land dispositions to further government's objectives and to meet community needs now and in the future.

⁴ Brownfields are defined as: abandoned, vacant, derelict or underutilized commercial or industrial property where past actions have resulted in actual or perceived contamination and where there is an active potential for redevelopment.

Goals, Objectives, Strategies and Performance Measures

The Ministry's service plan is organized around its three long-term goals:

- Agriculture, food sectors and land use contribute positively to the economic well-being of the province;
- World leading environmental stewardship in Crown land administration, agriculture, aquaculture and food sector practices; and
- Community and social well-being is enhanced by Crown land administration, agriculture, aquaculture and food practices.

Goal 1: Agriculture, food sectors and land use contribute positively to the economic well-being of the province.



Direct farm marketing Lochside Trail, Saanich, B.C.

Agriculture and Crown land are strategic resources that British Columbians increasingly expect to be utilized in a manner that best responds to current and emerging needs. There are an increasing array of initiatives and activities making use of Crown land to support B.C.'s local economic growth and investment.

Objective 1.1: Strategic growth of the agriculture and food sectors.

The Ministry promotes sector profitability and self-reliance through programs and services that improve market access, foster innovation and efficiency across the value chain and provide farmers with the tools they need to sustain their businesses in the face of environmental and market risk.

Strategies

- Promote, deliver and improve national risk management programs and services.

- Facilitate industry transformation to new market opportunities through investment in innovation, promotion and market development.
- Promotion of agricultural activities in First Nations communities for consideration in their overall economic development strategies.

Performance Measure 1: Ratio of Ministry expenditures on investment versus income stabilization.

Performance Measure	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Ratio of Ministry expenditures on investment versus income stabilization	45:55	50:50	55:45	55:45

Data Source: Ministry of Agriculture and Lands

Discussion

This indicator compares ministry investment in the sector versus expenditures that support income stabilization. Investing in the innovation and development of new market opportunities is critical to the transformation and future success of the agriculture and food sectors in British Columbia. Continued industry reliance on income stabilization programs will not achieve the goal of strategic growth. The intent is to find ways to increase investments as opposed to reducing existing income stabilization program support. British Columbia has adopted an approach to support industry in recognizing opportunities and developing strategies that will facilitate industry transition to new market and production demands where sectors are faced with exceptionally adverse circumstances.

Objective 1.2 : Brownfield⁵ sites are restored to achieve economic, social and environmental benefits.

The Ministry has a responsibility to facilitate restoration of brownfields on both Crown and private land and to return these valuable land resources to the economy. The B.C. Brownfield Renewal Strategy is being implemented to encourage increased brownfield redevelopment across the province. The strategy aims to streamline processes, reduce risk and uncertainty, and increase understanding of redevelopment opportunities for local governments, land owners and other stakeholders.



Restored brownfield False Creek Vancouver, B.C.

Strategies

- Build capacity and awareness of redevelopment tools and opportunities available to local government, land owners and stakeholders.
 - Provide direct support to local governments through access to brownfield specialists to encourage brownfield redevelopment.
 - Strengthen and streamline the legislative and regulatory framework to better support the management of environmental liabilities in relation to brownfield redevelopment.
- Collaborate with the private sector, First Nations, local governments, provincial ministries and other stakeholders to enable the restoration of Crown and private brownfields.

Performance Measure 2: Number of Crown brownfields made available for partnerships with First Nations, private sector and local governments.

Performance Measure	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Number of Crown brownfields made available for partnerships with First Nations, private sector and local governments ^{1,2}	1	3	5	7

Data Source: Ministry of Agriculture and Lands

¹ The Province provides partnership opportunities through such means as a public procurement process or settlement with First Nations.

² Numbers are cumulative.

⁵ Brownfields are defined as abandoned, vacant, derelict or underutilized commercial or industrial property where past actions have resulted in actual or perceived contamination and where there is an active potential for redevelopment.

Discussion

Underutilized Crown brownfields present opportunities for revitalization to generate positive economic, social and environmental benefits. The number of Crown brownfield sites that are made available for partnership with First Nations, the private sector and local governments will indicate initial progress towards our objective of restoring brownfields to achieve economic, social and environmental benefits. Further consideration will be given to determine if additional economic measures can be developed in future.

Objective 1.3: Crown land dispositions and decisions to support community needs and provincial priorities.

For complex and large scale Crown land dispositions, the Ministry utilizes a framework of legislation, policy, guidelines and tenure requirements, as well as principle-based decision making tools to strategically use Crown land to advance governments' priorities providing broad public benefits.

Strategies

- Collaboratively work with local governments, First Nations and other key stakeholders to identify sustainable development opportunities to generate economic, social, and environmental benefits.
- Leverage Crown land dispositions to promote investment and development.
- Enhance capacity, expertise and tools to effectively respond to current and emerging client needs.

Goal 2: World leading environmental stewardship in Crown land administration, agriculture, aquaculture and food practices.

Environmental stewardship, active risk management and addressing climate change are essential if British Columbia is to achieve a sustainable flow of benefits from its limited agricultural land base and diverse Crown land base.

Objective 2.1: Effective management of environmental risks in agriculture, aquaculture and food sectors.

The Ministry plays a significant role in engaging and supporting the sectors to continue to adopt world-leading practices that will sustain the environment.



Vineyard view of Okanagan Lake

Strategies

- Support programs and activities to identify and address critical agricultural environmental issues.
- Promote sustainable best management approaches for invasive plants to protect biodiversity and reduce environmental degradation.
- Continue licensing and compliance activities in the aquaculture sector to ensure operators are accountable for implementing environmentally sustainable practices.
- Support a sustainable, community informed and science-based approach to aquaculture.
- Support local governments, as well as the agriculture, food and aquaculture sectors to prepare for and recover from environmental disasters.



Ministry inspection staff monitoring aquaculture operation on the West Coast

Performance Measure 3: Percentage of industry operators in compliance with finfish aquaculture licensing and regulatory requirements.

Performance Measure	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Percentage of industry operators in compliance with finfish aquaculture licensing and regulatory requirements	99% ¹	100%	100%	100%

Data Source: Ministry of Agriculture and Lands and Ministry of Environment joint report: *Regulatory Compliance of British Columbia's Marine Finfish Aquaculture Facilities Annual Report*.

¹ Based on 2008 calendar year inspection cycle

Discussion

The intent of licensing and regulatory requirements is to ensure that finfish aquaculture operators are demonstrating accountability in implementing environmentally sustainable practices, which includes the prevention of finfish escapes from containment nets into the environment. This measure provides an indication of the industry-wide compliance with the Ministry's aquaculture licensing and regulatory requirements based on a calendar-year inspection cycle. Inspectors assess compliance with 90-100 factors dependent on type of farm. The forecast and targets take into consideration the data reported in the *Regulatory Compliance of British Columbia's Marine Finfish Aquaculture Facilities Annual Report*.

Objective 2.2: Contamination caused by the historic use of land is managed to minimize risks to human health & the environment.

The Ministry has lead responsibility for fostering a provincial approach to protect the public through remediation of contaminated sites that are the responsibility of the Province, and that pose a risk to human health and the environment. The risk-based approach considers potential health and environmental impacts and the potential benefits associated with the future use of remediated lands.

Strategies

- Identification, investigation and remediation of sites that are the responsibility of the Province to protect human health and the environment.
- Work with other ministries to deliver reliable, relevant, accurate and transparent reports on contaminated sites management.
- Provide leadership in the development of a centre of expertise and best practices for the risk ranking and prioritization of contaminated sites.

Performance Measure 4: Number of program sites for which remediation is underway/completed.

Performance Measure	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Number of program sites for which remediation is underway/completed ^{1, 2}	56 underway/ completed	66 underway/ completed	76 underway/ completed	86 underway/ completed

Data Source: Ministry of Agriculture and Lands

¹ These program sites fall into one of five categories:

Remediated – Crown sites where clean-up activities are completed.

Priority– Crown sites that have been identified for current action based on site investigation and confirmed risk to human health and the environment.

Candidate– Crown sites on which initial investigation has begun to determine the extent of risk.

Monitor – Crown sites where preliminary investigation has been completed and which merit monitoring and possibly additional testing in different field conditions to determine the extent of risk.

Other–sites that are being managed by the Province to fulfill obligations established under legal agreements, regulatory orders or other commitments.

² Numbers are cumulative.

Discussion

All contaminated sites identified by the Province are prioritized based on anticipated risks to human health and the environment. This indicator provides a measure of progress in remediating these program sites. Remediation, as defined by the *Environmental Management Act*, includes site investigations in addition to clean-up activities and the preceding investigation work. As site remediation can be a multi-year exercise, all numbers contained in this measure are cumulative.

Objective 2.3 : Sustainable agriculture management and Crown land administration practices that reduce greenhouse gas emissions and assist successful adaptation to climate change.

The Ministry pursues the goal of world-leading environmental stewardship by supporting the efforts of industry in developing innovative products, tools and processes to mitigate greenhouse gas emissions. The Ministry promotes research and identification of effective climate action strategies that position B.C. as a leader in addressing climate change for the benefit of all residents.

Strategies

- Support initiatives to reduce and capture methane, carbon dioxide and nitrous oxide emissions from agriculture and other activities on Crown lands.
- Encourage sector behavioural change to facilitate improvement of environmental practice.
- Work with the agricultural sector to develop alternative green energy opportunities.

- Investigate opportunities for carbon sequestration and adaptation initiatives in agriculture and on Crown land.

Goal 3: Community and social well-being is enhanced by Crown land administration, agriculture, aquaculture and food practices.

The well-being of British Columbia's communities and individuals is strongly supported by local Crown land-use and agriculture, aquaculture and food practices. Activities related to these resources contribute to British Columbia's well-being in many different ways including generating local employment and income, supporting healthy living, and creating a sense of place and community.



*Agricultural regions alongside urban development
Abbotsford. B.C.*

Objective 3.1: Promote a positive urban/agriculture relationship to facilitate sustainable growth for farms while enhancing the overall quality of life for British Columbians.

Agriculture and aquaculture activity occur within communities and depend on good relations with local government and community members. In 1931, Canada's farm population made up 33 per cent of the total population. As of 2006, Canada's farm population significantly decreased to 2.14 per cent of the total population.

B.C.'s farm population has gone from 1.85 per cent to 1.45 per cent (1996 to 2006) of the total B.C.⁶ population. While preservation of agricultural land in British Columbia is overseen by the Agricultural Land Commission, the Ministry builds on this mandate and aims to create a positive urban/agriculture environment to ensure local government and the public value the contributions of agriculture.

Strategies

- Promote a positive regulatory climate with local government to support the sector across British Columbia.
- Build a greater understanding of agriculture's contribution to the community through proactive communication strategies.

⁶ These are approximate numbers derived from Statistics Canada Census Data. The calculation uses total number of farms multiplied by the average number of residents per farm (3 residents). This number is expressed as a percentage of the total population for both the Province of B.C. and Canada.

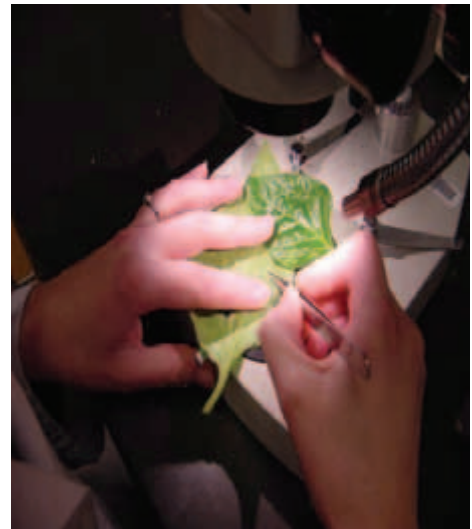
Performance Measure 5: Public perception of agriculture industry in British Columbia.

Performance Measure		2007/08 Baseline	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Public perception of agriculture industry in British Columbia	Familiarity with agriculture in British Columbia	64%	65%	67%	69%	70%
	Importance of agriculture's contribution to the social, economic and environmental well-being of British Columbia	83%	84%	86%	88%	90%

Data Source: Ministry of Agriculture and Lands annual survey

Discussion

This indicator will measure progress in increasing the public's familiarity with British Columbia agriculture and gauge public perception of the importance of agriculture's contribution to the social, economic and environmental well-being of the province. A strong agricultural sector should not only be profitable, but be socially valued to ensure long term viability. Awareness and public perception of agriculture is a good indicator of the effectiveness of programs and activities supported by government and industry. Positive change in results over time will demonstrate that government and industry are successful in bridging the urban/agriculture divide for the benefits all British Columbians. New initiatives related to bridging the urban/agriculture divide are being undertaken by the Ministry to support the implementation of the strategies found in *The British Columbia Agriculture Plan: Growing a Healthy Future for B.C. Families*. These initiatives will play an important role in influencing the public's familiarity and perception of agriculture.



Examining pepper leaves for pest damage in the Ministry's Plant Diagnostic Laboratory in Abbotsford, B.C.

Objective 3.2: Animal, fish, plant and human health are safeguarded.

The Ministry focuses on services and initiatives that support British Columbia in continuing to be recognized as a producer of safe food, aquaculture and agriculture products, and supports producers in the development of healthy nutritious local food.

Effective management of food safety, plant, livestock and fish health risks throughout the value chain contribute to positive public health and are critical to maintaining consumer confidence.

Strategies

- Implement and deliver comprehensive, provincial level programs for animal, fish, plant and human health that manage the risks of disease and invasive species and support public health and national programs.
- Maintain high standard of service for processing plant and animal diagnostic samples to monitor and mitigate risks.
- Enable agriculture, aquaculture and food sectors to contribute to government’s priority for healthy British Columbians and capitalize on new market opportunities.
- Support the health of British Columbians by increasing awareness and adoption of food safety programs and practices.
- Continue to work with government and industry groups to identify and implement bio-security strategies that will reduce the risk of foreign animal disease incursions and outbreaks.

Performance Measure 6: Percentage of operators in compliance with fish health management plans.

Performance Measure	2008/09 Forecast	2009/10 Target	2010/11 Target	2011/12 Target
Percentage of operators in compliance with fish health management plans	100%	100%	100%	100%

Data Source: Ministry of Agriculture and Lands

Discussion

The Ministry undertakes random quarterly audits of all commercial salmon farms to ensure compliance with each fish health management plan (FHMP). All commercial salmon aquaculture farms are required to have an approved fish health management plan in place as a condition of their license. The plan outlines the principles and procedures that farm operators must use at their facilities to reduce the risk of disease. Plans include key standard operating procedures for bio-security and reporting of fish health events. The FHMPs are a living document and efforts are made annually to review and revise them as our understanding of aquaculture grows. In 2008, the Ministry released its third annual fish health report—no other fish farming jurisdiction in North America has ever provided such a comprehensive public report.

Objective 3.3: Crown land policy framework and supporting strategies enable administration of the *Land Act* to achieve government’s objectives.

Allocation decisions and administration of Crown land are guided by a framework of legislation, policy, guidelines and tenure requirements. The Ministry develops, maintains and supports implementation of this framework for the allocation of Crown Land to ensure that it is responsive to the changing needs and demands of communities, First Nations, industry and the Province’s broader strategic objectives.



Unsurveyed Crown land Rhine Ridge, Tahtsa Lake, B.C.

Strategies

- Support government’s commitment to a New Relationship with First Nations.
- Improve Crown land allocation policy and business processes to better serve clients.
- Build greater understanding of Crown land’s contribution to British Columbia through proactive policies and communication strategies.

Resource Summary Table – Ministry Operations

Core Business Area	2008/09 Restated Estimates ¹	2009/10 Estimates	2010/11 Plan	2011/12 Plan
Operating Expenses (\$000)				
Agriculture Operations	17,772	15,955	15,891	15,736
Strategic Industry Development	52,005	49,008	46,931	46,722
Crown Land Administration	34,516	14,412	18,840	18,765
BC Farm Industry Review Board	1,353	1,258	1,260	1,252
Executive and Support Services	8,879	8,385	8,219	8,057
Sub Total	114,525	89,018	91,141	90,532
Agricultural Land Commission	2,435	2,276	2,266	2,241
Integrated Land Management Bureau	75,812	69,381	69,527	68,877
Crown Land Special Account	84,720	126,090	57,270	57,270
Production Insurance Special Account (Net)	11,500	11,500	11,500	11,500
Total	288,992	298,265	231,704	230,420
Full-time Equivalents (Direct FTEs)				
Agriculture Operations	128	128	128	128
Strategic Industry Development ²	157	169	169	169
Crown Land Administration	50	50	50	50
BC Farm Industry Review Board	8	8	8	8

Ministry of Agriculture and Lands

Core Business Area	2008/09 Restated Estimates ¹	2009/10 Estimates	2010/11 Plan	2011/12 Plan
Executive and Support Services ³	13	13	13	13
Sub Total	356	368	368	368
Agricultural Land Commission	23	23	23	23
Integrated Land Management Bureau	514	547	547	547
Crown Land Special Account.....	0	0	0	0
Total	893	938	938	938
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Agriculture Operations	1,122	23	379	100
Strategic Industry Development	747	168	123	233
Crown Land Administration	240	9	9	9
BC Farm Industry Review Board	2	1	1	1
Executive and Support Services	89	17	2	2
Sub Total	2,200	218	514	345
Agricultural Land Commission	5	4	4	4
Integrated Land Management Bureau.....	6,496	449	236	394
Crown Land Special Account.....	0	0	0	0
Production Insurance Special Account (Net)	0	0	0	0
Total	8,701	671	754	743

Ministry of Agriculture and Lands

Core Business Area	2008/09 Restated Estimates ¹	2009/10 Estimates	2010/11 Plan	2011/12 Plan
Other Financing Transactions (\$000)⁴				
By Core Business (and Purpose)				
Agriculture Credit Act - Receipts	350	200	50	49
Crown Land Special Account - Receipts	70	75	70	70
Crown Land Administration Disbursements	(8,250)	(8,250)	(8,250)	(8,250)
Net Cash Source (Requirements)	(7,830)	(7,975)	(8,130)	(8,131)
Total Receipts	420	275	120	119
Total Disbursements	(8,250)	(8,250)	(8,250)	(8,250)
Total Net Cash Source (Requirements)	(7,830)	(7,975)	(8,130)	(8,131)

¹ These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2009/10 Estimates. Schedule A of the 2009/10 Estimates presents a detailed reconciliation.

² Strategic Industry Development received a lift of 28 FTEs for the administration of its Agri-Stability program. This increase was partially offset by some reductions due to streamlining through attrition.

³ Corporate Services staff numbers (FTEs) that support the Ministry of Agriculture and Lands, Integrated Land Management Bureau, Agricultural Land Commission, Ministry of Environment and the Environmental Assessment Office are all shown under the Ministry of Environment (263 FTEs). The net operating budget for corporate services covers only the cost of the Ministry Operations Vote. The corporate services budget for the Integrated Land Management Bureau is included in the total shown in detail in Part A of this service plan.

⁴ Crown Land Administration – Other Financing Transactions include the disbursements related to expenses incurred in this fiscal year for development of land for future sale or tenure.

Ministry Contact Information

Ministry of Agriculture and Lands:

P.O. Box 9120 STN PROV GOVT, Victoria B.C., V8W 9B4

Ph.: (250) 387-5121

Crown Land Administration Division:

P.O. Box 9120 STN PROV GOVT, Victoria B.C., V8W 9B4

Ph.: (250) 356-3076, Fax (250) 356-7279

Ministry of Agriculture and Lands - Regional Offices:

Abbotsford

1767 Angus Campbell Rd., V3G 2M3

Ph.: (604) 556-3001

Fax: (604) 556-3030

Courtenay

2500 Cliffe Ave., V9N 5M6

Ph.: (250) 897-7540

Fax: (250) 334-1410

Cranbrook

1902 Theatre Rd., V1C 7G1

Ph.: (250) 426-1766

Fax: (250) 426-1767

Creston

1243 Northwest Blvd., V0B 1G6

Ph.: (250) 402-6429

Fax: (250) 402-6497

Dawson Creek

1201 103rd Ave., V1G 4J2

Ph.: (250) 784-2601

Fax: (250) 784-2299

Duncan

5785 Duncan St., V9L 5G2

Ph.: (250) 746-1210

Fax: (250) 746-1292

Fort St. John

10043 – 100th St., V1J 3Y5

Ph.: (250) 787-3240

Fax: (250) 787-3299

Kamloops

162 Oriole Rd., V2C 4N7

Ph: (250) 371-6050

Fax: (250) 828-4631

Kelowna

Unit 200 – 1690 Powick Rd., V1X 7G5

Ph.: (250) 861-7211

Fax: (250) 861-7490

Oliver

9971 – 350th Ave., V0H 1T0

Ph: (250) 498-5250

Fax: (250) 498-4952

Prince George

815 – 299 Victoria St., V2L 5B8

Ph.: (250) 565-7200

Fax: (250) 565-7213

Smithers

3rd Floor-3726 Alfred Ave., V0J 2N0

Ph.: (250) 847-7247

Fax: (250) 847-7556

Surrey (Crown Land Opportunities)

PO Box 9393 Stn Prov Govt V8W 9N3

Ph.: 604-586-4400

Fax: 604-586-2900

Vernon

4607 – 23rd St., V1T 4K7

Ph: (250) 260-3000

Fax: (250) 549-5488

Williams Lake

300 – 640 Borland St., V2G 4T1

Ph.: (250) 398-4500

Fax: (250) 398-4688

Ministry of Agriculture and Lands

Agricultural Land Commission

133 - 4940 Canada Way, Burnaby B.C., V5G 4K6

Ph: (604) 660-7000

Fax: (604) 660-7033

Email: ALCBurnaby@Victoria1.gov.bc.ca

Internet: <http://www.alc.gov.bc.ca/>

BC Farm Industry Review Board

PO Box 9129 STN PROV GOVT, Victoria B.C., V8W 9B5

Ph: (250) 356-8945

Fax: (250) 356-5131

Email: firb@gov.bc.ca

Internet: <http://www.firb.gov.bc.ca/>

For more information about the Ministry of Agriculture and Lands, including full contact information, visit our website at: <http://www.gov.bc.ca/al/>

For more information about the *British Columbia Agriculture Plan: Growing a Healthy Future for B.C. Families*, visit the website at: http://www.al.gov.bc.ca/Agriculture_Plan/