

National Library of Canada Cataloguing in Publication Data

British Columbia. Ministry of Sustainable Resource Management.

Service Plan. — 2003/04/2005/06 —

Annual.

ISSN 1499-8947 = Service plan — British Columbia.

Ministry of Sustainable Resource Management

1. British Columbia. Ministry of Sustainable Resource Management — Periodicals. 2. Sustainable development — Government policy — British Columbia — Periodicals. I. Title. II. Title: British Columbia, Ministry of Sustainable Resource Management service plan.

HD75.6.B74

354.3'33'0971105

C2002-960028-6

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Ministry of Sustainable Resource Management, visit our Web site at:
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Published by the Ministry of Sustainable Resource Management

Accountability Statement

The 2003/04 – 2005/06 Ministry of Sustainable Resource Management 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. The plan was developed in the context of the government's *New Era* commitments, which are to be addressed by May 17, 2005. All material fiscal assumptions and policy decisions as of January 28, 2003 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

A handwritten signature in black ink, appearing to read "Stan Hagen". The signature is fluid and cursive, with the first name "Stan" and the last name "Hagen" clearly distinguishable.

Honourable Stanley B. Hagen
Minister of Sustainable Resource Management

February 3, 2003



Ministry of Sustainable Resource Management



I am pleased to present the 2003/04 – 2005/06 Service Plan for the Ministry of Sustainable Resource Management. The plan describes the ministry's leadership role across government and to the public and private sectors on the sustainable economic development of the province's land and resources. It also sets out objectives, strategies, performance measures and targets for the next three years.

The Ministry of Sustainable Resource Management is the lead provincial agency responsible for planning, policies and resource information in support of the sustainable economic development of Crown land, water and resources. The ministry works to find a balance between economic development and environmental integrity. It also provides strategic direction to ensure that decisions about Crown land are sustainable, accountable and responsible. These services are of critical importance in ensuring improvement in British Columbia's ability to attract investment and our clients' ability to compete in global markets.

In its first full year, the ministry has made great strides in exercising its responsibilities. It is now refocusing its approach in a number of areas to respond to the government's increased emphasis on economic growth and jobs. In particular the ministry is:

- increasing its focus on client service and coordination between provincial agencies;
- cooperating with other agencies to implement key initiatives that promote sustainable economic development in forestry, mining, tourism, oil and gas, aquaculture and agriculture, while maintaining environmental values; increased First Nations' participation in economic development; and adoption of eco-system based management of resources;
- increasing its focus on information services to allow clients access to accurate and science-based land, resource and geographic information through one central agency;
- placing even greater priority on establishing partnerships with other government agencies, industry, academia and non-profit organizations to provide more efficient ways of delivering the ministry's services; and
- promoting organizational excellence through high-performance leadership and increasing the capabilities of staff to achieve the mandate of the ministry.

I look forward to the challenges and opportunities that await us as we promote a vibrant economy while protecting social and environmental values.

A handwritten signature in black ink, appearing to read "Stan Hagen". The signature is fluid and cursive, with the first name "Stan" and the last name "Hagen" clearly distinguishable.

Sincerely,
Honourable Stanley B. Hagen
Minister of Sustainable Resource Management

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A. Strategic Context

Vision

A vibrant economy supporting the social and environmental values of British Columbians.

Mission

To provide provincial leadership, through policies, planning and resource information to support sustainable economic development of the province's land, water and resources.

The Ministry of Sustainable Resource Management (MSRM) is the lead provincial agency responsible for strategic policies and plans concerning sustainable management of Crown land and water use, pricing, registration of private land titles and other tenures, strategic policies concerning property assessment and the provision of information concerning all natural resources. The ministry administers key legislation such as the *Land Act*, the *Water Act* and the *Land Title Act*.

Ministry overview

Services

The ministry provides four broad, interrelated types of services to clients:

- identifies opportunities for the sustainable economic development of natural resources and guides the priorities of other provincial agencies while maintaining key environmental values;
- develops resource-management plans, including land-use and resource-sector planning, that capitalize on economic development opportunities identified by the private sector, other agencies and the ministry;
- provides efficient and effective collection, storage, access to and analysis of registry, resource and geographic information for the management of natural resources; and
- develops strategic policies and legislation that are consistent with the government's strategic plan to guide the allocation and pricing of natural resources and related information.

The ministry is also committed to organizational excellence and provides corporate support services, including administrative, financial and human resource management, to its staff.

Clients

The ministry's principal clients include related provincial government ministries and corporations, federal and local governments, First Nations, resource businesses and non-profit organizations. The results of its land and resource planning and policies are largely implemented through other ministries and agencies such as Land and Water British Columbia Inc. (LWBC) and the Ministry of Forests. By contrast, the ministry's integrated registries, resource and geographic information and business services are used directly by both private and public clients.

The ministry's primary resource clients cover six major industry sectors: forestry; tourism; mining; oil, gas and energy extraction; agriculture and aquaculture. Together, these sectors directly account for approximately 17 per cent of British Columbia's GDP.¹

The ministry also impacts other industry sectors, although to a lesser degree. These include telecommunications, real estate and transportation. Together the ministry's primary and secondary clients directly account for 32 per cent of the provincial GDP.

As the BC Progress Board pointed out in its recent report on the economic state of rural British Columbia², the revitalization of land-based industries will be one of the critical determinants of the future of rural communities across the province. The Progress Board also noted that the government's action in such areas as providing secure access to natural resources through land and resource management plans, making timely decisions, ensuring a competitive regulatory process, providing consistent principles for aboriginal consultations and facilitating business-aboriginal partnerships will have a major influence on rural revitalization and achieving government growth targets. The ministry has a major role to play in implementing each of these policy initiatives.

Outcomes

As shown in Figure 1, the ministry's functions and services are aimed at delivering outcomes that support the government's strategic goals and achieving many of the reforms advocated by the BC Progress Board. The emphasis is on promoting economic development, revitalizing investment and creating jobs while maintaining key environmental values.

Almost all natural resources in British Columbia are owned by the Crown and largely developed by private interests. New investment opportunities help stimulate economic growth and job creation across British Columbia. Accelerated and expanded access to

¹ Calculated from BC Stats and Stats Can, "Industry Account — NAICS Aggregations, 2001 GDP by Industry (1997 dollars)", obtained Nov. 27, 2002; and BC Stats and Stats Can, "Industry Account — Special Aggregations, 1999 GDP by Activity, (current dollars) — Tourism", obtained Nov. 4, 2002

² BC Progress Board, "Restoring British Columbia's Economic Heartland: Report of the Project 250: Regional Economies Panel to the BC Progress Board", Dec. 12, 2002.

MSRM: From Government Vision to Future Reality for B.C.

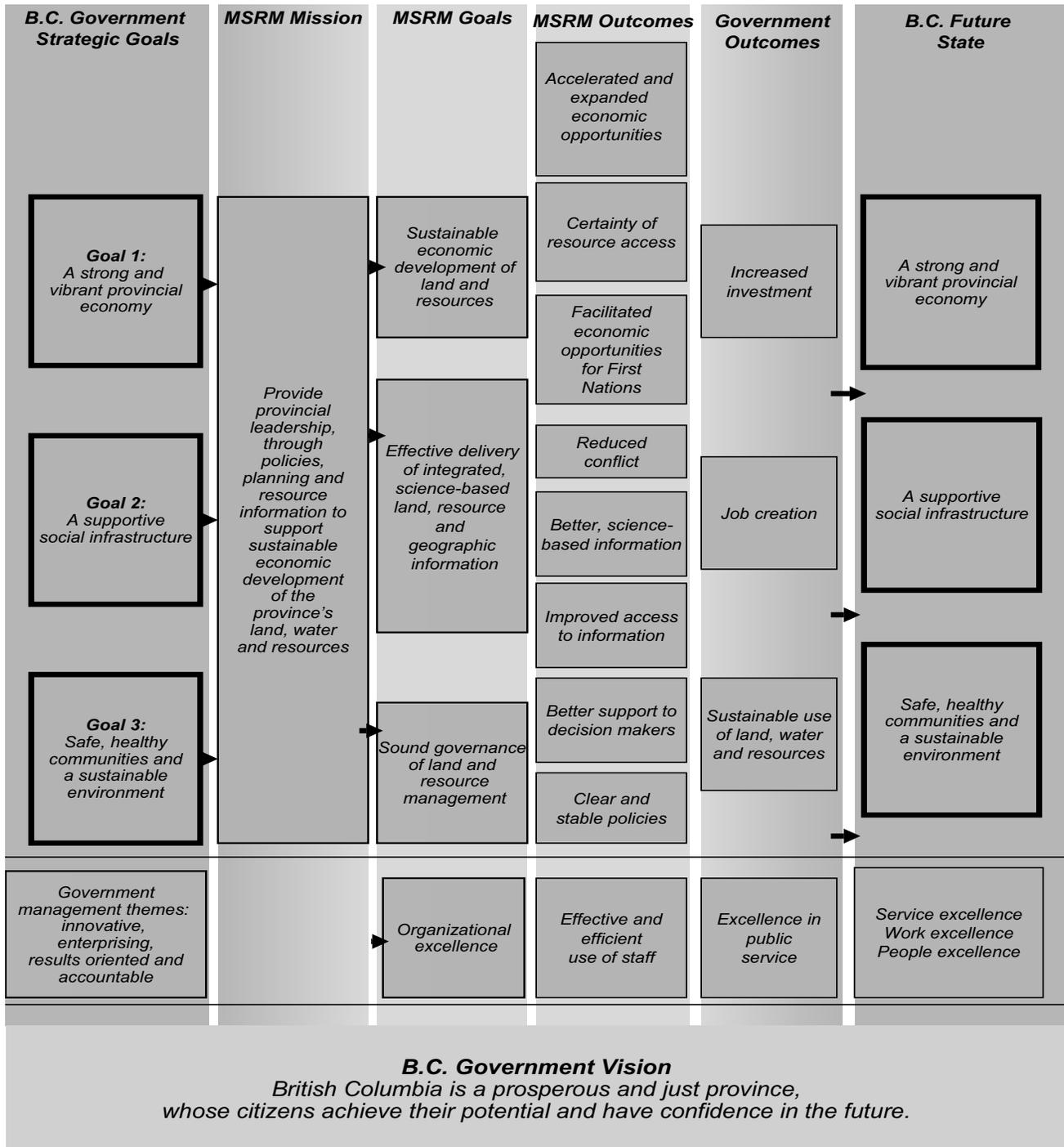


Figure 1. The ministry's goals and outcomes in relation to the government's strategic plan

resources, reduced risks of resource-use conflicts and improved security of titles and tenures will help stimulate this investment. Increased economic opportunities will help First Nations achieve economic aspirations while reducing the economic impact of uncertainty related to aboriginal rights. This in turn supports overall community development, particularly in rural areas.

The ministry has a key role in delivering these outcomes through land and resource planning and identifying resource-based economic development opportunities in collaboration with natural resource ministries and agencies. These plans and identified opportunities assist other government agencies to provide tenures and other forms of resource access in their service to the public.

Clear, stable policies and legislation with an emphasis on strategic, performance-based regulation and on finding the balance between development and conservation will also help deliver investment and jobs while preserving key environmental values. The ministry plays a principal role in providing such strategic governance.

More streamlined provision of high-quality, science-based information to both public and private clients will help achieve all these outcomes, improve the identification of investment opportunities and lower costs to the private sector and government. The ministry has a lead role in providing such services.

Finally the effective and efficient use of staff and other resources by the ministry has a major impact on the quality of all outcomes, a point echoed in the government's strategic plan.

Governance principles for sustainable resource management

The ministry is committed to the following sustainability principles to guide its activities and delivery of public services. These principles are under discussion and are expected to be endorsed by the government in the spring of 2003.

Accountability — Setting performance-based standards and indicators and implementing mechanisms for compliance, auditing and reporting on progress towards sustainable resource management. An effective enforcement regime is a key part of accountability.

Certainty — Making timely and clear resource management decisions within a predictable and understandable regulatory framework.

Competitiveness — Ensuring that British Columbia remains internationally competitive by removing barriers to investment and promoting open trade.

Continual improvement — Learning from the past and looking for new and improved approaches to resource management.

Efficiency — Maximizing the net benefits arising from the allocation, development and use of natural resources.

Innovation — Encouraging innovative approaches, technologies and skills to ensure the sustainability of natural resources.

Integration — Ensuring that resource management decisions integrate economic, environmental and social considerations for the benefit of present and future generations.

Science-based decision-making — Making justifiable decisions informed by science-based information and risk assessment.

Shared responsibility — Encouraging co-operation among First Nations; federal, provincial and local governments; industry and non-governmental organizations in developing and implementing resource management policies.

Transparency — Establishing open and understandable decision-making processes including consulting with key interests prior to making decisions. Transparency also includes the public release of monitoring and compliance records, and tracking of sustainability indicators.

Organizational values

The ministry is committed to the following values regarding organization and staff behaviour:

- professional and high-quality client service;
- respect for the opinions and values of others, treating each other and those we serve with fairness, dignity and compassion;
- excellence as responsible stewards of the environment;
- a diverse workforce that is welcoming and inclusive;
- the highest standards of dedication, trust, cooperation, pride and courtesy;
- teamwork to support each other and work together across divisional and geographical boundaries;
- balancing personal and workplace expectations;
- communicating our expectations and decisions while being receptive to ideas regardless of origin; and
- leadership and responsive management in a changing environment.

Planning context

In pursuing its vision and outcomes, the ministry is confronted by a number of challenges and opportunities which form the planning context for the ministry over the next three years:

- 1. Better alignment with government's strategic plan with new focus on wealth creation** — The ministry has re-aligned its policies and programs to play a more significant part in wealth creation for the citizens of British Columbia in accordance with the government's strategic plan (see Figure 1). There are opportunities for the ministry, working with other agencies/client teams, to accelerate access to Crown resources to support economic development. This will be done by actively seeking private sector partnerships, meaningful consultation with First Nations and streamlining decision-making processes. The result will be better targeting of the ministry's major activities, such as land-use planning, and specific initiatives in such areas as resource-based tourism and recreation. These activities will particularly benefit rural, resource-based communities.
- 2. Improved integration of economic, social and environmental goals into resource management decisions** — The ministry was created to address the continuing challenge of striking the appropriate balance between the economic development of Crown land and the protection of environmental values. Some of the impetus for environmental stewardship is coming from resource-sector industries driven by market demands for independently certified products. The ministry's *Sustainability Principles*, presented above, will help address government's *New Era* commitment to adopt a scientifically-based, principled approach to environmental management that ensures sustainability, accountability and responsibility. The principles, along with new decision-support tools and accountability mechanisms, will help achieve a balance between economic and environmental interests.
- 3. Improved global competitiveness by ensuring access and security to Crown tenures** — The resource sector continues to be buffeted by major demand changes, global competition, trade disputes and international scrutiny. British Columbia's reputation as a higher-risk jurisdiction for investment returns is only now being turned around. Ensuring access and security to Crown tenures is critical to attract and retain resource sector investment in British Columbia. Recent court decisions require the province to update its provincial policy for consultations with First Nations. This new policy will assist in promoting stability on the land base by providing a consistent approach for consulting First Nations. The ministry is also focusing and accelerating its resource planning activities which, in conjunction with LWBC tenuring activities, will improve security of tenures and resource access. Specific targets and performance measures are being developed to send a clear signal to the business community that British Columbia is a good place to invest in resource-based activities.
- 4. Providing new economic opportunities for First Nations** — Assisting First Nations to achieve economic and social development goals, while reducing the economic impact of uncertainty related to aboriginal rights concerning natural resources, is an increasingly

important part of the ministry's mandate. The ministry has the lead role in implementing agreements and partnerships with First Nations with respect to natural resource economic development. The Central Coast Strategy, for example, will facilitate economic opportunities for First Nations and contribute to revitalizing the central coastal economy³.

5. **Stronger emphasis on client service and inter-agency cooperation** — Ensuring effective cooperation and coordination with other ministries and agencies, particularly those concerned with natural resources, is one of the key challenges, as well as opportunities, for the ministry. Active consultation through the *Deputy Minister's Council* and the *Deputy Minister's Committee on Natural Resources and Economy*, coordination of strategies and performance measures in service plans and the development and implementation of an integrated sustainable resource management framework will help facilitate greater cooperation among provincial resource-management agencies. Initial steps have also been taken to harmonize the results-based provincial framework with federal and local levels of government to establish a single, integrated regulatory process to support economic opportunities.
6. **Improved resource-information services** — There is a growing public demand for accurate and timely resource information that is impartial, science-based and easily accessible from the electronic web. The demand varies widely between different types of users in terms of their location, the types of information required and the way it will be used. This has strong implications for the way the ministry should provide these services. The ministry is building partnerships with other agencies and the private sector to share resource information. New electronic web applications make it easier to provide information for land-use planning, resource investment and business decision-making.
7. **Responding to human resources, workforce adjustment and workload challenges** — The ministry faces increased demands for its products and services. Meeting these demands is challenging as a result of reductions in resources and the time it takes to develop revenue-generating partnerships or alternative service-delivery options. The ministry is implementing a human resources plan to improve leadership qualities across the ministry and to increase the capabilities of staff to achieve the ministry's mandate.

³ <http://srmwww.gov.bc.ca/rmd/coaststrategy/index.htm>

B. Goals and Core Business Areas

The ministry expects to fulfill its mission and vision by achieving four goals¹. The ministry's external services are provided through Goals 1, 2 and 3. Goal 4 (organizational excellence) supports and ties together the first three goals. Section C provides details on how each goal will be achieved.

The goals in this year's Service Plan have changed from those in 2002/03–2004/05 to meet the government's greater focus on economic growth and job creation as well as the legal obligation for meaningful consultations with First Nations².

Goal 1: Sustainable economic development of land and resources

Resource-based economic opportunities supported through land and resource plans, improved tools for balanced decisions and participation with First Nations.

Goal 2: Effective delivery of integrated, science-based land, resource and geographic information

Integrated land and resource information to ensure client support for economic development, land-use planning, sustainability and e-government services.

Goal 3: Sound governance of land and resource management

Policies and legislation to guide sustainable resource management and to ensure that Crown land and resource decisions are informed by First Nations' interests.

Goal 4: Organizational excellence

Demonstrated visionary leadership and continuous improvement through performance-focused staff as well as accountability and transparency to the public.

Core business areas

The ministry has five core businesses in 2003/04 based on the sub-votes in the *Estimates*. Three of these (Sustainable Economic Development, Integrated Land and Resource Information and Sound Governance) are very similar to the goals. The fourth core business, Executive and Support Services, supports all four goals. The fifth, Property Assessment

¹ The ministry has six core business areas, based on the sub-votes in the *Estimates*. Four of these are very similar to the goals. See Section E for a detailed explanation of the differences between goals and core business areas.

² They have been re-ordered from last year's service plan. Goal 2 is now Goal 1; Goal 3 is now Goal 2; Goal 1 is now Goal 3; and Goal 5 is now Goal 4. In addition the new Goal 1 has been refocused with more emphasis on economic development, including First Nations participation. Another goal has been dropped because LWBC has full responsibility to deliver those objectives and strategies.

Services, supports the management of the Property Assessment Appeal Board and the Property Assessment Review Panels under Goal 3. Two further sub-votes under the ministry's vote are the responsibility of related agencies with their own service plans; the Agricultural Land Commission and Water Management under the LWBC. The Resource Summary in Section E elaborates further on the linkage between goals and core businesses.

New directions and major changes from previous plan

Major shifts in the external environment have affected both the natural-resource sector and the ministry itself. In addition, the government's new strategic plan calls for an increased emphasis on promoting economic development, revitalizing investment, creating jobs and working with First Nations, while maintaining key environmental values. The ministry also has significant internal challenges and opportunities.

In order to respond to these, and to meet the government's overall goals and new directions, the ministry is making the following broad changes:

- substantially revising its Service Plan and ministry organizational structure to accelerate access to Crown resources to support sustainable economic development;
- establishing a Council consisting of the Deputy Ministers of the Ministry of Sustainable Resource Management and the Environmental Assessment Office together with the CEOs of BC Assessment, LWBC and the Agricultural Land Commission. This council will ensure that all these agencies coordinate and align their policies to support sustainable economic development; and
- negotiating protocol agreements with First Nations to expedite agreements on economic development and land-use planning (Sea-to-Sky, Lillooet, Central/North Coast, Queen Charlotte Islands, and Morice land and resource management plans³). This will provide more certainty and access to Crown resources, meet new legal tests for consultation and, where appropriate, accommodate First Nations' interests. This in turn will encourage investment and assist rural community development.

Key strategies

The ministry has developed six key strategies to be pursued in collaboration with other natural resource ministries. Most of these span several ministry goals and divisions and are supported by the strategies given in Section C.

1. Develop a sustainable resource management framework for working forests, protected areas, mining and oil and gas development through application of sustainability principles.
2. Establish landscape objectives⁴ to increase access to timber while maintaining biodiversity and provide direction for forest- and range-stewardship plans required by the Results-Based Code.

³ <http://srmwww.gov.bc.ca/rmd/lrmp/whatis.htm>

⁴ <http://srmwww.gov.bc.ca/rmd/offices/landscape-watershed/glossary/L.HTM#lo>,

3. Expedite resource-based tourism opportunities in rural British Columbia by coordinating activities in LWBC, the Ministry of Forests, the Ministry of Water, Land and Air Protection and Tourism BC.
4. Support mining, oil and gas development in the Muskwa-Kechika and other land-use plans.
5. Establish government-client teams in each region to identify resource-development opportunities supported by resource-use plans and information.
6. Complete the Central Coast Strategy⁵ to provide economic opportunities for First Nations and provide resource-based opportunities through ecosystem-based management⁶ for forestry and other resource users that will meet market requirements and revitalize the central coastal economy.

The ministry will maintain focus on a number of other major strategies, all of which are integral to or part of the *New Era* commitments, including:

- registries integration;
- e-filing for land title documents;
- fees and licence review;
- resource information — data standards and access;
- legislation to meet *New Era* commitments; and
- the archaeology site awareness project.

In order to meet these shifts in priorities, the ministry will change the delivery of a number of strategies listed in the ministry's 2002/03 to 2004/05 service plan.

- The ministry will identify private sector partnerships and transition strategies for a number of information services.
- The ministry will also extend time frames to deliver activities on the Living Rivers strategy, the BC Trust for Public Lands and land-use plan monitoring. Private sector partnerships are also being pursued for some of these strategies.

Other key initiatives to be pursued in 2003/04 include developing a stronger client focus and improving consultation, coordination and priority setting with other provincial ministries and agencies. Other ministries and agencies are major clients for the ministry's services and at a time of reduced resources and service capabilities, it is important to ensure resources are devoted to the most effective and efficient ends. The ministry therefore plans to negotiate service-level agreements with all major clients.

⁵ <http://srmwww.gov.bc.ca/rmd/coaststrategy/index.htm>

⁶ <http://srmwww.gov.bc.ca/rmd/offices/landscape-watershed/glossary/E.HTM#ebm>

C. Objectives, Strategies, Performance Measures and Targets

This section describes specific objectives and strategies to be implemented under each goal and sets performance measures and targets for expected results. The targets listed in this section are the basis for the ministry's public accountabilities. The annual service plan report will compare actual performance with these targets.

The achievement of these targets will be influenced by some factors beyond the ministry's control. In particular, completion of strategies that require legislative changes will depend on the government's overall legislative agenda. Some will also depend on the direct, constructive engagement of the private sector.

Most of the performance measures have evolved from those in the 2002/03 to 2004/05 Service Plan for two reasons:

- the ministry has amended its priorities in response to changing government and client priorities and demands, as discussed in Sections A and B; and
- a large proportion of the ministry's mandate from the Core Review involves completing a number of major projects. These include priority land-use plans, systems for information integration and delivery, development of the sustainable resource management framework and First Nations' consultation guidelines. A portion of the ministry's performance measures relate to these projects and need to evolve as the projects or their phases are completed.

Goal 1: Sustainable economic development of land and resources

Objective 1: Land- and resource-use decisions that enable sustainable economic development, contribute to more diversified resource-based communities and promote environmental stewardship		
Strategies	Performance Measures	Targets
<ul style="list-style-type: none"> • Complete priority land- and resource-use plans to facilitate sustainable development, including Land and Resource Management Plans (LRMP), Sustainable Resource Management Plans (SRMP) and coastal plans • Complete and support implementation of the Central Coast Strategy (including ecosystem-based management) • Establish landscape objectives to meet the requirements of the Results-Based Code to maintain and support forest industry competitiveness • Use sector strategies (mining, oil and gas, tourism, agriculture) to help establish land-use planning priorities that support government's overall economic strategy • Identify and facilitate the development of resource-based tourism opportunities and a Crown land recreation strategy in collaboration with the Ministry of Competition, Science and Enterprise, LWBC, the Ministry of Water, Land and Air Protection and other stakeholders • Establish and work with government/client teams in each region to identify resource-based economic opportunities supported by resource-use plans and information • Identify and facilitate the development of opportunities to increase economic activity resulting from Crown land and resource use 	<ul style="list-style-type: none"> • Specified LRMPs which satisfy sustainability principles, completed by target dates 	<ul style="list-style-type: none"> • Central Coast interim planning measures by June 30, 2003 and completion of government to government negotiations with First Nations by December, 2003 • North Coast, Queen Charlotte Islands, Sea-to-Sky, and Morice LRMP's completed by end of 2003/04; Atlin-Taku LRMP completed by end of 2004/05 (under review)
	<ul style="list-style-type: none"> • Percentage of high priority SRMPs completed, including objectives to support the Results-Based Code 	<ul style="list-style-type: none"> • 45% by end of 2003/04 • 75% by end of 2004/05 • 100% by end of 2005/06
	<ul style="list-style-type: none"> • Specific achievements with respect to socio-economic and/or environmental benefits resulting from identifying and developing specific Crown land-use opportunities (e.g., tourism projects) 	<ul style="list-style-type: none"> • Baseline and targets to be developed by end of 2003/04

Objective 2: Increased economic benefits resulting from First Nations' participation in land and resource-based activities		
Strategies	Performance Measures	Targets
<ul style="list-style-type: none"> Promote initiatives that improve economic development and resource management opportunities for First Nations Develop agreements with First Nations that promote stewardship and economic development 	<ul style="list-style-type: none"> Completion of action plans for First Nations' involvement in resource-based economic development in each region 	<ul style="list-style-type: none"> Action plans by end of 2003/04
	<ul style="list-style-type: none"> Number and significance of new agreements with First Nations 	<ul style="list-style-type: none"> Measure and target to be developed by end of 2003/04
	<ul style="list-style-type: none"> Value of economic activity resulting from selected projects with First Nations 	<ul style="list-style-type: none"> Measure and target to be developed by end of 2003/04
Objective 3: Sustainable development based on frameworks that support balanced resource-management decisions		
Strategies	Performance Measures	Targets
<ul style="list-style-type: none"> Implement the Working Forest initiative and associated resource access targets Develop policy to improve access to Crown land and resources Support academia, First Nations, industry and other agencies to improve science-based decisions on land-use and resource management Develop and refine socio-economic and environmental assessment tools to inform land and resource decisions 	<ul style="list-style-type: none"> Provision of tools and policy that support balanced decision making 	<ul style="list-style-type: none"> Working Forest policy and associated resource targets implemented by end of 2003/04 Socio-economic and environmental analysis tools to support all levels of planning completed for all LRMPs by end of 2003/04 Eco-system based management framework developed by end of 2003/04

Goal 2: Effective delivery of integrated, science-based land, resource and geographic information

Objective 1: Integrated land and resource information		
Strategies	Performance Measures	Targets
<ul style="list-style-type: none"> • Provide integrated registry information • Provide integrated resource information • Provide a geographic spatial reference for the province • Deliver an integrated data warehouse for access to resource and registry information • Maintain an operational information management infrastructure 	<ul style="list-style-type: none"> • Percentage of land/resource information systems integrated 	<ul style="list-style-type: none"> • 50% by end of 2003/04 • 75% by end of 2004/05
	<ul style="list-style-type: none"> • Percentage of datasets loaded into data warehouse 	<ul style="list-style-type: none"> • 40% by end of 2003/04 • 60% by end of 2004/05 • 80% by end of 2005/06
Objective 2: Effective delivery of client services		
Strategies	Performance Measures	Targets
<ul style="list-style-type: none"> • Provide access to information for government, industry and public clients • Provide decision support, information management services and products in support of economic development and land-use planning (supports Goal 1) • Provide decision support, information management services and products to other government agencies and partners • Provide land title and registry services 	<ul style="list-style-type: none"> • Percentage of clients satisfied with information-related service 	<ul style="list-style-type: none"> • 75% by end of 2003/04 • 90% by end of 2004/05
	<ul style="list-style-type: none"> • Percentage of client requests for integrated information delivered within timelines specified in service level agreements 	<ul style="list-style-type: none"> • 70% by end of 2003/04 • 80% by end of 2004/05 • 90% by end of 2005/06
	<ul style="list-style-type: none"> • Percentage of land title transactions examined within six working days 	<ul style="list-style-type: none"> • 95% in 2003/04

Objective 3: Transformed business, including e-government, deregulation and alternative service delivery		
Strategies	Performance Measures	Targets
<ul style="list-style-type: none">• Migrate to electronic service• Develop and maintain partnerships with other governments, industry, academia and other organizations	<ul style="list-style-type: none">• Percentage of land and resource information services available electronically	<ul style="list-style-type: none">• 10% annually to a maximum of 60%
	<ul style="list-style-type: none">• Amount of cost recovery and cost reduction through partnerships	<ul style="list-style-type: none">• \$10M from partnerships by end of 2004/05

Goal 3: Sound governance of land and resource management

Objective 1: An effective policy regime for land and resource management		
Strategies	Performance Measures	Targets
<ul style="list-style-type: none"> Review and develop effective strategic policies and legislation particularly for property assessment, revenue, land and water linked to Minister's Council Develop performance-based regulatory approaches Reduce the number of regulatory requirements 	<ul style="list-style-type: none"> Percentage reduction in the number of regulatory requirements relative to the June 2001 base number of 9373 	<ul style="list-style-type: none"> 19% by end of 2003/04 30% by end of June 2004
Objective 2: Crown land and resource decisions are informed by First Nations' interests		
Strategies	Performance Measures	Targets
<ul style="list-style-type: none"> Lead the development of strategic policies, including consultation, accommodation policies and treaty mandates, to ensure that First Nations' interests inform Crown land and resource decisions Provide corporate direction and advice on First Nations' interests for Crown land and resource decisions 	<ul style="list-style-type: none"> Client satisfaction for strategic policies and direction regarding First Nations' interest in Crown land and resources 	<ul style="list-style-type: none"> Complete benchmark client survey by end of 2003/04
Objective 3: An integrated sustainable resource management framework that informs Cabinet and Treasury Board policy decisions		
Strategies	Performance Measures	Targets
<ul style="list-style-type: none"> Develop policy guidelines for the implementation of sustainable resource management framework Develop an indicator report series — <i>State of Sustainable Resource Management in B.C.</i> — in collaboration with other resource agencies and the BC Progress Board Improve application of sustainability principles to land and resource management 	<ul style="list-style-type: none"> Policy guidelines for the implementation of sustainable resource management framework approved by Cabinet 	<ul style="list-style-type: none"> Approval by end of 2003/04

Objective 4: Effective and efficient delivery of the ministry's mission.		
Strategies	Performance Measures	Targets
<ul style="list-style-type: none"> Develop and implement a comprehensive performance-management system 	<ul style="list-style-type: none"> Performance reporting fully operational 	<ul style="list-style-type: none"> By end of 2003/04

Goal 4: Organizational excellence

Objective 1: Demonstrated visionary leadership and continuous improvement		
Strategies	Performance Measures	Targets
<ul style="list-style-type: none"> Support staff participation in leadership and renewal activities Support staff development of core competencies Develop succession plans for critical positions Involve staff in discussions on what the ministry is doing and why, and how their activities link to government priorities On a quarterly basis, review and ensure that plans and actions of all staff are focused to achieve ministry priorities 	<ul style="list-style-type: none"> Percentage of staff who have entered an Employee Performance and Development Plan (EPDP) cycle 	<ul style="list-style-type: none"> 100% of staff have entered the cycle by end of 2003/04
	<ul style="list-style-type: none"> Percentage of staff who receive 360 degree feedback 	<ul style="list-style-type: none"> 100% of senior management staff by end of 2003/04
	<ul style="list-style-type: none"> Annual survey of clients to determine if they understand what the ministry is trying to achieve and if the ministry is doing it in the most efficient and effective way 	<ul style="list-style-type: none"> Client survey conducted, ministry benchmark established and future targets set by end of 2003/04
Objective 2: Performance-focused staff		
Strategies	Performance Measures	Targets
<ul style="list-style-type: none"> Develop an employee-orientation program that focuses on direction, mandate and key services Ensure staff has Employee Performance and Development Plans (EPDPs) in place Introduce 360 feedback to employees Implement rewards and recognition program Ensure staff understands the value of ministry achievements and how they contribute to ministry success 	<ul style="list-style-type: none"> Percentage of staff who have entered an EPDP cycle and meet or exceed performance goals 	<ul style="list-style-type: none"> 80% of staff who have entered an EPDP cycle act on feedback to improve performance by end of 2003/04
	<ul style="list-style-type: none"> Percentage of staff who receive 360 degree feedback 	<ul style="list-style-type: none"> 100% of executive act on 360 degree feedback by end of 2003/04 to improve performance

Objective 3: Accountability and transparency to the public		
Strategies	Performance Measures	Targets
<ul style="list-style-type: none">• Efficient use of public funds through shared services• Provide clear and easy access to ministry services• Clear assignment of ministry priorities and resources with government priorities• Clear accountabilities and ownership at all levels	<ul style="list-style-type: none">• Services acquired at levels and costs specified in service-level agreements for shared and consolidated services	<ul style="list-style-type: none">• Service-level agreements in place by end of 2003/04

D. Consistency With Government Strategic Plan

Through its goals, the ministry supports the government's three long-term goals:

- a strong and vibrant provincial economy;
- a supportive social infrastructure; and
- safe, healthy communities and a sustainable environment.

Through its principles and organizational values, the ministry also supports the government's core values of integrity, fiscal responsibility, accountability, respect and choice. In addition all ministry goals, including ministry Goal 4, Organizational Excellence, will operate under the government's management principles: high standards of accountability, consultation and ethics; focused and efficient delivery of government services; social and fiscal responsibility; open and transparent government; and an innovative and goal-oriented public service.

This service plan also supports the government priorities set out in the government's *New Era* commitments:

- restore BC as a world leader in e-government;
- a thriving private-sector economy that creates high-paying job opportunities;
- better services for children, families and First Nations;
- a leading-edge forest industry that is globally recognized for its productivity and environmental stewardship;
- an open and accountable government; and
- responsible, accountable management of British Columbia's public resources and tax dollars.

More specifically, this service plan addresses the following *New Era* commitments and key projects listed in the Premier’s letter of June 25, 2001 to the Minister through the goals and objectives indicated.

<i>New Era</i> Commitments	Ministry Goals and Objectives
1. Eliminate backlog and delays in Crown land applications ¹	LWBC responsibility
2. Provide faster approvals and greater access to Crown land and resources to protect and create jobs in tourism, mining, forestry, farming, ranching, and oil and gas production ¹	Shared responsibility with LWBC Goal 1, Objective 1 and 3 Goal 2, Objective 2, and Goal 3, Objective 1
3. Make the Land Reserve Commission [now called the Agricultural Land Commission] more regionally responsive to community needs ²	Goal 3, Objective 1
4. Establish a working forest land base to provide greater stability for working families and to enhance long-term forestry management and planning	Goal 1, Objective 1 and 3
5. Adopt a scientifically-based, principled approach to environmental management that ensures sustainability, accountability and responsibility	Goal 1, Objective 1 Goal 2, Objective 1, and Goal 3, Objective 3
6. Give property buyers more information about prospective properties by ensuring that notices of known archaeological sites are registered with the Land Title Office	Goal 2, Objective 2, and Goal 2, Objective 3
7. Deregulation — immediately identify opportunities to eliminate unnecessary and costly regulations	Goal 3, Objective 1
8. Create a BC Trust for Public Lands to encourage and facilitate the expansion of public lands through private donations	Goal 3, Objective 1

¹ MSRM is the designated owner of Crown land and water and has responsibility for strategic policy concerning these resources. LWBC is the Crown Corporation responsible for the management and disposition of these resources in line with these strategic policies.

² The Agricultural Land Commission (ALC) is accountable for budget and service delivery with respect to these commitments.

Key Projects	Goals and Objectives
1. Build a structure for the ministry and prepare a business plan to implement the objectives of the government in this area	Goal 3, Objective 4, and Goal 4, Objective 1
2. Review the status of existing land-use plans and the current land-use planning process and develop a strategy to conclude province-wide land-use plans in a manner that is expeditious and balanced and that results in plans that can be implemented on the ground without significant delays	Goal 1, Objective 1
3. Develop a plan to resolve land- and water-use conflicts between ministries and external interests	Goal 1, Objective 1, and Goal 3, Objective 3
4. Reduce the backlog in applications (land- and water-licence applications) ¹	LWBC responsibility
5. With the Ministry of Water, Land and Air Protection, develop a program to implement the Living Rivers Strategy	Goal 1, Objective 1
6. Rationalize the numerous land and resource-inventory information systems to create a central source of integrated information that can be accessed by users both within and outside government	Goal 2, Objective 1, and Goal 2, Objective 2
7. Create a central registry for all tenures and other legal encumbrances on Crown land and resources	Goal 2, Objective 1, and Goal 2, Objective 2
8. Optimize the financial return from the use of Crown land and water resources consistent with the province's land-use and water policy objectives	Goal 3, Objective 1
9. Determine the feasibility of establishing a 20-year plan for infrastructure rights of way	Goal 3, Objective 1
10. Within 18 months, develop a working-forest land base on Crown land for enhanced forestry operations, accompanied by effective and streamlined approval processes for forest operations in those zones	Goal 1, Objective 1 and 3

¹ MSRM is the designated owner of Crown land and water and has responsibility for strategic policy concerning these resources. LWBC is the Crown Corporation responsible for the management and disposition of these resources in line with these strategic policies.

Deregulation

The ministry has developed a three-year deregulation plan to achieve the *New Era* commitment to cut red tape and reduce the regulatory burden. This is one component of an aggressive legislative program to achieve a shift to performance-based regulation, which is addressed under Goal 3, Objective 1. The ministry will evaluate the impacts of these changes in terms of reduced costs and improved results for industry and government.

E. Resource Summary

Core Businesses	Goal ¹	2002/03 Restated Estimates	2003/04 Estimates	2004/05 Plan	2005/06 Plan
Operating Expenses (\$000)					
Sustainable Economic Development	1	29,166	25,096	13,327	13,471
Integrated Land and Resource Information	2	63,118	52,404	44,002	43,858
Sound Governance	3	2,218	1,995	1,899	1,899
Executive and Support Services ² .	All	12,292	10,505	9,764	9,764
Water Management ³		7,771	—	—	—
Property Assessment Services	3	1	1	1	1
Agricultural Land Commission ⁴		2,931	2,296	1,957	1,957
Total		117,497	92,297	70,950	70,950
Full-time Equivalents (FTE)					
Sustainable Economic Development	1	246	177	105	105
Integrated Land and Resource Information	2	640	516	415	415
Sound Governance	3	24	21	20	20
Executive and Support Services ²	All	340	207	195	195
Property Assessment Services	3	13	11	11	11
Agricultural Land Commission ⁴		29	22	20	20
Total		1,292	954	766	766

¹ Goal 4, Organizational Excellence is supported by all core businesses of the ministry.

² Executive and Support Services includes the Minister's Office, Deputy Minister's Office and the finance, administration, information technology and human resource support services for all ministry core businesses. Staff FTE's under Executive and Support Services also support the Ministry of Water, Land and Air Protection through a service-level agreement.

³ LWBC is now accountable for both budget and delivery of water management services under a new funding model.

⁴ The Agricultural Land Commission has its own service plan.

Ministry of Sustainable Resource Management

Core Businesses	Goal ¹	2002/03 Restated Estimates	2003/04 Estimates	2004/05 Plan	2005/06 Plan
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Sustainable Economic Development	1	639	501	450	400
Integrated Land and Resource Information	2	7,264	7,646	5,998	6,048
Sound Governance	3	5	5	5	5
Executive and Support Services ...	All	60	50	50	50
Property Assessment Services	3	96	97	97	97
Agricultural Land Commission		51	43	43	43
Total		8,115	8,342	6,643	6,643
Other Financing Transactions (\$000)					
Crown Land Special Account ⁵					
Receipts	900	900	900	900	900
Disbursements	1,000	1,000	1,000	1,000	1,000
Net Cash Source (Requirement)	(100)	(100)	(100)	(100)	(100)

¹ Goal 4, Organizational Excellence is supported by all core businesses of the ministry.

⁵ Responsibility for acquisition of Crown land has been transferred to the Ministry of Water, Land and Air Protection. As a consequence, the budget amounts for which this ministry is accountable under the Crown Land Special Account will be minor.

F. Summary of Related Planning Processes

Information resource-management plan

The formation of the ministry by consolidating branches from nine different ministries with a common focus on resource-use planning and related information has created a large and central role for information management, particularly under Goal 2. The overall information-management vision of the ministry is to deliver integrated systems and land registries, for which costs are largely recovered in full (see strategies under Goal 2). In addition, the ministry will rely on the Chief Information Office for leadership in the areas of standards for electronic-service delivery, records management and privacy and protection.

Major information-management projects include:

- developing a resource-information warehouse and access infrastructure for resource managers;
- establishing a strategy to deliver access to land and resource information electronically;
- rationalizing and consolidating registry systems;
- rationalizing and integrating resource inventories;
- consolidating provincial base maps;
- implementing e-filing and e-signature for land titles

The ministry is committed to electronic service delivery and extending the enabling electronic service delivery infrastructure for land and resource applications. All new applications will be Web-based where feasible. In addition, the ministry will take advantage of shared corporate government infrastructure to address such issues as seven-day, 24-hour service delivery, security, Web-based payment and disparities in access to digital technologies.

Human resource management plan

The ministry's Human Resource Management Plan (HRMP) is aligned to the ministry's goal of Organizational Excellence and the government-wide Corporate Human Resources Plan. As a newly created ministry, MSRMR recognized the need to focus on staff, align business and goals to the new organization and to involve staff as workforce adjustment and change occurred. The ministry's 2002/03 to 2004/05 Service Plan began the task of focusing on staff through the identification of a specific goal related to human resources — Organizational Excellence. This goal in the service plan has been expanded and contains the key elements of the more detailed separate Human Resource Management Plan. The six key goals of the ministry's HRMP are:

- proactive visionary leadership;
- performance focused workforce;
- learning and innovative organization;
- flexible and motivating work environment;
- transparency through the workforce adjustment process; and
- building the future organization of 2005/06.

Divisional human resource plans are also being developed guided by the ministry HRMP. Key deliverables of these plans will be:

- employee performance and development plans that enhance performance by linking staff activities to the divisional, corporate and government objectives, identifying individual staff development needs and providing a method of recognizing and celebrating goal or milestone achievements;
- development of future leaders by supporting staff as they participate in renewal and leadership activities and by identifying leadership and succession challenges resulting from three years of workforce adjustment; and
- enhanced clarity about who we are, what we do, and for whom we do it — as reflected in service level agreements, clear and easy access to our services, alignment of services with ministry and government priorities and positive results from client satisfaction surveys.

Appendix 1: Organizational Structure

MINISTRY OF SUSTAINABLE RESOURCE MANAGEMENT

