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SEPTEMBER BUDGET UPDATE 2005

*Ministry of
Agriculture and Lands*

**2005/06 – 2007/08
SERVICE PLAN UPDATE
SEPTEMBER 2005**



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Message from the Minister and Accountability Statement

My goal, as the new Minister of Agriculture and Lands, is to enhance the economic development and environmental sustainability of the agriculture and food sectors while delivering safe, high-quality food. My mandate includes the management of Crown land resources.

Premier Campbell has laid out a very aggressive agenda for the next four years in setting out Five Great Goals for B.C. as we create a Golden Decade for all citizens. My first priority in preparing to deliver on this important commitment is the reorganization of this exciting new ministry and the formation of a new agency, the Integrated Land Management Bureau (ILMB).

I look forward to the challenge of supporting an expanding agriculture sector, working closely with the aquaculture industry and leading the development of a responsive and strategic Crown land tenuring framework.

I believe there is opportunity to continue to grow the agricultural food products and food processing sectors. To this end, my ministry will work to prepare an agriculture plan by December 2006, building on contributions from Parliamentary Secretary Roddick and supported by an MLA Committee.

The aquaculture file is very complex. The future is about balance. We will review our aquaculture strategy to ensure the industry performs to high environmental standards. We will explore opportunities to promote innovation and technological advancements in the sector.

We will work in partnership with other ministries to implement a successful noxious weed eradication program to meet good stewardship of our Crown range resources.

Former Land and Water BC (LWBC) office locations will be converted to Front Counter BC – Natural Resource Opportunity Centres (NROC) to support government’s new single-point-of-access initiative for managing Crown resources. Kamloops is the first of several locations for NROC and we expect to establish centres in Nanaimo and Prince George before fiscal year-end.

Clients will have efficient access to a government “one-stop shop” that supports timely and coordinated responses to their business needs that are related to responsible access to provincial resources. Crown land tenuring decisions will be delivered in co-operation with the new ILMB.

The creation of the ILMB, the NROC project and the integration of LWBC functions is all about keeping clients satisfied and seamlessly supporting their projects from start to finish.

The bureau will also work to complete and implement strategic and other land-use plans that achieve the important social, environmental and economic balance. It will work closely with the Ministry of Aboriginal Relations and Reconciliation to achieve greater participation of First Nations in land-use planning.

Further, the bureau will be providing strategic leadership and coordination aimed at the management and recovery of species-at-risk. It will also be working to develop better resource information management policies and supporting access to resource data.

These activities will contribute greatly to our goals of B.C. leading the world in sustainable environmental management and creating more jobs per capita than anywhere else in Canada.

The bureau provides service to five ministries, supporting both their internal operations and acting as a service centre to the public. Direction will come from the five Deputy Ministers who will act essentially as a board of directors. The five ministries are: Agriculture and Lands; Energy, Mines and Petroleum Resources; Environment; Forests and Range, and Tourism, Sport and the Arts.

The Ministry of Agriculture and Lands 2005/06–2007/08 Service Plan Update September 2005 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 August 31, 2005 have been considered in preparing the plan and I am accountable for achieving the specific objectives of the plan.



Honourable Pat Bell
Minister of Agriculture and Lands

September 14, 2005

Introduction to the Service Plan

This updated service plan presents the goals, objectives and expected results over the 2005/06 – 2007/08 period for the Ministry of Agriculture and Lands and the Integrated Land Management Bureau.

The mandate of the ministry is to enhance the economic development and environmental sustainability of the agriculture and food sectors and Crown land, while delivering safe, high quality products for the enjoyment and well-being of B.C.'s citizens. Services provided by the Ministry fall broadly into two groups:

- those supporting the agriculture and food sectors (food industry development initiatives, improving resource and risk management practices in the agriculture and aquaculture sectors and enhancing food safety and quality); and
- those developing and applying strategic and operational policies for the allocation, pricing and management of Crown land (including contaminated sites on Crown land).

These services are essential to improving the global competitiveness of B.C. and our ability to attract private investment, and to stimulate and promote economic growth, job creation and healthy living across the province.

The Integrated Land Management Bureau (ILMB) reports through the Ministry of Agriculture and Lands. The bureau is a client-focused organization providing services, on behalf of the ministry and other provincial ministries and agencies, to clients outside the provincial government seeking access to, and/or information about, the province's natural resources. It does this by: coordinating applications for access to Crown resources (tenures, permits, licences, Crown grants, etc) through regional Front Counter BC – Natural Resource Opportunity Centres; developing, implementing and revising land-use plans; managing and delivering resource information; and prioritizing and coordinating recovery planning for broad-ranging species-at-risk. With respect to the specific relationship between the ministry and the bureau, the bureau works within the Crown land-use policies set by the ministry, provides land and resource-use planning guidance for the ministry and provides one-stop access to Crown land authorizations by the ministry — thus supporting the sustainable economic development of the province's natural resources.

This service plan update for the Ministry of Agriculture and Lands and the Integrated Land Management Bureau is divided into two parts:

- Part A: Ministry of Agriculture and Lands
- Part B: Integrated Land Management Bureau

*Part A:
Ministry of
Agriculture and Lands*

Ministry Overview and Core Business Areas

The mandate of the ministry is to enhance the economic development and environmental sustainability of the agriculture and food sectors while delivering safe, high quality products for the enjoyment and well-being of our citizens. The ministry mandate includes management of specified Crown land and resources in a manner that embraces the economic, environmental and social goals of government. These results are all essential to improving the global competitiveness of B.C. industry and our ability to attract private investment, to stimulate economic growth and job creation across the province.

The ministry works with agencies at the local, provincial and federal levels as well as numerous stakeholders and First Nations to fulfill its mandate. With respect to agriculture, a partnership with Agriculture and Agri-food Canada (AAFC) has been formalized through the national Agriculture Policy Framework (APF) and implementation agreements. This agreement underlines the significance of a strong relationship with the federal government to achieve positive outcomes for the sector. While other relationships are less formal they are essential and involve federal and provincial agencies, local government, regional authorities and industry associations.

Crown land administration will be achieved by effective collaboration with industry, other provincial resource agencies (such as the Ministry of Environment and Ministry of Forests and Range), local government and First Nations.

For more information about the ministry and related organizations, see <http://www.gov.bc.ca/al>.

Services and programs delivered by the ministry are divided into five core business areas:

1. Food Industry Development

Food Industry Development focuses on reducing the regulatory burden and barriers to international and inter-provincial trade, promoting industry self-reliance and encouraging competitiveness. This includes responsibility for animal disease surveillance and response to prevent economic losses and support public health. Food Industry Development also provides services and programs that enhance environmental sustainability by improving industry management of soil, waste and water, and enhance the contribution that agriculture makes to the community. (157 FTEs, net operating budget \$11.7 million)

2. Agriculture and Aquaculture Management

Agriculture and Aquaculture Management provides legislative and policy leadership across the ministry. It takes a lead role in managing food safety and quality initiatives, including science-based approaches to monitoring and product tracking (traceability) throughout the

food production system, and ensuring that food production systems support public health. (86 FTEs, net operating budget \$8.6 million)

3. Risk Management

Risk Management services and programs promote, develop and deliver risk management products such as the Canadian Agricultural Income Stabilization Program (CAIS) and Production Insurance. These products help to effectively manage on-farm risks and reduce demands for assistance through ad hoc government programs. (35 FTEs, net operating budget \$29.7 million)

4. Crown Land Administration

Crown Land Administration is responsible for the development of a strategic and operational Crown land-use and allocation policy framework. In addition, the ministry provides leadership in the management of B.C.'s contaminated sites program by coordinating the identification and remediation of priority sites located on Crown land in B.C. (99 FTEs, net operating budget \$30.2 million)

5. Executive and Support Services¹

Executive and Support Services includes human resources, performance strategies, records management and financial support, as well as the Minister's and Deputy Minister's offices. (260 FTEs, net operating budget \$8.8 million)

Expenditures and FTEs allocated to each of these business areas are identified in the Resource Summary section, as follows.

¹ Corporate Services Division (CSD), a component of Executive and Support Services, also provides some or all of these services for the Integrated Land Management Bureau and Ministry of Environment, as well as the Agricultural Land Commission and the Environmental Assessment Office. The Ministry of Environment records CSD FTEs and recovers the full cost of services provided.

Resource Summary

The Resource Summary outlines the estimated expenditures by core business area. The summary includes all expenditures for the Ministry of Agriculture and Lands, Integrated Land Management Bureau (ILMB) and the Agricultural Land Commission (ALC). The ALC has its own service plan containing a separate resource summary; ILMB's resource summary is included in Part B of this plan.

Core Business Areas	2004/05 Restated Estimates ¹	2005/06 Estimates	2006/07 Plan	2007/08 Plan
Operating Expenses (\$000)				
Food Industry Development ²	10,120	11,716	18,193	17,993
Agriculture and Aquaculture Management ²	7,932	8,562	8,734	8,734
Risk Management (includes Special Account) ^{2,3}	18,603	29,679	23,530	23,530
Crown Land Administration ⁴	2,445	30,151	39,481	40,481
Executive and Support Services ⁵	5,022	8,848	12,946	12,379
Sub-Total ⁶	44,122	88,956	102,884	103,117
Agricultural Land Commission	1,957	2,068	2,087	2,087
Integrated Land Management Bureau	57,308	61,189	56,186	56,186
Crown Land Special Account	210,620	141,820	94,320	59,320
Ministry Total	314,007	294,033	255,477	220,710
Full-time Equivalent (Direct FTEs)				
Food Industry Development	154	157	157	157
Agriculture and Aquaculture Management	85	86	86	86
Risk Management	35	35	35	35
Crown Land Administration ⁴	22	99	184	184
Executive and Support Services ⁵	240	260	275	275
Total	536	637	737	737

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Core Business Areas	2004/05 Restated Estimates ¹	2005/06 Estimates	2006/07 Plan	2007/08 Plan
Agricultural Land Commission	20	21	21	21
Integrated Land Management Bureau	473	349	349	349
Crown Land Special Account	—	—	—	—
Ministry Total	1,029	1,007	1,107	1,107
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Food Industry Development	1,180	1,180	986	986
Agriculture and Aquaculture Management	485	485	485	485
Risk Management	104	170	186	186
Crown Land Administration ⁴	5	63	63	63
Executive and Support Services ⁵	98	98	98	98
Total	1,872	1,996	1,818	1,818
Agricultural Land Commission	50	15	15	5
Integrated Land Management Bureau	7,893	11,231	8,381	7,384
Crown Land Special Account	—	—	—	—
Ministry Total	9,815	13,242	10,214	9,207
Other Financing Transactions (\$000)				
Food Industry Development:				
<i>Agricultural Credit Act</i> — Receipts	765	629	577	512
Risk Management:				
Production Insurance Stabilization — Receipts ⁷	3,000	—	—	—
Production Insurance Stabilization — Disbursements ⁷	3,000	—	—	—
Crown Land Special Account:				
Crown Land Account Receipts	900	144	124	105
Total Receipts	4,665	773	701	617
Total Disbursements	3,000	0	0	0
Total Net Cash Source (Requirement)	1,665	773	701	617

¹ These amounts have been restated for comparative purposes only, to be consistent with the presentation of the September Update 2005 *Estimates* 2005/06. *Schedule A* of the *Estimates* presents a detailed reconciliation.

² In 2004/05 and 2005/06, the federal/provincial Agriculture Policy Framework provided the ministry with recoveries in the Food Industry Development and Agriculture and Aquaculture Management core business areas, enabling the ministry to direct

Ministry of Agriculture and Lands

additional funds to Risk Management programs to meet operational obligations. The actual recoveries and related increases in risk management expenditures are below:

	2004/05	2005/06
Food Industry Development	(6,886)	(7,377)
Agriculture and Aquaculture Management	(172)	(172)
Risk Management	7,058	7,549
Total	0	0

- ³ The Risk Management core business area expenditures increased to reflect the creation of the Production Insurance Special Account and the related premium expenses of \$10.6 million in fiscal year 2005/06 and \$12 million in fiscal years 2006/07 and 2007/08, as well as other minor adjustments.
- ⁴ Land and Water BC will be wound-up effective September 30, 2005. Resources will be transferred for the period October 1, 2005 to March 31, 2006 to Crown Land Administration. The ministry will be allocating staff from the Crown Land Administration core business area to the Integrated Land Management Bureau to undertake authorizations in regional Front Counter BC – Natural Resource Opportunity Centres.
- ⁵ Corporate Services staff numbers (FTEs) shown under Executive and Support Services support the Ministry of Agriculture and Lands, Integrated Land Management Bureau, Agricultural Land Commission, Ministry of Environment and the Environmental Assessment Office. However, the net operating budget for corporate services covers only the costs of the ministry (The corporate services budget for the Integrated Land Management Bureau is shown in Part B of this service plan).
- ⁶ Total operating expenses for 2005/06 also increased to reflect funds provided for the Pacific Salmon Forum, for the development of a Bio-Security Level 3 laboratory, for aquaculture health initiatives, for enhancements to InfoBasket, for fairs and exhibitions and for enhanced bio-security measures.
- ⁷ Production Insurance Stabilization funds are no longer required with the creation of the Production Insurance Special Account. The Special Account is supported by a statutory appropriation within the *Insurance for Crops Act*.

Strategic Context

Vision, Mission and Values

Vision

World class food, agriculture and Crown land management systems that contribute to the prosperity of all British Columbians.

Mission

To:

- Promote sustainable food and agriculture systems that are part of the province's economic, environmental and social fabric.
- Provide best management of Crown land resources through integrated planning and allocation of rights for the benefit of all citizens.

Values

The ministry's values are consistent with and enhance government-wide corporate values. These value statements shape and guide development of our strategies, our decision-making and how the organization and its employees interact with clients and each other. The ministry strives to conduct its business in a manner that is:

Fair and Equitable — We build and maintain an effective spirit of teamwork and co-operation based on trust, integrity, flexibility and innovation. We value our diverse workforce and create a work environment that is welcoming and inclusive. We listen to each other and remain receptive to ideas regardless of their origin. We engage people at all levels of the ministry as we communicate our expectations and decisions. We balance personal and workplace expectations and strive to keep both in mind as we meet the demands of public service.

Responsible and Accountable — We emphasize responsible use of government resources and transparency in accounting for the use of those resources.

Service-oriented — We respond to the needs of the public, sector groups, communities and staff in a timely and courteous manner. We treat each other and those we serve with fairness, dignity and compassion.

Goal-oriented — We strive to improve our performance and recognize our progress. We encourage an entrepreneurial spirit by providing the tools for staff to make decisions to manage risks and achieve results.

Planning Context and Key Strategic Issues

Opportunities and Challenges

Food, Agriculture and Aquaculture Sectors

Within an effective government policy framework, B.C.'s food, agriculture and aquaculture sectors can continue to achieve economic growth while managing environmental and social expectations. During the last decade, employment and production in the agriculture and food sectors have remained steady or continued to grow when many other sectors have declined or lost markets due to trade issues, or global or local recession. This resilience provides a stabilizing influence on many of B.C.'s resource-based communities.

Opportunities

Economic contribution: The food system is an important contributor to the B.C. economy, with nearly \$23 billion in consumer sales and more than 282,000 jobs supported in the province. The food, agriculture and fisheries sectors are diverse, with more than 200 commodities being produced in agriculture and some 100 species of fish and shellfish harvested or raised in B.C. waters. The province has over 2,400 food processing businesses as part of the food system. This provides many opportunities for innovation, adding-value and marketing.

Size and scale: The smaller-sized food businesses in British Columbia enable the food system to be more responsive and adaptable to changes in the marketplace. Continued industry efforts to diversify with higher-value products and target niche markets, supported by government improving market access, is a strength of the B.C. industry.

Regulatory reform: The province's shift to outcome-based regulations enables innovation, and provides industry greater flexibility in responding to regulatory requirements that safeguard the public interest. New policy and governance mechanisms in the regulated marketing commodity sectors increase flexibility and market responsiveness.

Challenges

Global markets for agricultural and food products are highly competitive: 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. Some competitors, including those in Europe, the United States and Japan, receive large government subsidies, and B.C.'s access to markets is often reduced by trade and non-trade barriers. The higher value of the Canadian dollar in 2004 has had a detrimental impact on exports, particularly in B.C.'s export-dependent seafood and horticulture industries.

Consumer concerns about food safety: The safety and quality of food and water, and in border security continue to have a high profile. This increases the challenge to the food, agriculture and aquaculture industries to provide assurance that products meet recognized safety standards. The implementation of systems for standards, certification and product tracking/tracing is costly and time-consuming, and rarely results in increased returns to the producers.

Environmental values must be balanced with economic viability: Public concern about the environment (and increasingly animal welfare) is high, and industry growth must be managed in an environmentally sustainable way. With the highest ratio of livestock-to-land base in Canada, manure volumes are putting environmental pressure on Fraser Valley farms. British Columbia has included livestock methane emissions as part of its climate change strategy. As important, the ministry must ensure world class environmental standards for the aquaculture industry and strong compliance and enforcement.

Governments are key partners in building a prosperous economy: There is extensive overlap in jurisdiction and interests among all orders of government. Effective relations with the federal government, other provinces, First Nations and local governments are an ongoing challenge, and are essential to achieving B.C.'s food, agriculture and aquaculture sector interests.

Extreme weather patterns and market prices increase the vulnerability of the sector: The agriculture and food industries are challenged by significant and unpredictable weather conditions, market situations and disease crises. These weather and market conditions create wide fluctuations in income and prices, leading to instability for farmers and processors and the economies of local communities. These risks can affect investment decisions at the farm level and can lead to under-investment that may affect output and efficiencies in the long run.

Crown Land Sector

British Columbia's natural resource wealth is globally significant and its contribution to the economic, environmental and social well-being of the province is profound. The vast majority of the land base (94 per cent of the provincial land area) and the resources within it remain under Crown ownership. The province has a responsibility to provide leadership and direction in the administration and allocation of Crown land to ensure sustainable use for the benefit of all citizens.

Opportunities

A leader in sustainability: British Columbia has an opportunity to demonstrate world leadership in sustainable resource use. Since the vast majority of the province's resource wealth is a publicly owned asset, the province has the explicit responsibility to manage it in the interests of today's citizens and for the benefit of future generations.

Integrated policy framework for land use policy: The new Crown Land Administration Division, within the Ministry of Agriculture and Lands, gives British Columbia the opportunity to build an integrated, responsive and strategic Crown land policy framework that will help the province ensure that it receives optimum values from Crown land that reflect an appropriate balance of social, economic and environmental objectives.

Challenges

Ensuring sustainable benefits to British Columbians: Defining and advancing the public interest in Crown land management and allocation requires the consideration and balancing of a wide range of environmental, social and economic values and objectives. Decision support tools must be updated and kept current in a dynamic and ever-changing provincial, global and social and economic context.

First Nations: Supreme Court of Canada decisions concerning First Nations consultation and accommodation have had a major influence on the ministry and the province. Success requires productive, respectful relationships with First Nations.

Commodity markets: Strong commodity markets, particularly in energy and minerals, have resulted in on-going, high levels of demand for the province's resource planning and tenuring services. External industry and other stakeholder clients are also demanding greater ease of access and the ability to work more closely with the province.

Investment climate: Continued investment in the B.C. economy and the creation of sustainable jobs requires investor confidence. Security of access to Crown resources, and timely planning and tenuring services are two key issues that currently affect investor confidence.

Contaminated sites: British Columbians have inherited a legacy of provincial contaminated sites from a time when resource practices and environmental regulations were vastly different. Today, there is clear leadership and a coordinated policy on managing and remediating contaminated sites on provincial lands. Inventorying these sites, developing better information about them and remediation to mitigate environmental and human health risks remains a challenge.

Goals, Objectives, Strategies and Results

This section outlines how specific objectives, strategies, performance measures and targets help achieve the ministry's and the government's goals.

Ministry Goals and their Linkage to Government's Five Great Goals for a Golden Decade

As illustrated in the following table, the ministry supports directly three of the government's Five Great Goals for a Golden Decade. As a ministry we are:

- committed to leading-edge, sustainable environmental practices in the agriculture and aquaculture sectors and Crown land use that ensure a sustainable flow of benefits to British Columbians (Goal 3);
- balancing environmental objectives with job creation by strengthening the competitiveness and profitability of the food, agriculture and aquaculture sectors locally and globally, and the development of Crown land-use policy that promotes highest and best use will continue to enhance an already strong economy in B.C. (Goal 5); and
- keenly focused on ensuring that food production systems deliver healthy food and support healthy living and contribute to public safety (Goal 4).

The ministry supports the remaining two great goals indirectly. The goal of making B.C. "the best educated, most literate jurisdiction on the continent" is supported indirectly through delivery of programs and services that emphasize innovation and learning and support leading-edge research to British Columbians. In a broader context, ministry activities enhance economic development which strengthens the financial stability of individuals, businesses, communities and the province. This helps B.C. and its citizens to provide programs and services that directly support government education goals and its additional great goal to "build the best system of support in Canada for persons with disabilities, special needs, children at risk and seniors."

Ministry Performance Plan Summary

The table below presents the ministry’s mission, goals objectives and performance measures and illustrates the relationship between them and the government’s Five Great Goals for a Golden Decade.

Five Great Goals	Ministry Mission Statement		
	Ministry Goals	Ministry Objectives	Performance Measures/Indicators
3. Lead the world in sustainable environmental management, with the best air and water quality, and best fisheries, bar none 4. Lead the way in North America in healthy living and physical fitness 5. Create more jobs per capita than anywhere else in Canada	Promote sustainable food and agriculture systems that are part of the province’s economic, environmental and social fabric. Provide best management of Crown land resources through integrated planning and allocation rights for the benefit of all citizens.		
	1. Prosperous food and agriculture sectors that are competitive globally for the benefit of British Columbians	← ← ← 1. Profitable B.C. food and agriculture sectors	• Dollar value of international exports for agriculture and food • Dollar value of industry investment • Annual growth in agriculture and food and beverage sectors
		2. Stability to farm income to reduce the impact of factors beyond the farmer’s ability to control	← • Per cent of eligible crops insured under Production Insurance • Per cent of BC farm cash receipts represented by BC participants in CAIS (excluding supply-managed commodities)
		1. Food, agriculture and aquaculture systems that provide safe food and protect against disease and pests	← • Database of pathogens, antimicrobial resistance and residues in the food chain and environment • Number of commodity groups implementing a national on-farm food safety and quality program
	2. Leading-edge sustainable food, agriculture and aquaculture practices	2. Increased development and adoption of world-class environmental practices in the food, agriculture and aquaculture sectors	← • Percent compliance with best management practices from aquaculture regulation • Number of farms with environmental farm plans • Level of local government support for agriculture and aquaculture
		1. Strategic Crown land administration and allocation that supports the province’s economic, social and environmental goals	← • Publicly transparent and defensible land tenuring decision-making process
	3. Best management of Crown land resources that deliver sustainable benefits for British Columbia	2. Contaminated sites on provincial lands managed through a consistent, informed, priority-based process	← • Number of priority sites for which remediation is underway/completed

Goal 1: Prosperous food and agriculture sectors that are competitive globally for the benefit of British Columbians.

Industry competitiveness and profitability are affected by many factors, including technology that can reduce costs or enhance quality, the regulatory environment — involving local, provincial and federal government — such as labour and processing plant regulations, trade-related barriers or market preferences that can impact access to markets. In addition, trade and economic policy, industry/company infrastructure and associated growth strategies can also influence competitiveness. The ministry acts strategically to positively influence these factors and create the conditions for prosperity in the food and agriculture sectors.

Performance Measure:

Dollar value of international exports for agriculture and food: This measure monitors trends in the overall performance of B.C.'s agriculture and food sectors in the global economy.

Performance Measure	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
1-1. Dollar value of international exports for agriculture and food	\$2.59 billion/year agriculture and food ¹	4% growth	4% growth	4% growth

¹ Source: Statistics Canada. The 2004/05 base value data as at December 2004.

Objective 1: Profitable B.C. food and agriculture sectors.

The ministry is committed to investments that will enhance economic development and environmental sustainability in food and agriculture industries. The ministry will define and foster growth opportunities, improve competitiveness and facilitate the increased contribution of B.C.'s food and agriculture sectors.

Core Business Areas: *Agriculture and Aquaculture Management; Food Industry Development*

Key strategies include:

- reduce barriers to international and inter-provincial trade, and ensure that B.C. industry interests are considered in trade negotiations and disputes:
 - support the agriculture, food and fishery component of the province's Asia-Pacific and International Trade and Investment to 2010 strategies, with the primary objective of ensuring a fair share of federal funding and services for British Columbia industries; and
 - urge the federal government to obtain real improvements in market access for all commodities in the World Trade Organization agriculture negotiations.
- obtain the B.C. food and agriculture sector's fair share of federal and cross-government programs, initiatives and activities to promote research, exports and inward investment;
- optimize the regulated marketing system to meet consumer needs for a broad range of product choices, including specialty and organic products;
- facilitate industry development and adoption of quality programs in food and agriculture industries that enable B.C. to access domestic and global markets that recognize high quality standards;
- develop a strategy for partners in the eating healthy component of ActNow and provide direction for food policy; and
- develop an Agriculture Plan by December 2006 that identifies opportunities for innovation, investment, niche markets and value chains (e.g., agri-tourism and the bio-based economy).

Performance Measures:

Dollar value of industry investment: The value of new investment in food and agriculture sectors is used to assess the investment climate. A three-year rolling average provides a clearer trend line since fluctuations in year-to-year investment levels can be significant.

Annual growth in agriculture, food and beverage sectors: Performance is measured by monitoring growth in farm cash receipts for the agriculture sector and factory shipments for the food and beverage sector.

Performance Measures	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
1-2. Dollar value of industry investment ¹	Agriculture: \$179.3 million ³	Growth above a 3-year rolling average	Growth above a 3-year rolling average	Growth above a 3-year rolling average
	Food and beverage manufacturing: \$126.7 million ³	Growth above a 3-year rolling average	Growth above a 3-year rolling average	Growth above a 3-year rolling average
1-3. Annual growth in agriculture, food and beverage sectors ²	Agriculture: \$2.4 billion farm cash receipts ⁴	4% growth in farm cash receipts	3% growth in farm cash receipts	3% growth in farm cash receipts
	Food and beverage manufacturing: \$6.15 billion in shipments ⁴	3% growth in value of shipments	3.5% growth in value of shipments	3.5% growth in value of shipments

¹ Source: Statistics Canada; note aquaculture dollars are not included in measure as it is not available at this time; however, Statistics Canada is addressing this issue.

² Source: Statistics Canada and Department of Fisheries and Oceans Canada.

³ 2004/05 base values as at December 2004.

⁴ 2004/05 base values are represented by preliminary 2004 calendar year farm cash receipts; 2004 final farm cash receipts available in November 2005. Value of food and beverage manufacturing shipments (preliminary). Final available in April 2006.

Objective 2: *Stability to farm income to reduce the impact of factors beyond the farmer's ability to control.*

Weather hazards, natural disasters, diseases, pests and market declines pose significant risks to producers of agricultural products. All of these risks can cause losses and lead to income instability in specific commodities. The ministry aims to create a stable platform for sector development by adopting a long-term comprehensive approach to managing risk for farmers.

Core Business Area: *Risk Management*

Key strategies include:

- promote effective management of income risks through utilization of national programs — CAIS and Production Insurance — and other appropriate private sector tools to facilitate industry planning and sustainability; and
- create partnerships with the private sector in the development and delivery of risk management.

Performance Measures:

Per cent of eligible crops insured under Production Insurance: The performance measure tracks the percentage of crops that are insured under Production Insurance. Production Insurance protects producers from production losses related to specific commodities or crops, which helps to protect producers against production related risks.

Per cent of B.C. farm cash receipts represented by B.C. participants in the Canadian Agricultural Income Stabilization (CAIS) Program (excluding supply managed commodities): The performance measure tracks the percentage of farm cash receipts represented by B.C. participants in CAIS Program. The CAIS Program provides protection for overall income losses not covered by Production Insurance. These include overall income losses related to factors such as increases in input costs and sudden price declines.

Performance Measures	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
1-4. Per cent of eligible crops insured under Production Insurance ¹	76%	70% ²	70% ²	70% ²
1-5. Per cent of B.C. farm cash receipts represented by B.C. participants in CAIS Program (excluding supply-managed commodities)	80%	85%	85%	85%

¹ Excludes forage.

² Targets represent the national standard for the minimum level of coverage to minimize risks of ad hoc demands for assistance in the face of natural disaster for farmers.

Goal 2: *Leading-edge sustainable food, agriculture and aquaculture practices.*

British Columbians continue to demand that government ensure food production systems support public health and environmental goals. The province also has a global responsibility in this regard. Increasingly, profitability and growth within the food, agriculture and aquaculture sectors depend on continued consumer confidence and environmental sustainability. British Columbia is committed to growing its reputation as a world leader and community partner by maintaining world-class food, agriculture and aquaculture practices.

Objective 1: *Food, agriculture and aquaculture systems that provide safe food and protect against disease and pests.*

Early identification and response, and overall reduction in the level of risk associated with our food production systems, support the broader public health and safety goals of government by protecting against key diseases and pests, and minimizing associated risks to human health.

Core Business Areas: *Agriculture and Aquaculture Management; Food Industry Development*

Key strategies include:

- facilitate and support development of tracking/traceability systems that complement national systems for food, agriculture and aquaculture, from production to retail;
- work with federal and provincial government agencies and industry to apply lessons learned in the implementation of bio-security strategies;
- review and improve upon the emergency management program for foreign animal disease eradication;
- review and improve the provincial plant management strategy;
- develop strong working relationships with medical health authorities, and among provincial and federal agencies, to develop strong agency collaboration and to facilitate industry-led food safety and quality initiatives; and
- work with other government agencies to sponsor initiatives to mitigate the impact of plant and animal diseases, and invasive pests and plant species.

Performance Measures:

Database of pathogens, antimicrobial resistance and residues in the food chain and environment: Develop database, baseline information and surveillance for risk mitigation of public health.

Number of commodity groups implementing a national on-farm food safety and quality program: Performance in relation to this objective is measured by examining progress in the implementation of national on-farm food safety and quality programs. The Canada-British Columbia Agriculture Policy Framework provides funding to support continued improvement through risk analysis and mitigation in food production system practices, through the implementation of national food safety and quality programs. These programs will provide additional assurance that B.C.'s food production systems remain safe, and higher quality standards will increase access to markets.

Performance Measures	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
2-1. Database of pathogens, antimicrobial resistance and residues in the food chain and environment	Development of database	Completion of database	Baseline developed	Development of surveillance criteria
2-2. Number of commodity groups implementing a national on-farm food safety and quality program ¹	Three commodity groups ²	Five commodity groups	Seven commodity groups	Ten commodity groups

¹ Currently there are 19 national programs in various stages. Six programs have passed technical review and are ready for implementation, and 13 are under development. Of the six that have passed technical review, three are now in the implementation stages in B.C.

² Source: Ministry of Agriculture and Lands, and Canadian Food Inspection Agency.

Objective 2: *Increased development and adoption of world-class environmental practices in the food, agriculture and aquaculture sectors.*

Responsible production and environmental protection practices are key to B.C.'s food, agriculture and aquaculture sectors maintaining long-term sustainability and improving the level of consumer, market and community support.

Core Business Areas: *Agriculture and Aquaculture Management; Food Industry Development*

Key strategies include:

- enhance capacity for research and development of industry;
- continue to update B.C.'s standards, policies and regulations, maximizing environmental performance of the aquaculture industry;
- develop an aquaculture strategy to focus on environmentally sound practices and consider values to society from both wild and farmed finfish stocks;
- promote the development and use of environmental farm plans on farms;
- provide leadership in coordinating resource agencies' response on Crown lands in managing and controlling West Nile virus;
- work with local government to enhance the contribution that both agriculture and aquaculture sectors make to the community;
- develop and implement the provincial livestock waste tissue initiative strategy in concert with local government; and
- contribute to provincial strategies on resource-use such as water.

Performance Measures:

Per cent compliance with best management practices (BMP) from aquaculture

regulation: Finfish operators must develop and implement a BMP plan for each of their marine finfish aquaculture facilities. The intent of the BMP is to prevent finfish escapes to the environment and to provide better assurance that operators will meet environmental sustainability objectives.

Number of farms with environmental farm plans (EFP): Progress towards this objective is measured by the rate of adoption of EFPs by farm businesses. Adoption of EFPs can include both completion and implementation of a plan. An EFP is considered implemented when the farm has addressed all regulatory non-compliance issues identified in the plan. The plan is considered completed when both the risk assessment and the action plan have been completed, and it has been signed off by a recognized planning advisor.

Performance Measures	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
2-3. Per cent compliance with best management practices (BMP) from aquaculture regulation	78% of sites in full compliance with BMP requirements ^{1, 2}	85% of sites	95% of sites	100% of sites
2-4. Number of farms with environmental farm plans ^{3, 4}	450 farms with completed environmental farm plans ⁵	1,400	2,400	3,000
	400 farms with implemented plans ⁵	800	1,100	1,400

¹ Source: Ministry of Agriculture and Lands database.

² Base value as at December 2004.

³ Currently there are 9,000 commercial farms.

⁴ EFPs build on a farmer's understanding of agriculturally related environmental regulations and farm management practices that enhance environmental values. It is a form of risk assessment and liability management that also enables farmers to access incentive-based program funding.

⁵ Source: Ministry of Agriculture and Lands.

Level of local government support for agriculture and aquaculture: The ministry has developed an evaluation index which considers many different aspects of local government policies and programs, bylaws and zoning and will develop an overall rating of the effect the Strengthening Farming Program is having on the local government.

Performance Measure	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
2-5. Level of local government support for agriculture and aquaculture	Upgraded Evaluation Index developed and baseline established ¹	Improvement in evaluation index over previous year		

¹ The 2003/04 Evaluation Index tool had to be redesigned. In 2003/04 the original tool was tested with four local governments. In 2004/05, the upgraded Evaluation Index was used on 49 local governments.

Goal 3: Best management of Crown land resources that deliver sustainable benefits for British Columbia.

Crown land, and the associated resources and values it holds, has played a key role in the development of British Columbia and remains vital to the economic and social fabric of this province. The overarching aim of the ministry is to ensure a balanced approach to Crown land use so that British Columbians, now and in the future, can enjoy a sustainable flow of economic, environmental and social benefits.

Objective 1: Strategic Crown land administration and allocation that supports the province's economic, social and environmental goals.

Responsibility for the management and allocation of provincial resources is shared among several provincial ministries. The province will strengthen the level of integration between the policies that guide each of these agencies, and further develop approaches and tools that enable the province to achieve economic interests within a social and environmental balance. The ministry has been given a leadership role in this regard.²

Core Business Area: Crown Land Administration

Key strategies include:

- lead the development of a responsive provincial strategic Crown land tenuring framework;
- work collaboratively with industry, local government, First Nations and provincial government agencies;
- develop and implement a mutually collaborative and effective partnership with ILMB that supports seamless delivery of services; and
- review and develop, as necessary, a current pricing policy to ensure the province receives optimal value from specified Crown land transactions.

² For the fiscal year 2005/06, regional Crown land adjudication services will be performed on behalf of the ministry by the Integrated Land Management Bureau.

Performance Measure:

Publicly transparent and defensible land tenuring decision-making process:

This performance measure is under development. Options that will be assessed for this measure include (1) using an applicant survey, or (2) monitoring the number of disputes/appeals in response to tenuring decisions.

Performance Measure	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
3-1. Publicly transparent and defensible land tenuring decision-making process	tbd	tbd	tbd	tbd

Objective 2: Contaminated sites on provincial lands managed through a consistent, informed, priority-based process.

The ministry has responsibility for coordinating the identification and remediation of contaminated sites on Crown land. Remediation of these sites ensures that environmental and public health goals are met, and also safeguards continued economic development.

Core Business Area: Crown Land Administration

Key strategies include:

- inventory, classify and prioritize known provincial contaminated sites using a risk-based approach;
- coordinate funding requests and site investigations to address the province’s highest priority sites;
- implement accountability and reporting requirements related to these sites;
- oversee remediation of significant, historic contaminated sites such as the Britannia Mine and Pacific Place; and
- oversee remediation of new contaminated sites for which the ministry has been assigned responsibility.

Performance Measure:

Number of priority sites for which remediation is underway/completed: The Provincial Contaminated Sites Committee assesses contaminated sites and determines priorities based on anticipated risks to human health and the environment. The indicator provides a measure of progress in remediating these priority sites. Site remediation can be a multi-year exercise, depending on the site size, complexity and regulatory requirements for clean-up.

Performance Measure	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
3-2. Number of priority sites for which remediation is underway/completed ¹	2 underway	4 underway/completed	7 underway/completed	10 underway/completed

¹ Source: Ministry database.

Related Initiatives and Planning Processes

Deregulation and Regulatory Reform

The table below lists the ministry's most significant deregulation and regulatory reform initiatives that aim to ensure British Columbia's regulatory climate enables economic development and innovation.

Objective	Performance Measures	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Shift from prescriptive to results-based approach to regulation	Regulations and Orders in Council enacted	Regulatory requirements under review: <i>plant protection, agricultural product grading, livestock, land tenuring policy and procedures, land use objectives, private managed forest and greenbelt lands, and Muskwa-Kechika Management Area advisory board governance mode</i>	Regulatory changes as completed	Regulatory changes as completed	Regulatory changes as completed
Zero per cent increase to regulatory burden throughout 2005/06	Regulatory requirements maintained at June 2004 baseline	6,373 regulatory requirements (June 2004 baseline) ¹	6,373 regulatory requirements (0% increase) ¹	6,373 regulatory requirements (0% increase) ¹	6,373 regulatory requirements (0% increase) ¹

¹ The total number of regulatory requirements includes the 2,797 included in the ministry's previous service plan and an additional 3,576 requirements that the ministry now has responsibility for following the government re-organization announced June 16, 2005.

Overview of Human Resource Management Plan and Information Resource Management Plan

Human Resource Management Plan

With the formation of the Ministry of Agriculture and Lands in June 2005, a new Human Resource Plan is being developed, and will be available November 30, 2005. The plan overview will be available at: <http://www.agf.gov.bc.ca/ministry/planning/hrp.pdf>.

Information Resource Management Plan

The ministry's Information Resource Management Plan overview is available at: <http://www.agf.gov.bc.ca/ministry/planning/irmp.pdf>.

*Part B:
Integrated Land
Management Bureau*

Bureau Overview and Core Business Areas

The Integrated Land Management Bureau is a client-focused organization providing services, on behalf of other provincial ministries and agencies, to clients outside the provincial government seeking access to the province's natural resources³. It does this by: coordinating access to tenures, permits, licences and Crown grants; developing, implementing and revising land-use plans; managing and delivering resource information; and prioritizing and coordinating recovery planning for broad-ranging species-at-risk. In so doing, the bureau supports the sustainable economic development of the province's natural resources.

Our work identifies land-use priorities, informs decision-making, reduces resource conflict and improves access to resources while maintaining environmental integrity. These results are all essential to improving the global competitiveness of B.C. industry and our ability to attract private investment, which in turn is key to stimulating economic growth and job creation across the province.

The bureau expands the range of tenure services provided by the former Land and Water BC and aims to improve their effectiveness and efficiency by combining them with the land-use planning and delivery of resource information undertaken by the former Ministry of Sustainable Resource Management.

The bureau relies on four core business areas to achieve its goals and objectives.

1. **Client Service Delivery.** This core business involves the facilitation and coordination of resource-based economic opportunities through two avenues. The first entails the regionally located Natural Resource Opportunity Centres that provide businesses and individuals with coordinated access to Crown natural resources as well as information concerning these on behalf of a number of provincial ministries and agencies. The first avenue is funded through resources currently residing in the Ministry of Agriculture and Lands. The second involves development of land and resource plans, improved tools and resource information for balanced decisions along with increased consultations with First Nations concerning land-use planning. (145 FTEs, net operating budget \$26.6 million)

2. **Species-at-Risk Coordination.** This core business helps ensure the most effective management and, where necessary, recovery of the province's globally significant species while furthering access to Crown land and resources. The bureau coordinates and leads the prioritization of species-at-risk and coordinates the development and implementation of recovery plans for priority, broad-ranging species. (4 FTEs, net operating budget \$0.626 million)

³ The bureau supports five principal ministries in the provision of services to external clients: the Ministries of Agriculture and Lands; Energy, Mines and Petroleum Resources; Environment; Forests and Range, and Tourism, Sport and the Arts. The bureau also provides services on behalf of a number of other ministries and agencies, such as the Ministries of Transportation, Economic Development and Aboriginal Relations and Reconciliation. This number is likely to expand.

3. Resource Information Management. Under this core business, the bureau manages the capture, integration, management and warehousing of provincial land and resource information; the delivery of all of this information to provincial government clients; and the delivery of some of this information using web-based tools to other clients. Regional delivery of this information to businesses and individuals is handled through Core Business 1. (174 FTEs, net operating budget \$21.2 million)

4. Bureau Management. The office of the Associate Deputy Minister constitutes this core business and includes the budget for performance and issues management and corporate services. (26 FTEs⁴, net operating budget \$12.8 million)

The resources shown above are 2005/06 full-time equivalent (FTE) staff numbers and net operating budgets after adjustment for cost recoveries.

⁴ This does not include the FTEs for bureau corporate services. These are shown under Ministry Operations in Part A of this plan. The operating budget for bureau corporate services is shown here.

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 A) as specified in the *Estimates*.

Core Business Areas	2004/05 Restated Estimates ¹	2005/06 Estimates	2006/07 Plan	2007/08 Plan
Operating Expenses (\$000)				
Client Service Delivery²	10,603	26,554	21,567	21,660
Species-at-Risk Coordination	0	626	626	616
Resource Information Management	40,658	21,185	21,182	21,182
Bureau Management⁴	6,047	12,824	12,811	12,811
Total	57,308	61,189	56,186	56,186
Full-time Equivalents (Direct FTEs)				
Client Service Delivery³	110	145	145	145
Species-at-Risk Coordination	4	4	4	4
Resource Information Management	333	174	174	174
Bureau Management⁴	26	26	26	26
Total	473	349	349	349
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Client Service Delivery³	600	195	150	150
Species-at-Risk Coordination	0	0	0	0
Resource Information Management	7,253	10,503	6,367	6,377
Bureau Management⁴	40	533	1,864	857
Total	7,893	11,231	8,381	7,384

¹ These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the September Update 2005 *Estimates* 2005/06. *Schedule A* of the *Estimates* presents a detailed reconciliation.

² The budgets for Client Service Delivery include special Treasury Board allocations for implementing strategic land-use plans of \$12 million, \$8 million and \$8 million in 2005/06, 2006/07 and 2007/08 respectively. Other than a special allocation of \$893,000 in 2005/06 for the Kamloops pilot study of Single Point of Contact Service, no allocation has yet been made for Front Counter BC — Natural Resource Opportunity Centres — in 2005/06 or beyond.

³ The ministry will be allocating staff from the Crown Land Administration core business to the Client Service Delivery core business to undertake authorizations in regional Front Counter BC — Natural Resource Opportunity Centres.

⁴ Bureau Management includes the office of the Associate Deputy Minister, as well as the finance, administration, information technology and human resource support services for all bureau core businesses. The FTEs for corporate services are included with Executive and Support Services in the ministry resource summary under Part A of this service plan.

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 \$27.2 million in 2005/06. Principal items include funding from the Forest Investment Account for land and resource-use planning and information services. (The expenditures in the resource table are net expenditures after recoveries).

The bureau expects to collect revenues of about \$1 million from a number of sources, including map and air-photo sales.

Strategic Context

Vision, Mission and Values

Vision

Exceptional client services concerning Crown land, resources and information that support a vibrant B.C. economy.

Mission

Our mission is to provide client-focused, high quality, integrated Crown land and resource management and information services to British Columbians.

Values

The bureau's values are consistent with and enhance the government-wide corporate values. These value statements shape and guide development of our strategies, our decision-making and the daily work of each staff member. They also form the foundation of our client-focused mission.⁵

⁵ These values are based on the values of the former Ministry of Sustainable Resource Management and of Land and Water BC. They will be updated with staff involvement in the coming months.

- Excellence** — Providing professional and responsive client service at all times
- Innovation** — Pursuing innovative approaches to promoting client satisfaction
Encouraging an entrepreneurial spirit for service to clients
Providing the tools for staff to make decisions to manage risks and get results
- Integrity** — Exemplifying the highest standards of dedication, trust, co-operation, pride and courtesy in the work environment
Conducting business with our customers and staff in an environment that is honest, transparent and professional
- Accountability** — Taking responsibility for measuring and monitoring our performance
- Respect** — Treating colleagues and those we serve with fairness, dignity and compassion
Respecting British Columbians significant geographical differences and regional economies in regard to services to clients
- Teamwork** — Supporting each other and working together, across divisional and geographic boundaries
- Efficiency** — Continuously improving our operational efficiency and cost-effectiveness
- Communication** — Listening to clients, analyzing their needs and providing clear and easily accessible informational services in response
- Diversity** — Valuing our diverse workforce and creating a work environment that is welcoming and inclusive
- Balance** — Balancing personal and workplace expectations and striving to keep both in mind as we meet the demands of public service

Planning Context and Key Strategic Issues

Issues and Trends

Crown land and related resources are a major contributor to the economic, social and environmental health of the province. Ninety-four per cent of the provincial land area is owned by the Crown. Access to these resources is a key economic driver and determinant of social well-being, particularly in rural communities. The utilization of Crown land and resources is intertwined with the province's history, economy and social fabric. The preservation of their ecological integrity and the achievement of a sustainable balance between development and preservation are of critical importance.

International market demands for natural resources, particularly energy resources, are currently high and are forecast to remain high through the next year at least. In addition, there are specific North American market demands for provincial land and water resources that are expected to endure. As a consequence, there is likely to be a continuing opportunity for the bureau, through the planning process, to facilitate the release of Crown land for economic uses, to generate substantial economic investment and wealth for the province. Correspondingly, demands for the bureau's access services are likely to be high as long as their timeliness, accuracy and accessibility remain high.

The government has identified some new areas of focus in its five golden-decade goals. The newly created bureau is well positioned to deliver on these and, in particular, job creation and sustainable environmental management.

Supreme Court of Canada decisions concerning First Nations consultation and accommodation will continue to have a major influence on the bureau. Through its land-use planning and related responsibilities, the bureau will have a large involvement in the implementation of the government's new relationship with provincial First Nations.

Front Counter BC – Natural Resource Opportunity Centres

Regional clients for natural resource access and information services, outside the provincial government, have indicated a need for single-point-of-contact services to ensure full disclosure of the steps and costs they face, to reduce runaround times between agencies and to streamline the application process. In a pilot study in the Kamloops region, 72 per cent of such clients expressed this need.

Interviews in the Kamloops study with representatives of related government organizations in other jurisdictions have identified clear benefits from single-point-of-contact services (SPCS) to both clients and to government. Benefits to government include enhanced reputation as "business friendly"; streamlined measures that reduce government costs and frustrations; reduced time that regulatory agencies have to spend responding to general enquiries; and economies of scale and scope from having SPCS staff experienced in translating technical information into plain language for clients.

Species-at-Risk Coordination

The challenges of managing provincial biodiversity and species-at-risk cut across all sectors of the provincial resource economy — forestry, oil and gas, tourism, wildlife harvesting, First Nations relations, international trade — and affect B.C.'s ability to attract and support investment.

Many of the provincial efforts to date have been driven by federal species-at-risk legislation, advocacy campaigns or regional opportunities to address species-at-risk issues within broader land and resource decision-making processes. Additionally, many broader biodiversity policies and processes lack coordination and resources and often operate independently of recovery management planning for species-at-risk.

Land-Use Planning

The completion of strategic and more detailed land and resource-use plans continue to be of strong interest to First Nations, industry sectors, businesses and individuals wanting to access resources and/or protect the ecological integrity of specific areas.

There are six strategic-level plans currently at various stages of negotiations with First Nations — Lillooet, Central Coast, North Coast, Morice, Sea-to-Sky and Haida Gwaii/Queen Charlotte Islands. Supreme Court of Canada decisions concerning First Nations consultation and accommodation have had a major influence on the completion of these plans. Target dates for their finalization were extended in late 2004/05 to provide increased time for these government-to-government negotiations.

The government has also increased the priority for reviews of some existing land-use plans as a consequence of two factors: public consultations during 2004 concerning the value of land-use planning, and the potential obsolescence of some plans due to the impacts of natural events such as mountain pine-beetle infestations. First Nations consultations and the development of recovery plans for species-at-risk may also lead to the revision of existing plans.

Land-use plans increase certainty of access to Crown resources. As well, they confirm new protection areas which help safeguard the natural diversity and recreational features of the province. BC has been a world leader in creating new protected areas, having doubled the amount of parkland in the last decade, and will continue to be recognized internationally for protecting pristine areas of the province.

Resource Information

Businesses, individuals and the various levels of government have a continuing need and demand for reliable access to relevant land and resource information and related services to support informed, science-based decision making. Information content, service quality and information access through self-service tools are key attributes of this demand. Clients need to be confident with information content — namely, the quality and relevance of the

information supplied. They also need to be satisfied with the assistance they receive when requesting data and information. Finally clients need to be satisfied with information content and access available through self-service applications.

Opportunities and Challenges

Opportunities

- **Improved service to clients through “single-point-of-contact services”:** **understanding clients and communicating that understanding to ministries.** The bureau’s Front Counter BC – Natural Resource Opportunity Centres will result in:
 - More timely resource-use decisions resulting in greater certainty for investors, a higher probability of investment and a stronger economy;
 - Reduced duplication of information requests resulting in less running around by clients from agency to agency;
 - Full disclosure of requirements, process steps and costs, and hence more informed applicants, better business proposals and a more attractive investment climate
 - Reduced duplication of government efforts;
 - Higher levels of satisfaction with government agencies dealing with natural resources and possibly higher levels of confidence in government process;
 - Better resource-use proposals from clients resulting in a higher probability of timely and positive resource-use decisions with less adjudication effort; and
 - Better access to, and use of, the considerable resource data and information that the provincial government has available.
- **New relationship with First Nations.** There are real needs and opportunities to improve relations and achieve reconciliation with First Nations and, in so doing to improve the well-being of First Nations and non-First Nations alike in British Columbia.
- **New resource developments.** Through on-going land and resource-use planning, streamlined access to government services, new relationships with First Nations and better prioritization and coordination of species-at-risk management and recovery, there are considerable opportunities to improve access to, and sustainable development of, Crown land and resources. This will lead to jobs and more sustainable communities while protecting environmental integrity. For example, Front Counter BC – Natural Resource Opportunity Centres will be able to provide land-use planning information to prospective tenure holders about areas likely to be heavily constrained or competed for as a result of environmental or other values, speeding tenuring processes and reducing client costs.
- **Improved priority setting and coordination concerning the management and recovery of species-at-risk.** The bureau has been tasked with coordinating development of a single, science-based approach to the management and recovery of those species-at-risk in B.C. that are part of the province’s complement of globally significant species.

Challenges

In working to capitalize on these opportunities, the bureau faces a number of challenges and will be giving high priority to the mitigation strategies identified below:

- **Setting appropriate service quality targets and expectations with clients and ministries.** The bureau's clients for its Natural Resource Opportunity Centres are external to the provincial government. However, it delivers most of these services on behalf of a number of sponsoring ministries which will act as a governing board for the bureau.⁶ At the same time it depends on these ministries to undertake adjudications in a timely manner on the allocations of tenures, permits, licences and grants to client applicants.⁷ The bureau is therefore giving high priority to the development of service agreements with each of these ministries, including service performance targets which will be tracked, reported and responded to on a regular basis.
The bureau also has provincial and non-provincial government clients for its resource information and species-at-risk coordination functions, and clear understandings and agreements with these clients will be fostered.
- **Managing/prioritizing client demands and increasing resourcing as we successfully expand client services.** It will also be critical to the bureau and its sponsoring ministries to be able to obtain additional resources to meet increases in client demand — or to set priorities and ration client access to bureau resources if additional resources are not obtained. The bureau and ministries will be giving close attention to the development of priority-setting mechanisms and agreements concerning resources in their service agreements.
- **Developing and maintaining a shared culture of client service with sponsoring ministries.** This is an extension of the first challenge. A shared, client-centred culture will also be critical to the success of the bureau and its sponsoring ministries — not only for the achievement of adequate turnaround times on adjudications, but also for the maintenance of effective support at Executive level from the sponsoring ministries for the bureau's goals and objectives. Positive action through training, staff exchanges, co-location and other strategies between the bureau and ministries will be important to ensuring that ministry management and staff become more, rather than less, attuned to external client needs.
- **Establishing an effective relationship with First Nations consistent with new government policies and the bureau mission of more efficient delivery of client services.** An effective relationship with First Nations not only has many positive benefits (see Opportunities), but will also be critical to achieving to the bureau's client service and land-use planning performance measures.
- **Ensuring the bureau's staff resources are sufficient and fully trained, and its information technology resources are adequate to support the delivery of excellent client services.** The bureau has been staffed from the former Ministry of Sustainable Resource Management and Land and Water British Columbia Inc. It will take focus and effort to develop a common, client-centric culture and compatible, adequate information technology systems.

⁶ The bureau also delivers resource information to these clients that it collects, integrates and analyzes.

⁷ In the case of the Ministry of Agriculture and Lands, it has assigned responsibility for regional Crown land adjudication services to the bureau for 2005/06.

Goals, Objectives, Strategies and Results

This section outlines how specific objectives, strategies, performance measures and targets help achieve the bureau's and the government's goals.

Bureau Goals and their Linkage to Government's Five Great Goals for a Golden Decade

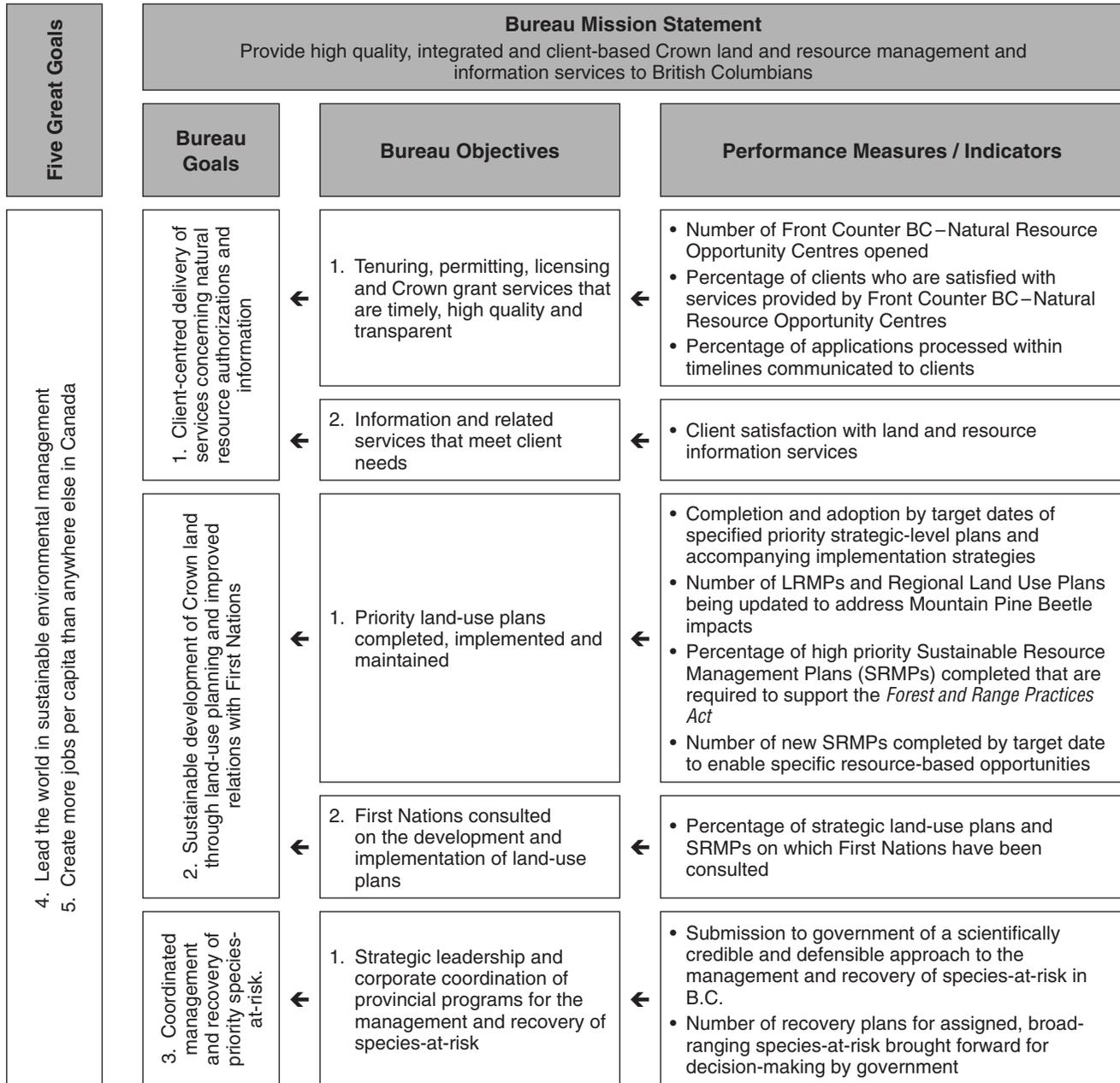
The following table illustrates the direct linkage of the bureau's goals to two of the government's Five Great Goals for a Golden Decade. The bureau's land and resource-use planning and client-centred resource information services will be particularly important to ensuring that economic and community development based on Crown land and resources is balanced with the preservation of environmental integrity, thereby supporting the government's goal concerning sustainable environmental management (Goal 4). Coordinated and balanced decisions on the management and recovery of broad-ranging, globally significant, species-at-risk will be critical to this government goal. In addition to ensuring effective and timely management and recovery of such species, it will help demonstrate provincial leadership in land and resource stewardship on the world stage.

All of the bureau's five objectives will support the government's jobs objective (Goal 5). Integrated, timely, lower cost and more certain access to Crown land and resources through the bureau's Front Counter BC-Natural Resource Opportunity Centres, its land and resource-use planning activities and its integrated resource information will lead to greater investor confidence, resulting in economic development and jobs. First Nations consultations and accommodations in the development and implementation of land and resource-use plans will have similar impacts, as will timely, coordinated management and recovery of species-at-risk.

The bureau's strategies will also favourably impact the government's first three strategic goals, although in a less direct way. Greater economic development and sectoral diversification through Crown land and resource access should help to produce more resilient and adaptive communities with higher education and literacy levels (Goal 1). Land and resource-use planning and associated engagement with First Nations should particularly help in this regard. More resilient and adaptive communities should also contribute to the improved health and fitness of individuals (Goal 2). So too will improved access to Crown land and resources for the recreational, agricultural and aquacultural sectors. Finally, these same community developments may make it easier for such communities to support their disadvantaged groups (Goal 3).

Bureau Performance Plan Summary

In addition to the linkage to the government’s strategic goals, the diagram also displays the bureau mission, goals, objectives and performance measures, and indicates their linkage.



Goal 1: *Client-centered delivery of services concerning natural resource authorizations and information.*

The Integrated Land Management Bureau is a service-oriented organization committed to planning, providing access to and promoting the sustainable use of Crown resources. The bureau's single-point-of-contact offices provide effective and efficient services for clients seeking land and resource tenures, permits, licences and Crown grants as well as land and resource information.

In order to deliver on its goals the bureau will continually develop performance targets, service level agreements, performance measures and training strategies among agencies while working to improve client service so that clients receive direct and tangible benefits.

Objective 1: *Tenuring, permitting, licensing and Crown grant services that are timely, high quality and transparent.*

Clients expect services that are timely, accurate, courteous, convenient, predictable and transparent. In particular, a high percentage of regional clients for natural resource access and information services, outside the provincial government, have indicated a need for single-point-of-contact service to ensure full disclosure of the steps and costs they face, to reduce runaround time between agencies and to streamline the application process.

Core Business Area: *Client Service Delivery*

Key strategies:

- provide professional, knowledgeable, front-counter support to clients applying for, or seeking information on, tenures, permits, licences, Crown grants and other resource information;
- liaise with provincial natural resource agencies and other levels of government to optimize responsiveness and achieve seamless delivery of services; and
- work with local communities and government to identify and market economic development opportunities.

Performance Measures:⁸

Number of Natural Resource Opportunity Centres opened: A staged but rapid opening of these centres across the province will be a key ingredient of efficiently facilitating greater client-centred service for those seeking natural resource authorizations and resource information.

⁸ Performance information on all bureau measures comes from internal sources.

Client satisfaction with Natural Resource Opportunity Centres: This measure assesses overall client satisfaction levels, changes in these through time and the source of any dissatisfaction. It will allow all service dimensions to be addressed.

Timely processing of applications for land and resource-use authorizations: This measure specifically addresses the timeliness of application processing from the time of lodgment by the client to the notification of a result by the bureau.

Performance Measures	2004/05	2005/06 Target	2006/07 Target	2007/08 Target
1-1. Number of Front Counter BC–Natural Resource Opportunity Centres (NROCs) opened	Pilot service centre operated in Kamloops	3	5	None planned at this stage
1-2. Percentage of clients who are satisfied with services provided by Natural Resource Opportunity Centres		Establish baseline and targets	10% improvement	10% improvement
1-3. Percentage of applications processed within timelines communicated to clients ¹		Establish baseline and targets ²	90%	90%

¹ The bureau's Front Counter BC–Natural Resource Opportunity Centres will assist clients in the preparation of applications for tenures, permits, licences, Crown grants and other services. Decisions on authorizations will, in most cases, be made by decision-makers in one of the five host ministries for which the bureau provides front-counter services. The bureau will be accountable to clients and the host ministries for achieving quality of services and overall turnaround times as specified. In order to ensure delivery on these, the bureau is establishing agreements with all five ministries, under which the ministries will commit to achieving specified turnaround times and their performance will be reported publicly. Responsibility for regional Crown land adjudication services has been assigned to the bureau by the Ministry of Agriculture and Lands for 2005/06.

² The former Land and Water BC target turnaround time of 90% within 140 days will be adopted for former LWBC services until new target turnaround times can be developed with host natural resource ministries and specified in service agreements.

Objective 2: Information and related services that meet client needs.

Having clients satisfied with the resource information provided to them through the bureau is a key objective of the organization. Understanding the needs of clients is therefore crucial to facilitating delivery of the desired information.

Core Business Area: *Resource Information Management*

Key strategies:

- work closely with clients to understand their information needs and help them achieve their business goals;
- promote the bureau's responsibilities and provide internal and external clients with value-added information and support;
- deliver self-service access and analytical tools that meet client needs;
- develop and implement an effective governance and business model for information management and pricing;
- focus on achieving a sustainable infrastructure for resource information management that meets client needs;
- improve data management through communicating roles and responsibilities for data custodians; and
- develop and maintain partnerships essential for the effective delivery of excellence in land and resource information management.

Performance Measure:

Client services satisfaction: An annual survey measures improvement against the 2003/04 baseline of 46 per cent client satisfaction.⁹ This measure focuses on those clients with service agreements with the Integrated Land Management Bureau concerning resource information.

Performance Measure	2004/05 Actual	2005/06 Target	2006/07 Target	2007/08 Target
1-4. Client satisfaction with land and resource information services	55%	60%	65%	70%

⁹ This was a measure of the former Ministry of Sustainable Resource Management and some resource information branches assessed by clients in the baseline survey in 2003/04 have been shifted to other ministries. However, a review of the survey results shows that no adjustment of the baseline satisfaction level is necessary.

Goal 2: Sustainable development of Crown land through land-use planning and improved relations with First Nations.

In support of this goal the bureau pursues two objectives.

The first objective addresses strategic land-use planning, which includes broad scale Land and Resource Management Plans (LRMPs), and more detailed Sustainable Resource Management Plans (SRMPs).¹⁰ These plans identify where land and resources may be managed for economic activity and environmental protection, including critical habitat.

The bureau also achieves the resource planning aspects of its mission by serving as a central agent to support and enable integrated decision-making across all government agencies. This integrated decision-making considers environmental, social and economic issues while striving to find ways for all uses to co-exist with less conflict.

The second objective addresses First Nations consultation and achieving greater participation of First Nations in strategic land-use planning. The bureau will also strive for meaningful partnerships with First Nations in developing land-use plans.

Objective 1: Priority land-use plans completed, implemented and maintained.

Priorities have been set for preparation of both strategic and more detailed plans based on their expected benefits for key sectors.

Core Business Area: Client Service Delivery¹¹

Strategic-level plans and the implementation strategies that accompany them are the highest level land-use plans government undertakes. Completion of strategic-level plans will help ensure resource management decisions take into account the needs of communities, the economy and the environment, as well as First Nation values and concerns, now and into the future.

Sustainable Resource Management Plans (SRMPs) define how Crown land and resources in the specified planning area will be used in the future. Their scope and planning boundaries are driven by the specific resource issues and opportunities under study (e.g., tourism opportunities, agricultural lands, access management, biodiversity requirements, community

¹⁰ SRMPs include a number of specific plan types including local strategic plans, recreation management plans, oil and gas pre tenure plans and economic opportunity plans. Some other ministries develop resource plans but these are lower-level plans that are more operational in nature and focused on delivering a specific program. They cover a much smaller area than LRMPs, SRMPs or regional land-use plans, and tend to focus on a specific activity. Examples include park management plans, fire management plans and forest health plans.

¹¹ Land-use planning aspects of this core business are supported by the Forest Investment Account and in particular the Crown Land Planning Enhancement Program, for which the bureau has delegated responsibility.

economic diversification and growth, and conflict resolution). Completion of SRMPs will involve partnerships and consultation with interested First Nations and will contain policies and guidelines supporting sustainable resource management.

In addition to SRMPs, the bureau will undertake other specific initiatives under this objective, such as supporting amendments to government policies or legislation to ensure sustainable access to Crown land or resources for development. As well, the bureau will continue to explore ways to proceed with resource targets, an important tool for supporting plan implementation.

Key strategies:

- complete and ensure approval of Central Coast, North Coast, Lillooet, Morice, Sea-to-Sky and Haida Gwaii/Queen Charlotte Islands strategic land-use plans;
- oversee implementation and revision of approved strategic-level land-use plans to maintain effectiveness;
- review and update strategic-level plans in areas impacted by Mountain Pine Beetle;
- review and amend land-use planning processes as a consequence of public consultations in 2004;
- undertake SRMPs to enable specific economic opportunities and conservation priorities;
- develop and apply area based resource targets as an outcome of land and resource-use planning;
- lead regionally based Inter-Agency Management Committees to coordinate government interests in Crown resource access; and
- establish strategic land-use plan implementation committees to maintain and increase local ownership of land-use plans.

Performance Measures:

Strategic-level plans completed and adopted: This measure identifies major, specific efforts to complete, approve and implement six priority strategic-level plans that facilitate access to, and use of, Crown lands and resources, particularly where competition between commercial and public interests for these resources is strong. These six plans will cover 12 per cent of the province, bringing to 85 per cent the area of British Columbia covered by approved strategic land-use plans.

Strategic-level land-use plans revised in light of Mountain Pine Beetle infestation:

This measure assesses the progress of amending LRMPs and Regional Land-Use Plans in forested areas impacted by the Mountain Pine Beetle. Updates are required in order to secure future economic development opportunities, and to maintain public support for the plans and the timber salvage program.

Supporting results-based forestry: Establishment of key biodiversity objectives and other legal objectives required to support the *Forest and Range Practices Act* will allow

implementation of results-based forestry and a reduction in regulation. This will lead to increased economic and social benefits while maintaining environmental integrity.

New SRMPs completed: This is an indicator of additional resource-based economic opportunities enabled by planning activities under this objective.

Performance Measures	2004/05 Actual	2005/06 Target	2006/07 Target	2007/08 Target
2-1. Completion and adoption, by target dates, of specified priority strategic-level plans and accompanying implementation strategies	Central Coast, North Coast, Morice, Lillooet, Haida Gwaii/ Queen Charlotte Islands and Sea-to-Sky planning table processes completed Government-to-government plan negotiations with affected First Nations concluded for Lillooet, Central Coast, North Coast and Morice LRMPs	Haida Gwaii/QCI plan completed Government-to-government negotiations with affected First Nations completed on all six strategic land-use plans	All six new strategic-level plans completed and endorsed by Cabinet	Initiation and/ or review of other strategic-level plans as directed by government
2.2. Number of LRMPs and Regional Land Use Plans being updated address Mountain Pine Beetle impacts	0	3	5	None planned at this time
2-3. Percentage of high priority SRMPs completed that are required to support the <i>Forest and Range Practices Act</i>	70%	90%	100%	New priority plans identified and initiated for remaining areas
2-4. Number of new SRMPs completed by target date to enable specific resource-based opportunities	3 new priority economic opportunity plans completed, including all remaining Muskwa-Kechika pre-tenure plans	5	5	5

Objective 2: *First Nations consulted on the development and implementation of land-use plans.*

Consultation with First Nations on the development and implementation of land-use plans will be accomplished through greater participation in planning and through partnerships that may assist First Nations in pursuing specific resource-based economic opportunities.

Core Business Area: *Client Service Delivery*

In light of recent court decisions regarding aboriginal rights and title and growing First Nations interest in land-use planning, the bureau is pursuing increasingly innovative partnerships and negotiation arrangements with First Nations on land-use planning. This includes government-to-government negotiations with affected First Nations for all current Land and Resource Management Plans prior to plan completion and approval, and increased participation in the updating and review of existing land-use plans.

Specific strategies to be pursued under this objective are under development. Certainly the bureau will continue to consult on the development of all land-use plans and any revisions to existing plans. The bureau is also likely to assist First Nations in the pursuit of specific resource-based economic opportunities through the development of Sustainable Resource Management Plans and possibly with associated economic feasibility studies.

Key strategies:

- engage First Nations in land-use planning and the achievement of sustainable land and resource-based economic opportunities;
- consult with First Nations on the development of all land-use plans and on all major amendments associated to land-use plans; and
- develop a First Nations land-use planning strategy utilizing protocol agreements for First Nations' participation in land-use planning.

Performance Measure:

First Nations consultation on land-use plans: This measure ensures the province is meeting its legal obligations to consult with First Nations on resource planning. It is an interim measure pending development of new measures which better reflect the nature of the improved relationship desired with First Nations.¹²

¹² The province will still be required to meet its consultation obligations regardless of any new agreements with First Nations.

Performance Measures	2004/05 Actual	2005/06 Target	2006/07 Target	2007/08 Target
2-5. Percentage of strategic land-use plans and sustainable resource management plans on which First Nations have been consulted	100%	100%	100%	100%

Goal 3: Coordinated management and recovery of priority species-at-risk.

Improved Crown land resource access, reduced resource-use conflicts and improved environmental sustainability will be achieved by coordinating the management and recovery of B.C.'s complement of globally significant species. This will be important to all sectors of the provincial resource economy and to the public at large.

Core Business Area: Species-at-Risk Coordination

Objective 1: Strategic leadership and corporate coordination of the provincial programs for the management and recovery of species-at-risk.

In collaboration with partner ministries, the bureau will develop an outcome-based vision for species-at-risk management in B.C. through a well-coordinated, scientifically credible and defensible approach to management. The bureau will also: provide needed provincial leadership in coordinating recovery efforts for broad-ranging key species (as assigned by government); coordinate investment in species-at-risk and their constituent ecosystems to ensure that not only biodiversity, but also social and economic value, importance to First Nations, and technical feasibility of management and recovery achieve recognition.

Key strategies:

- work across government to develop a coherent policy framework for prioritizing and coordinating the management of species and ecosystems;
- work with statutory ministries to coordinate the development of a new fiscal framework and policies to direct funding priorities identified for species and eco-systems at risk; and
- coordinate government delivery structures to recommend measures that consolidate resources, reduce duplication and overlap and ensure results are outcome focused.

Performance Measures:

Outcome-based policy submitted for management and recovery of species-at-risk in B.C.:

This measure provides for submission to government of a new, scientifically defensible, outcomes-based policy for the management and recovery of species-at-risk in B.C. that focuses efforts on the province's complement of globally significant species.

Number of species-at-risk recovery plans brought forward: This measure addresses the number of completed, provincial priority, species-at-risk recovery plans brought forward to government for decision-making. The priorities for 2005/06 are to complete coordinated recovery plans for the Mountain Caribou, Northern Spotted Owl and the Marbled Murrelet.

Performance Measures	2004/05	2005/06 Target	2006/07 Target	2007/08 Target
3-1. Submission to government of a scientifically credible and defensible approach to the management and recovery of species-at-risk in B.C.		March 31, 2006		
3-2. Number of recovery plans for assigned, broad-ranging species-at-risk brought forward for decision-making by government		3	To be developed	To be developed

Related Initiatives and Planning Processes

Deregulation and Regulatory Reform

Maintaining the success achieved in reducing the regulatory burden over the last three years is a bureau commitment. During the next three years, the bureau will continue seeking opportunities for regulatory reform, including:

- new efficiencies to be achieved through the Front Counter BC – Natural Resource Opportunity Centre offices (e.g., coordinated referrals, one-stop shopping, authorization-specific target turnaround times for processing new applications); and
- further shifts towards results-based regulations including recovery plans for broad-ranging species-at-risk which are prioritized on the basis of their global significance and then coordinated across agencies and organizations.

The bureau is also committed to achieving a zero per cent net increase to the regulatory burden as indicated in the regulatory reform performance measure.

Human Resource Management Plan

With the formation of the Integrated Land Management Bureau in June 2005, a Human Resource Management Plan is being developed, and will be available November 30, 2005. Please visit <http://ilmbwww.gov.bc.ca/ilmb/sp2005/hrmp.html> link for details.

Information Resource Management Plan

The Information Resource Management Plan for the newly created bureau is currently under development. Please see the <http://ilmbwww.gov.bc.ca/ilmb/sp2005/irmp.html> link for more information.