

**Ministry of  
Forests and Range**

**2010/11 – 2012/13  
SERVICE PLAN**

**March 2010**



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Published by the Ministry of Forests and Range

## Message from the Minister and Accountability Statement



The Ministry of Forests and Range delivers programs that contribute to a vibrant, sustainable, globally competitive forest industry. The Ministry is committed to a strong and diverse forest sector that provides enormous benefits for workers, communities and future generations.

To help fulfill this vision, we will continue to pursue four key priorities over the coming years:

- Improve utilization. We will increase the use of fibre previously considered debris or unusable by promoting further manufacturing and solidifying bioenergy as a major forest product.
- Become a world leader in growing trees. We will pursue new policies and strategies to guide and attract investments in B.C. forest-based carbon offsets and other incremental silviculture activities.
- Dramatically increase exports to China. Now our second largest customer by volume, we will continue to push to increase our exports to the rapidly developing Chinese economy and diversify our export markets.
- Implement B.C.'s Wood First policy. We will increase the use of wood in infrastructure and large building construction to make B.C. a world leader in wood construction, design, engineering and education.

The performance measures in this service plan are aligned with these key priorities and the mandate of the ministry as outlined in the *Ministry of Forests and Range Act*. In addition to the priorities outlined above, the ministry will continue to work with the other natural resource agencies on a more collaborative and integrated approach to deliver excellent public service.

The Integrated Land Management Bureau will continue to deliver leading edge, client-friendly and responsive integrated natural resource information and services that support a vibrant B.C economy, healthy communities and a sustainable environment. It will also fulfill its vision of delivering corporate solutions through collaboration by taking a leading role in:

- Cross agency integration of programs and services through the Resource Management Coordination Project.
- Citizen-centered service delivery by providing access to Crown land and natural resources through FrontCounter BC offices across the province.
- Land use planning support for identified regional priorities.
- A coordinated approach to First Nations' consultation on land and resource issues and negotiation of strategic agreements with First Nations.
- Providing geographic information on behalf of the Province through GeoBC.

The *Ministry of Forests and Range 2010/11 – 2012/13 Service Plan* and the *Integrated Land Management Bureau 2010/11 – 2012/13 Service Plan* were prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which these plans were prepared. All material fiscal assumptions and policy decisions have been considered in preparing the plans and I am accountable for achieving the specific objectives in the plans.



Honourable Pat Bell  
Minister of Forests and Range and Minister Responsible for the Integrated Land Management Bureau

March 2, 2010

# Introduction to the Service Plan

This service plan update sets out the priorities and three year plans for the Ministry of Forests and Range and the Integrated Land Management Bureau.

- Part A presents the *Ministry of Forests and Range's 2010/11 – 2012/13 Service Plan*.
- Part B presents the *Integrated Land Management Bureau's 2010/11 – 2012/13 Service Plan*.

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# **Section A: Ministry of Forests and Range**

## Purpose of the Ministry

The Ministry of Forests and Range, also known as the Forest Service, is the main agency responsible for realizing the public interest in the use of the province's forest and range lands. Approximately 94 per cent of British Columbia's forest and range lands are publicly owned and managed by the provincial government on behalf of the public. Working with all stakeholders the Ministry pursues policies that encourage investment in the forest sector, while ensuring that forest practices are sustainable to ensure future generations can enjoy the benefits of B.C.'s public forests.

As outlined in the *Ministry of Forests and Range Act*, the Ministry has five key purposes:

- Encourage maximum productivity of forest and range resources;
- Manage, protect and conserve forest and range resources for immediate and long term economic and social benefits;
- Plan the use of the forest and range resources of government, coordinated and integrated with other natural resources; in consultation and cooperation with other government ministries and agencies, and with the private sector;
- Encourage a vigorous, efficient and world competitive timber processing industry, and ranching sector; and
- Assert the financial interest of the government in its forest and range resources in a systematic and equitable manner.

The Ministry pursues its mandate and goals in a fair, open and consultative manner with the public, forest and range industries and other provincial agencies while recognizing the unique interests of Aboriginal people. The Ministry has a significant role in supporting the government's response to climate change through the Future Forest Ecosystems Initiative and by supporting the opportunities that climate change presents for forest sector products. The Ministry continues to work to manage the environmental impacts of the mountain pine beetle infestation, with a renewed focus on overall forest health. The Ministry has a leadership role in public safety emergency management using an integrated model to address major events such as forest fires.

This ministry is working collaboratively with all the ministries involved in the management of Crown land and natural resources to coordinate people and resources to provide excellence in public service. This collaboration offers the opportunity for the Ministry of Forests and Range to support economic development and community resiliency while ensuring environmental standards are met and environmental sustainability is achieved. Improving the efficiency of service delivery will also help meet the budget and demographic challenges facing government.

As of June 2009, the Integrated Land Management Bureau is accountable to the Minister of Forests and Range and its service plan is presented in Part B of this document.



*A proud tradition  
of Service since  
1912*

## Strategic Context

British Columbia's forest and ranching industries are facing both significant challenges and opportunities. In order to support the competitiveness (advocacy) of these industries, the Ministry is working to establish a competitive business and regulatory environment while maintaining a high standard of forest and range stewardship, and delivery of services for the benefit of all British Columbians.

### **The forest and range industries are facing tremendous challenges**

Provincial forest revenue has declined significantly in recent years. In 2008/09 provincial forest revenue was \$558 million, down 49 per cent from the previous year. In 2009/10, the B.C. Budget forecasts forests revenue of \$345 million, as a result of weak lumber prices, low US housing starts, and poor pulp markets. Ongoing weakness in the U.S. housing market is significantly impacting lumber demand. Housing starts in the U.S. dropped to a 50 year low of 479,000 in April 2009. U.S. housing starts are expected to increase up to 640,000 in 2010.

The Canadian dollar has been rising in value against the U.S. dollar. The B.C. Budget anticipates that the Canadian dollar will increase gradually vis a vis the U.S. dollar through 2010 and 2011, and will stabilize around 98.0 US cents in the medium-term. A strong Canadian dollar challenges the competitiveness of exports such as lumber and pulp as most forest products are sold in U.S. dollars.

Global commodity markets have experienced substantial volatility since mid-2008. Lumber prices in the first seven months of 2009 averaged \$168 U.S. per thousand board feet, down 25 per cent compared to the same period in 2008. Lumber prices are forecast to average \$200 U.S. in 2010, and up to \$300 U.S. by 2013 as the U.S. economy starts to improve.

The ranching sector continues to be challenged by currency fluctuations, high operating costs and continued restrictions on the export of market cattle. Beef cattle inventories and the number of ranching operations are declining, reflecting reduced profitability. Despite these challenges, the Ministry of Forests and Range is pursuing opportunities to support the competitiveness (advocacy) of the ranching sector through the use and management of range lands under the responsibility of the Ministry of Forests and Range.

Globally, a new low-carbon economy is opening up opportunities such as renewable energy technology and world carbon trading. New bio products such as ethanol, lignin and cellulose-based products provide new business prospects. The B.C. Bioenergy Strategy is promoting ways to utilize mountain pine beetle wood as biomass to produce clean energy and stimulate new investment and economic diversification. Wood products are environmentally sustainable, cost efficient, carbon friendly and offer other advantages such as seismic stability. B.C. is committed to increasing domestic consumption of wood through its Wood First policy, and is encouraging and promoting the increased use of new and existing engineered and further manufactured forest products in commercial construction domestically and in key foreign markets.

Asia Pacific markets present a huge opportunity for BC forest products. In 2009 China became the number one off-shore market for B.C. forest products in terms of volume. China's demand for higher

value lumber for construction is increasing. B.C. softwood lumber exports to China totaled 1.6 billion board feet in 2009. Looking forward, the province has a target to ship four billion board feet of softwood lumber to China by 2011.

## **The forest and range resource is changing.**

Climate change is affecting forest and range resources, and therefore how forests and range are managed in B.C. The frequency and severity of damaging events such as wildfires and insect infestations are increasing. The 2009 wildfire season was one of the most active and dangerous in recent memory, with 3,052 fires and 244,000 hectares burned. These figures are much higher than the ten year average of 1,784 fires and 74,957 hectares burned. Climate change is also contributing to conditions that foster insect and disease outbreaks such as the mountain pine beetle. B.C.'s interior forest sector is permanently changing as a result of the beetle. The cumulative area of B.C. affected by the mountain pine beetle epidemic was estimated at 14.5 million hectares in 2008. By 2017, 70 per cent of the pine volume in B.C.'s interior is projected to be dead.

Responding to climate change remains one of government's key priorities. Forestry is potentially one of the most important sectors in the fight against climate change for both for the climate change friendly products that come from forests and for the benefits of carbon storage that result from healthy growing forests. B.C. has almost 60 million hectares of forest of which less than 0.5 per cent is logged each year. Further, BC has more forests certified by independent certification programs than any jurisdiction in the world, except for Canada as a whole.

*The British Columbia forest industry has made a significant contribution to the provincial economy and society for over a century. The ministry works together with the forest industry and natural resource agencies to ensure that British Columbia's forests can continue to foster economic activity and provide employment for British Columbians.*

*The ministry is committed to encouraging investments that maximize productivity of our forest lands and fibre value by anticipating changes in growing conditions, and supporting forest and ecosystem resiliency in the midst of climate change.*

## **Rural communities are facing challenges**

The forest sector remains the most important employer in many rural communities. In 2009, forestry directly supported 52,000 jobs in over 100 B.C. communities, but employment has been declining with the downturn in markets, and has decreased by 38.3 per cent since 2007. Supporting prosperous rural communities remains a priority for government. More than 50 community forests are

operating or in the planning stages, including six new community forest tenures awarded in 2009. Community forests help communities to more fully participate in the stewardship of local Crown forest resources and in the development and maintenance of local forest businesses.

## **First Nations role in forest management is evolving**

Forests are economically, culturally and spiritually significant to B.C.'s First Nations who have depended on them for thousands of years. Many Aboriginal communities are located in forested areas and First Nations have active claims for ownership and jurisdiction of land and resources allocated for forestry. Through its New Relationship with First Nations, government remains committed to constructive consultation with Aboriginal peoples on socio-economic issues and opportunities, such as traditional forestry and revenue-sharing.

## **Government's workforce is aging**

The average age of a Ministry of Forests and Range staff person is 47 years. By 2014, 22 per cent of the Ministry's staff will be eligible for retirements. Most of these individuals are in management roles, and this situation is similar in other government Ministries.

Integration, collaboration and coordination of resources across agencies remains a priority for the Ministry of Forests and Range and other natural resource agencies to ensure that government can continue to provide needed services to the public in the face of staffing changes. Looking forward, increasing coordination of key functions and resources across the natural resource agencies will continue. The result will be sustainable, efficient and effective delivery of services to British Columbians.

# Goals, Objectives, Strategies and Performance Measures

The Ministry of Forests and Range seeks to ensure sustainable forest and range resources and sustainable socio-economic benefits from the use of forest and range resources by ensuring the ministry places effort and resources on essential functions and is able to implement government's forestry, and related natural resource sector, priorities.

## Goal 1: Maximum productivity of forest and range resources.

The Ministry's focus under this goal is to:

- Grow more trees—and more resilient trees; and
- Supporting the productivity of forest and grassland ecosystems that sustain the economic, social, and cultural interests of British Columbians.

### Objective 1.1: Best return from investments and activities on the forest and range land base.

As forest and range lands evolve, and as society's needs change, so do the products and services we derive from our natural resources. Investments in forest and range resources provide the flexibility necessary to face climate change, address the mid-term timber supply shortfalls resulting from catastrophic events like the Mountain Pine Beetle epidemic, and to produce new products and ecosystem service opportunities. Healthy growing forests and range lands store carbon and assist in offsetting greenhouse gas emissions.

### Strategies

- Maximize timber volume that is grown in the provincial forest.
- Grow more timber to offset impacts in the mid-term timber supply caused by the mountain pine beetle and other catastrophic events.

#### *Growing Opportunities – A new vision for Silviculture in British Columbia*

*To generate the greatest possible benefits and best future forest conditions, British Columbia's silviculture framework needs to support the development of forest stands through their life cycles. It needs to promote forest resiliency in the face of climate change, maintain ecosystem diversity, and facilitate new, incremental investments that promote maximum growth on high productivity sites with species and rotation lengths that support existing forest products and new opportunities such as bio-energy or carbon sequestration.*

*For more information visit:*

[www.for.gov.bc.ca/hfp/silviculture/discussion\\_paper/](http://www.for.gov.bc.ca/hfp/silviculture/discussion_paper/)

- Create the conditions that support investment in forest lands.

**Performance Measure 1: Timber volume gain (millions of cubic metres) from silviculture investments**

Performance Measure <sup>2</sup>	2009/10 Forecast <sup>3</sup>	2010/11 Target	2011/12 Target	2012/13 Target
Timber volume gain expected in 65 years from silviculture treatments completed in BC in each fiscal year	6.3	7.1	7.3	7.3

**Data Source:** Volume gains (millions of cubic metres of wood) estimated using data submitted by licensees and the Ministry, to RESULTS (Reporting Silviculture Updates and Land status Tracking System) and SPAR (Seed Planning and Registry System).

<sup>1</sup> Gain as compared to basic reforestation using natural unimproved seed sources.

<sup>2</sup>“Timber Volume gain” includes incremental growth associated with planting using select seed, rehabilitation, juvenile spacing, and fertilization and is based on the estimated total accumulated volume gains in 65 years. Some gains due to treatments such as fertilization can be realized in as little as 10 years.

<sup>3</sup>Data are submitted, according to legislated requirements, before June 1 each year for the previous year ending March 31. The detailed information used to calculate the volume gain is found in the MFRs Annual Report detail statistical information, posted at: <http://www.for.gov.bc.ca/hfp/silviculture/statistics/statistics.htm>.

**Discussion**

This is a new measure for 2010/11 – 2012/13. This performance measure indicates the estimated timber volume gains that will be realized in the future through investments made today.

Timber volume gain is a high-level indicator of the benefit from investments in the landbase, forest resource stewardship, and sustainable timber productivity. Gains in timber volume and quality as well as shorter harvest rotations are the primary objectives of silviculture treatments. Other benefits from silviculture treatments include increased short- and mid-term timber supply (e.g. fertilization), increased carbon storage, accelerated development of mature or old-growth characteristics for wildlife, conservation, and biodiversity, producing higher wood quality (e.g by pruning), wildfire hazard reduction (e.g spacing and pruning), creating more pleasing visual landscapes, and providing short- and long-term employment opportunities. These other benefits are measured in different ways and cannot be readily incorporated into a volume gain performance measure.

BC Timber Sales and major tenure holders have a legal obligation to reforest harvested areas. Where planting is undertaken the law requires the use superior select seed where ever available.

Use of select seed is currently providing the largest future volume gains and will assist in ameliorating shortfalls in the mid-term timber supply. Mid-term timber supply can be further improved 10 to 40 years in the future through activities such as strategically deployed juvenile spacing and fertilization if undertaken now.

The Ministry will continue to pursue options to encourage Pacific Carbon Trust, Federal Government, and private industry investments in incremental silviculture treatments that improve the mid-term timber supply.

## **Objective 1.2: Private investment in the land base.**

In order to maximize the productivity of forest and range resources greater investment levels will be required. There is a need to identify and address barriers to investment and increased forest productivity, while at the same time remaining mindful of the importance of ensuring sound stewardship. New markets and products provide new opportunities to enhance productivity. For example, the potential for the private sector to purchase carbon offset credits and use the funds collected to make investments in forest productivity are emerging opportunities that the Ministry is turning its attention to.

### **Strategies**

- Encourage investments to improve forest and range resources.

## **Goal 2: Well managed forest and range resources.**

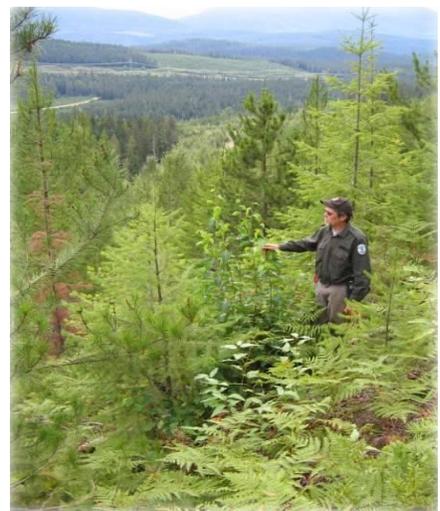
The Ministry of Forests and Range is responsible for ensuring that forest and range resources are well managed, protected and conserved so that they can continue to provide environmental, social and economic benefits to all British Columbians.

### **Objective 2.1: Ensuring public and consumer trust in forest management.**

Healthy ecosystems are those that are protected from unwanted wildfire and pest outbreaks, and where invasive plants and endemic insects and disease are managed. It also implies good management to support improved tree growth and quality for manufacturing purposes. Managing healthy ecosystems entails having robust strategies for conserving biological diversity and protecting species-at-risk, First Nations' cultural values and critical habitats for fish and wildlife.

Climate change presents the greatest challenge and the greatest opportunity for the forest and range sector. It will impact our forest and range resources but will also increase the value of forests for carbon sequestration and the development of products that reduce our carbon footprint. Forests provide a natural carbon sink. Managing forests will not only maintain forests as carbon sinks, but can significantly enhance carbon sequestration.

Consumers of forest products, the public, and government have increasing expectations for effective environment and forest management. As the importance of forests and the impacts of climate change become more widely recognized and better understood, forest certification ensures that environmental, economic and social aspects of sustainable forest management are being achieved.



## Strategies

- Monitor and manage impacts on forest and range resources from pests, disease and wildfire.
- Ensure the appropriate standards are in place to increase ecosystem resilience and adapt forest and range practices for a changing climate.
- Ensure effective forest and range practices and adherence.
- Work collaboratively with certifiers to ensure standards are applicable to the British Columbia forest sector.

## Performance Measure 2: Allowable Annual Cut Certification

Performance Measure <sup>1</sup>	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Per cent of the provincial allowable annual cut certified for sustainable forest management standards	66.4%	68%	70%	72%

**Data Source:** Metafore Forest Certification Resource Centre [www.certifiedwood.org](http://www.certifiedwood.org)

<sup>1</sup> Sustainable forest management standards include Canadian Standards Association (CSA), Forest Stewardship Council (FSC), and Sustainable Forestry Initiative (SFI).

## Discussion

This is a new measure for 2010/11 – 2012/13. Third-party forest certification is a voluntary process that began in the 1990s in response to concerns about logging practices. Certification programs differ, but all share the objective of ensuring good forest management by balancing economic, social, silvicultural and environmental goals. The three standards used in British Columbia – the Canadian Standards Association’s Sustainable Forest Management Standard (CSA), the Sustainable Forestry Initiative (SFI) and the Forest Stewardship Council (FSC) – all depend on independent, third-party audits where auditors measure the planning, procedures, systems and performance of on-the-ground forest operations against the predetermined standard.

Forest certification provides forest product buyers with assurance that a forest is well managed and meets the requirements of a certification standard. Some markets now favour forest products from certified forest operations. A forest operation that is found to be in conformance with the standard is issued a certificate.

## Projections

Since 2006, the volume certified under sustainable forest management standards has increased significantly in British Columbia. In 2006, approximately 34 million cubic meters per year was certified. By mid 2009, operators with sustainable forest management certification accounted for 57 million cubic meters per year on public lands (66 per cent of government-set allowable annual cuts).

Both domestically and internationally the number of buyers demonstrating a preference for certified forest products continues to increase. Increasingly, governments are adopting procurement policies that require forest products to be obtained from legal and sustainable sources. The growing popularity of green building standards reinforces preferences for certified forest products.

Certification rates are highest among BC Timber Sales and tree farm licences, lowest among woodlots and community forests, and intermediate among replaceable and non-replaceable forest licences.

### **Goal 3: Coordinated and integrated planning of the use of the forest and range resources.**

In order to move the forest industry forward and create a higher value from the utilization of the forest and range resources, there is a need to work together in planning the use of forest and range resources with government agencies, industry, First Nations and communities.

#### **Objective 3.1 Prosperous forest and range rural economies.**

Forests around communities continue to be used to provide a range of benefits and communities will continue to have opportunities to be engaged in the management of, and benefit from, the use of forest and range resources, as well as from the resulting jobs and economic benefits. First Nations have much to offer a sustainable forest and range industry and can benefit greatly from it. Partnerships with First Nations will assist them to benefit from forest business opportunities and will provide greater certainty on the land base.

#### **Strategies**

- Expand community and First Nations' participation in forest management in the forest and range sector.

**Performance Measure 3: Communities and First Nations Participation in Forest and Range Planning**

Performance Measure <sup>1</sup>	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Number of communities and First Nations involved in forest and range planning through tenure and agreements	205	225	230	235

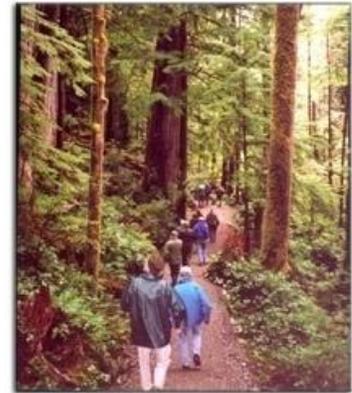
**Data Source:** Ministry of Forests and Range Tenure and Revenue Division

<sup>1</sup> Includes the number of First Nations with Forest and Range Agreements and the number of community forest agreements issued excluding those issued under a First Nations Forest and Range Agreement.

**Discussion**

This is a new measure for 2010/11 – 2012/13. Community forest agreements are a form of legal tenure by which the Province grants the rights to manage the forest resources within a specified area to a local government or community group that wishes to more fully participate in the stewardship of local Crown forest resources. They are intended to stimulate long-term employment, forest-related education and skills training as well as other social, environmental and economic benefits while meeting environmental stewardship standards.

Forest and Range Agreements, introduced in 2003, provide for revenue-sharing and forest tenure opportunities for First Nations. These agreements facilitate the participation of First Nations in the forest economy.



*Community forests are managed for a wide range of values.*

**Projections**

Community forests are an important and growing opportunity for communities, supporting new options in recreation, wildlife and watershed management. Harvesting operations can also provide a source of revenue to support local priorities. There are currently 39 existing community forests in the province and there are another 18 communities in the application process.

Currently there are 168 First Nations participating in Forest and Range Agreements and other agreements (e.g. wildfire management) with the Ministry of Forests and Range. This represents the majority of provincial First Nations that are eligible to participate in a Forest and Range Agreement.

**Objective 3.2 Collaborative forests and range planning and service delivery.**

The need to coordinate government processes to facilitate economic development and to adapt to a shrinking workforce due to broad demographic pressures have compelled government to find ways to increase coordination and collaboration in the natural resource public sector. There is an increasing appreciation for the importance of interconnected business across natural resource agencies and forest and range sectors, and with partners including First Nations.

## Strategies

- Coordination and/or delivery of natural resource activities on behalf of both the ministry and other natural resource agencies.
- Collaborate with other government natural resource agencies to explore and advance new opportunities for coordinated service delivery with other agencies and to meet government objectives.
- Enhance the effectiveness of First Nations consultations and support First Nations' interests in forest and range resources.

## Goal 4: Vigorous, efficient and world competitive forest and range sector.

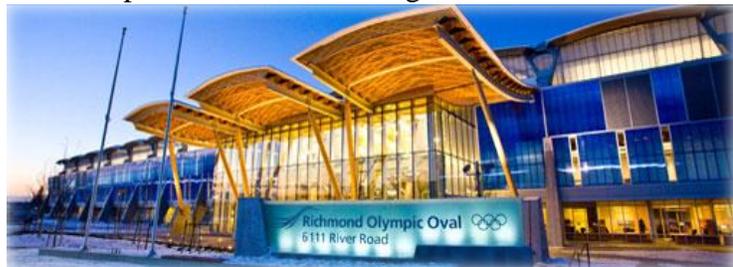
The forest sector is one of the most important contributors to the British Columbia economy, just as the ranching industry is an integral component of the agricultural and social fabric of BC. Competitive forest and range industries are necessary to sustain a variety of socio-economic benefits.

Government and others that affect the costs of forest product producers have a responsibility to establish competitive “host” conditions. Industry has the responsibility to become and remain competitive by increasing productivity. To support the competitiveness (advocacy) of forest and range industries, the Ministry is continuously seeking ways to streamline its activities and reduce transaction costs. To emerge from this economic downturn and be globally competitive, British Columbia forest and range industries also need to employ new technologies, produce new products, secure existing markets, seek new ones and develop strategic alliances within and across sectors.

### Objective 4.1 A globally competitive market-based operating climate.

Forests provide the basis for a range of products for daily living – not only for timber used in buildings, but paper products, bioenergy, chemical products, carbon storage, water and non-timber products. Forests are the ultimate renewable energy resource with enormous potential to contribute to and benefit from a growing green economy.

Wood is the only major building material that is renewable, lightweight, strong, and thermally efficient. The Ministry is actively supporting the expanded use of wood in commercial projects and as a first choice and preferred product in construction, interior design and daily living.



*Richmond Olympic Oval, Richmond, British Columbia*

## Strategies

- Promote products.
- Emphasis on wood use - wood first.
- Seek new markets and increase market share in existing markets.
- Promote a competitive operating environment for industry and increase productivity.

### **Performance Measure 4: Stakeholder Satisfaction with Ministry Supporting a Competitive Operating Environment**

Data Source: Ministry of Forest and Range survey to be developed

Performance Measure	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Client Satisfaction Survey: Stakeholder satisfaction with Ministry supporting a competitive operating environment	New Measure	Baseline (TBD)	>2010/11 baseline	>2011/12 target

## Discussion

This is a new measure for 2010/11 – 2012/13. Forest products are sold in world markets, our producers compete with producers in other jurisdictions, and commodity prices are priced in common (U.S.) dollars. To be successful, forest companies must be globally competitive. British Columbia's forests are a public resource, and government must ensure that a range of public objectives are achieved on the land base. This requires considerable interaction between the Ministry of Forests and Range and stakeholders to develop a culture that is supportive of forest industry success and continues to seek out streamlining opportunities. This measure will gauge how well the ministry is doing in supporting a competitive operating environment for forest companies and for range land users.

While the United States will remain one of British Columbia's most important markets for forest products, increasing gross domestic product and population outside of North America, particularly in Asian countries, provide a great opportunity for British Columbia forest product producers. China is the second largest consumer of wood products in the world and its growing population and expanding economy are increasing its demand for wood products.

British Columbia has been working for several years to increase its market presence in China and, as Canada's gateway to the Asia Pacific, has many advantages over other competitors. Forestry Innovation Investment Ltd. (FII) is a provincial crown corporation set up by the B.C. government in 2003 to enhance the positive profile of British Columbia internationally, particularly in the China and the Asia Pacific region, which helps strengthen and grow trade opportunities. More details can be found in the FII Ltd. Service Plan at: [www.bcfii.ca](http://www.bcfii.ca)

## **Goal 5: Revenue opportunities from forest and range resources.**

The forest sector faces opportunities to develop new products and new business segments. The emerging green economy, driven in response to climate change induced opportunities, will stimulate demand for forest and range products - both current and new. The green economy provides opportunities to diversify product and revenue streams and markets. For example, the use of wood biomass to produce electricity, heat and bio-products represents a significant opportunity in British Columbia, as do new building products and systems.

### **Objective 5.1 Revenue generation opportunities from forest and range resources.**

The British Columbia forest industry produces primarily dimension lumber, pulp and some panel and other wood products. These will remain essential elements of the British Columbia forest industry but there are opportunities to manufacture new products from the forest and range resource where British Columbia can lead the world in new product development.

#### **Strategies**

- Support the development of new forest products and revenue generation opportunities.
- Identification of new business opportunities.

### **Objective 5.2 Fair market value from the use of the forest and range resources.**

The Ministry has a legislative responsibility to assert the financial interests of the Crown in its forest and range resources in a systematic and equitable manner. The revenue collected from the use of public forest and range resources become available to fund government priorities each year. In this way public forest and range resources contribute to the overall health, education and well-being of all British Columbians.

The Ministry continually reviews and modifies revenue policies and procedures to ensure that fair value is received. New market-based pricing systems were introduced on the Coast in 2004 and in the Interior in 2006. A key element of these systems is the use of competitive timber sales to establish fair market value for trees that are sold by government. These changes continue to be integrated and implemented by the Ministry.

#### **Strategies**

- Ensure that competitive timber sales continue to provide a source of fibre and a basis on which to establish non competitive timber prices.
- Seek opportunities to simplify market-based pricing systems.
- Ensure complete, timely and accurate pricing and billing.

**Performance Measure 5: Crown forest and range gross revenue.**

Performance Measure	2009/10 Forecast	2010/11 Target <sup>1</sup>	2011/12 Target	21012/13 Target
Crown forest and range gross revenue	347.6 M	471.5 M	571.7 M	573.2 M

**Data Source:** Ministry of Forest and Range Harvest Billing System

<sup>1</sup> Revised Forecast, Estimate and Forecasts are based on the January 15, 2010/11 Treasury Board Blue Book Budget Estimates Forecast (revenue: \$, million).

**Discussion**

The total revenue realized by the Ministry and collected by the Government of British Columbia during each fiscal year includes revenue from stumpage (timber tenures and BC Timber Sales), other forest revenues (i.e. Softwood Lumber Border Tax, rents and fees, etc.) and other non-forestry revenues.

This indicator depicts what the Ministry can expect to generate as revenue to be included into the Provincial consolidated revenue fund, based on in-depth analysis of forest sector activity under prevailing economic and forest sector market conditions. It is not an attempt to measure the Ministry's influence on revenue generated.

In the U.S., the housing market collapse continues to impact demand for BC lumber and forest product exports. Exports to the U.S. are expected to remain dampened until 2011/12 before any signs of significant recovery emerge. The global/North American economic downturn and troubled U.S. housing market is primarily responsible for the decline in overall production. Although lumber prices are starting to show modest signs of strengthening, this is primarily due to supply-chain shortages, even though end-use demand remains weak. Increasing exports to new markets such as China will support increased forestry activity in BC.

Exchange rate volatility, strength and uncertainty will continue to suppress stumpage revenues and harvest levels which will further impact government revenues. The effect of reduced stumpage rates due to the mountain pine beetle harvest in the Interior, coupled with the overall reduction of total harvest due to the economic downturn, will continue to impact revenues. Stumpage revenues are forecast to remain depressed through 2010/11. Current economic predictions suggest that recovery will be conservative in nature and is expected to improve marginally and gradually over the next 18 to 24 months.

# Resource Summary

## Ministry Resource Summary Table

Core Business Area	2009/10 Restated Estimates <sup>1</sup>	2010/11 Estimates	2011/12 Plan	2012/13 Plan
<b>Operating Expenses (\$000)</b>				
Forest and Range Resource Management .....	321,198	292,110	262,770	262,770
Pricing and Selling Fibre .....	37,833	37,980	32,836	32,836
Compliance and Enforcement .....	23,314	15,322	15,319	15,319
Executive and Support Services .....	33,221	34,945	26,720	26,720
Direct Fire .....	409,000	51,720	51,720	51,720
BC Timber Sales Special Account.....	158,921	158,469	158,105	168,405
<b>Total .....</b>	<b>983,487</b>	<b>590,546</b>	<b>547,470</b>	<b>557,770</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services .....	21,582	38,664	14,453	13,705
BC Timber Sales Special Account.....	37,085	25,885	25,285	26,845
<b>Total .....</b>	<b>58,667</b>	<b>64,549</b>	<b>39,738</b>	<b>40,550</b>
Pricing and Selling Timber (BC Timber Sales) Disbursements .....	102,300	56,972	56,518	57,385
<b>Total.....</b>	<b>102,300</b>	<b>56,972</b>	<b>56,518</b>	<b>57,385</b>

<sup>1</sup> These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2010/11 Estimates. The 2009/10 restated *estimates* reflect a change in funding model for corporately provided operations support such as accommodation, most information technology, freedom of information, corporate accounting services, payroll, and corporate sustainability. Funds previously held in Ministries for these activities were centralized into Shared Services BC, the existing service delivery body for these services.

## Forest Practices Board Resource Summary

The Forest Practices Board is an independent watchdog for sound forest and range practices in British Columbia's public forests and rangelands. It informs both the British Columbia public and the international marketplace of forest and range licensees' performance in carrying out sound practices and complying with legal requirements. It also ensures that resource ministries are appropriately monitoring and enforcing forest and range practices legislation.

The Board audits tenure holders and government ministries for compliance with forest and range practices legislation, carries out special investigations and issues reports as appropriate, investigates concerns and complaints from the public, and participates in appeals to the Forest Appeals Commission. The Board's mandate is provided by the *Forest and Range Practices Act* and the *Wildfire Act*.

While the Board operates independently from the Ministry of Forests and Range, its budget vote is the responsibility of the Minister. The Board independently reports its accomplishments and priorities through an annual report found at: [www.fpb.gov.bc.ca](http://www.fpb.gov.bc.ca).

Forest Practices Board	2009/10 Restated Estimates <sup>1</sup>	2010/11 Estimates	2011/12 Plan	2012/13 Plan
<b>Operating Expenses (\$000)</b>				
<b>Total</b> .....	3,827	3,839	3,836	3,836
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
<b>Total</b> .....	25	-	-	-

<sup>1</sup> These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2010/11 Estimates. The 2009/10 restated *estimates* reflect a change in funding model for corporately provided operations support such as accommodation, most information technology, freedom of information, corporate accounting services, payroll, and corporate sustainability. Funds previously held in Ministries for these activities were centralized into Shared Services BC, the existing service delivery body for these services.

# Ministry Contact Information

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## **Fire Management Headquarters**

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## **BC Timber Sales Headquarters**

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## **Coast Forest Region**

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## **Northern Interior Forest Region**

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## **Southern Interior Forest Region**

515 Columbia Street  
Kamloops BC V2C 2T7  
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## Hyperlinks to Additional Information

**Ministry website:**

[www.gov.bc.ca/for](http://www.gov.bc.ca/for)

**Glossary of Forestry Terms in British Columbia:**

[www.for.gov.bc.ca/hfd/library/documents/glossary/index.htm](http://www.for.gov.bc.ca/hfd/library/documents/glossary/index.htm)

**The legislation which is administered by the Ministry of Forests and Range:**

[www.for.gov.bc.ca/tasb/legsregs/comptoc.htm](http://www.for.gov.bc.ca/tasb/legsregs/comptoc.htm)

**Wildfire Prevention:**

[www.bcwildfire.ca/](http://www.bcwildfire.ca/) BC Wildfire Prevention (Ministry of Forests and Range Protection Branch)

[www.bcwildfire.ca/Prevention/Property/FireSmart.htm](http://www.bcwildfire.ca/Prevention/Property/FireSmart.htm) FireSmart (Ministry of Forests and Range)

**Fuel Management:**

[ground.hpr.for.gov.bc.ca/](http://ground.hpr.for.gov.bc.ca/) (Ministry of Forests and Range and Union of BC Municipalities)

[www.bcwildfire.ca/Prevention/fuelmanagement.htm](http://www.bcwildfire.ca/Prevention/fuelmanagement.htm) (Ministry of Forests and Range)

[www.fness.bc.ca/Mt\\_Pine\\_Beetle/beetle.htm](http://www.fness.bc.ca/Mt_Pine_Beetle/beetle.htm) (First Nations Emergency Services Society)

**Climate Change:**

[www.for.gov.bc.ca/mof/Climate\\_Change/](http://www.for.gov.bc.ca/mof/Climate_Change/)

**Crowns, Agencies, Boards and Commissions associated with Forests and Range:**

**Crowns:**

Forestry Innovation Investment Ltd. and Forestry Innovation Investment Consulting (Shanghai) Company Ltd. (subsidiary): [www.bcfii.ca/](http://www.bcfii.ca/)

**Major Commissions and Boards:**

Forest Appeals Commission: [www.fac.gov.bc.ca/](http://www.fac.gov.bc.ca/)

Forest Practices Board: [www.fpb.gov.bc.ca/](http://www.fpb.gov.bc.ca/)

## **Part B: Integrated Land Management Bureau**

## Purpose of the Bureau

Crown land in British Columbia covers more than 90 per cent of the province. This publicly owned land and its natural resources are major contributors to the economic, social and environmental health of the province. The Integrated Land Management Bureau plays a key role in facilitating efficiently coordinated access to both Crown land and its resources, furthering government's commitment to a strong economy, vibrant communities, environmental stewardship and the development of a strong, mutually supportive relationship with First Nations.

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

Established in 2005, the Bureau was accountable to the Minister of Agriculture and Lands until June 2009, when that accountability was transferred to the Minister of Forests and Range. The Bureau is uniquely positioned in Government owing to the fact that its services to the public are provided on behalf of numerous provincial ministries. The Bureau is guided by a Board of Directors which sets direction and priorities, and is made up of the deputy ministers of the following six ministries: Aboriginal Relations and Reconciliation; Agriculture and Lands; Energy, Mines and Petroleum Resources; Environment; Forests and Range; and Tourism, Culture and the Arts. The Bureau also provides corporate leadership on behalf of government towards the sustainable management of natural resources and coordination of related information, and the coordination of a shared delivery of natural resource regional operational services. In providing this leadership, the Bureau is committed to following its vision of delivering corporate solutions through collaboration.

In addition, the Bureau has eight regional FrontCounter BC offices, providing a single window access point for over 135 natural resource sector permits and authorizations on behalf of 13 partner agencies<sup>1</sup>. FrontCounter BC services cover this wide range of natural resource authorizations while integrating Crown land use, planning and provision and analysis of related information. In a similar capacity, the Bureau's GeoBC ([www.geobc.gov.bc.ca](http://www.geobc.gov.bc.ca)) provides a single window to the Province's geographic information, tools, products and services.

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

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

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

## Strategic Context

Listed below are several key strategic issues that were considered by the Bureau in the development of its objectives, strategies and performance targets for 2010/11 – 2012/13.

*Engagement of First Nations:* The coordination of First Nations consultation and engagement is a key driver for the Bureau. Capacity to participate in consultation and engagement processes is an ongoing issue for both First Nations and the Province. First Nations have expectations for mechanisms that will reduce referral workloads, ensure legally required consultations occur in as timely a manner as possible and provide for enhanced ability to communicate their interests to government.

*Meeting Client Service Demands:* Client service work performed by FrontCounter BC includes natural resource use applications which are quite complex and/or may involve lengthy First Nations consultations or complex adjudications for non-*Land Act* tenures by partner agencies. Another hurdle for FrontCounter BC is to continue maintaining a successful coordination role while meeting the increasing demand for its services by other agencies and ministries.

*Meeting Technological Changes and the Increasingly Sophisticated Needs of Clients:* Meeting citizens' expectations and increased demand while also staying current with rapidly changing technology is always a huge challenge. Current, reliable and authoritative information is critical for resource development, emergency response, community planning and First Nations treaty development. Managing client expectations, setting priorities and coordinating information sources across government, and within available resources, is an ongoing Bureau priority.

*Climate Change:* With the challenge of a world economic downturn in 2008/09, together with the continuing effects of climate change and fluctuating oil prices, there are increasing demands for alternative forms of energy. As a consequence, the Province is managing an increase in the number of independent power producer project applications on Crown land. The Bureau continues to coordinate the permitting process of independent power projects to support the British Columbia Energy Plan and climate change initiatives.

*Resource Management Coordination:* The Bureau is working collaboratively with all the ministries involved in the management of Crown land and natural resources to ensure the coordination of people and resources for excellence in public service. This collaboration offers the opportunity for alignment of resources to promote economic development and community resiliency while ensuring environmental standards and environmental sustainability is achieved with resource use activities in B.C. Opportunities to improve the efficiency of service delivery will also help meet the budget and demographic challenges facing government.

# Goals, Objectives, Strategies and Performance Measures

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

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

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

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

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



### **Strategies**

- Provide efficient pre-application and application completion services to customers and ministry clients.
- Improve service to clients and partner agencies by meeting or exceeding performance targets.
- Provide support for a sustainable organization and continued growth of FrontCounter BC's service offerings.

- Implement e-licensing, e-referrals and permitting services for natural resource authorizations.

**Performance Measure 1: Natural resource application processing**

Performance Measure	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Percentage of natural resource applications prepared for adjudication that are processed under agreed turnaround times with other agencies.	80%	85% <sup>2</sup>	90%	90%

Data Source: FrontCounter BC Authorization Tracking System.

**Discussion**

This measure provides an indication of FrontCounter BC's success in assisting businesses and individuals prepare applications for natural resource-use authorizations so that less time is required by partner agency adjudication staff who then review and decide on the applications.

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

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



**Strategies**

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

<sup>2</sup> The 2010/11 target was reduced from the 90% figure identified in last year's service plan to 85% because a more gradual increase in the speed of adjudication work is contemplated as the Bureau seeks to continue with adjudication assistance from the inter-agency cross-training and development initiative and introduces new application tools such e-referrals and Virtual Front Counter.

- Commit to a 60 day turnaround time in completing *Land Act* adjudication decisions following completion of First Nations' consultations.

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

Performance Measure	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Percentage of <i>Land Act</i> adjudications that are completed under agreed turnaround times.	90%	90%	90%	90%

Data Source: Reason for Decision Measurement

**Discussion**

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

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

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

**Strategies**

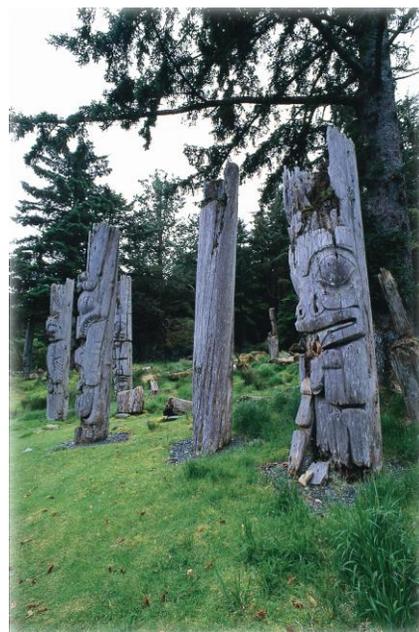
- Build efficient and timely land and resource development consultation and accommodations mechanisms with First Nations.
- Provide effective and efficient administration of Crown land sale partnerships with First Nations and communities.
- Lead regionally-based Inter-Agency Directors' Committees and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

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

The Bureau is responsible for the co-ordination of natural resource agency engagements with First Nations on behalf of Government.

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

The Bureau pursues this objective while rapidly moving toward a ‘virtual single agency’ approach to the First Nations consultation process for the natural resource sector. This approach is bolstered through a single priority setting matrix to ensure that agencies are working on government priorities. The Bureau will also work towards reducing the consultation and referral workload for both the Province and First Nations, improving the understanding of First Nations’ land and resource interests and providing increased business certainty. Challenges associated with achieving the objectives include the capacity for First Nations to engage government, optimally allocating government resources to assist this work.



### **Strategies**

- Develop a ‘virtual single agency’ approach to engage First Nations.
- Pursue agreements with First Nations that improve relations between the Province and First Nations, improve and streamline consultation practices and create an improved business climate.

### **Performance Measure 3: Number of negotiated strategic agreements reached with or presented to First Nations annually for consideration**

Performance Measure	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Number of negotiated strategic agreements reached with or presented to First Nations annually for consideration.	1-3	3-6	3-6	3-6

Data Source: ILMB

## Discussion

This measure gauges the progress the Bureau is making with respect to coordinating multi-agency consultation, accommodation and strategic agreements with First Nations on land and resource management. These strategic agreements will provide benefits to First Nations and while some will be specific to individual large projects, others may be of a more enduring nature. Additional strategic negotiations will be added when First Nations and government are ready.

## Goal 3: Land and marine planning services that enhance Crown land and resource use certainty and support sustainable natural resource management.

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

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

## Strategies

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

### Performance Measure 4: Percentage of approved planning priorities completed

Performance Measure	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Percentage of approved planning priorities completed.	80%	90%	90%	90%

Data Source: ILMB

## **Discussion**

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



## **Goal 4: Integrated land and resource information.**

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

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

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

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

## Strategies

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

### **Performance Measure 5: Average number of monthly user sessions enabling government and citizen access to corporate land and resource geographic information**

Performance Measure	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Average number of monthly user sessions <sup>1</sup> enabling government and citizen access to corporate land and resource geographic information.	50,000	60,000	60,000	60,000 <sup>3</sup>

Data Source: GeoBC

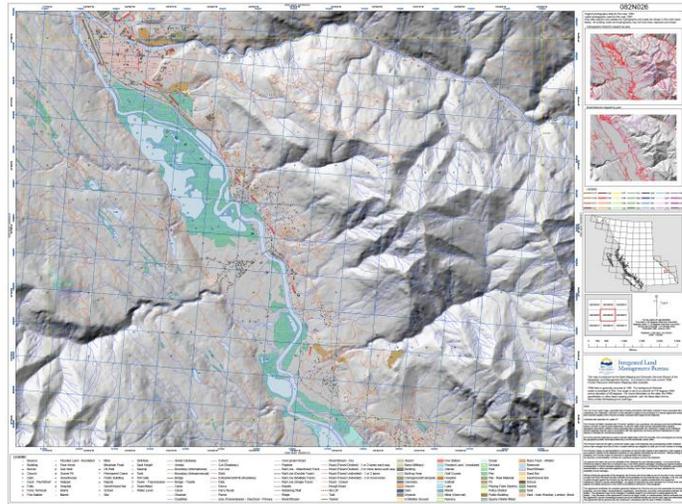
<sup>1</sup> A session is defined as when a user has accessed the following corporate tools providing cross ministry information contained within the GeoBC Gateway: iMapBC, Integrated Land and Resource Registry, Distribution Service and Base Map Online Store.

## Discussion

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

<sup>3</sup> Due to the economic uncertainty and capital funding challenges for GeoBC Access system enhancements, the Bureau is erring conservatively on the forecasted client uptake of these services and consequently has lowered the 2012/13 performance measure target from 70,000 user sessions identified in last year's service plan to 60,000 users.

This performance measure provides a numerical indication of the usage of the information by Bureau clients.



# Resource Summary

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 Forests and Range (see Part A) as specified in the *Estimates*.

## Bureau Resource Summary Table

Integrated Land Management Bureau	2009/10 Restated Estimates <sup>1</sup>	2010/11 Estimates	2011/12 Plan	2012/13 Plan
<b>Bureau Operating Expenses (\$000)</b>				
<b>Total</b> .....	56,718	50,605	47,920	47,920
<b>Bureau Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
<b>Total</b> .....	1,705	1,330	1,465	875

<sup>1</sup> These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2010/11 Estimates. The 2009/10 restated *estimates* reflect a change in funding model for corporately provided operations support such as accommodation, most information technology, freedom of information, corporate accounting services, payroll, and corporate sustainability. Funds previously held in Ministries for these activities were centralized into Shared Services BC, the existing service delivery body for these services.

## 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 \$7.5 million in 2010/11, comprised primarily of approximately \$4.4 million in funding from sources external to the government reporting entity.

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

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