

*Ministry of  
Agriculture and Lands*

**2005/06  
Annual Service Plan Report**



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## Message from the Minister and Accountability Statement

The 2005/06 – 2007/08 Service Plan Update laid out the Ministry of Agriculture and Lands' mandate to promote economic development and environmental sustainability for the agriculture and food sectors, supporting them in delivering safe, high-quality food, and to take a balanced approach to the administration of Crown land. Our mandate clearly supports the province's Five Great Goals for a Golden Decade.

To fulfill our goals, the Ministry has adopted a four-themed approach. We are finding ways to improve access to Crown land, increase access to capital, enhance the flow of knowledge and manage the urban/agriculture divide.

### **Agriculture and Lands**

We are making progress in the quality of compliance and enforcement programming, technological innovation and working relationships in aquaculture. We look forward to hearing the recommendations of the Special Committee on Sustainable Aquaculture, the Pacific Salmon Forum and other stakeholders to ensure the best decisions are being made for coastal communities and the environment.

Challenges from global market forces mean that a forward-looking strategic plan for the agriculture and food sectors is critical to their long-term success. On February 17, 2006 a caucus committee was formed to conduct discussions with British Columbians, which will become the foundation of B.C.'s agriculture plan. Long-term planning is critical to the future of the sector.

The Ministry's capacity and responsiveness to emerging disease and pest issues continues to improve. In February 2006 government committed \$13 million to expand our high-level biosecurity capacity at the Abbotsford laboratory. The lab will contain a section where staff can safely handle, identify and characterize diseases such as Avian Influenza and West Nile virus.

In August 2005 the U.S. re-opened their border to young Canadian livestock, allowing imports of cattle and bison less than 30 months of age, and goats and sheep less than 12 months old. The Ministry is working with the B.C. cattle industry to encourage implementation of cattle age verification by April 2007. This is an important element of tracking and traceability systems and of accessing key markets, especially in Asia-Pacific.

Over the past year, we have worked collaboratively with other government agencies, the First Nations and the private sector to ensure that British Columbians enjoy a sustainable flow of benefits from the administration of Crown land. During this period, we began development of a Crown Land Allocation Framework to provide direction for the future use of Crown land in British Columbia. Enhanced efforts were made to meet our legal requirements with First Nations and to support the emerging New Relationship with the province's Aboriginal people.

Our Contaminated Sites Policy Framework Team was nominated for the 2005 Premier's Innovation and Excellence Awards in the innovation category. The Crown Contaminated Sites Branch effectively managed remediation activities on 18 sites, including major progress on significant sites such as Britannia Mine, Yankee Girl Mine and Pacific Place.

The Crown Land Administration Division will continue to work closely with the Integrated Land Management Bureau (ILMB) providing operational and policy support to ensure seamless delivery of Crown land services to the public.

### **Integrated Land Management Bureau**

The Integrated Land Management Bureau provides one-stop access to natural resource authorizations and information, and leads on completion of strategic land-use plans in a manner that supports sustainable economic development of the province's natural resources.

ILMB's achievements in its first year include:

The Central Coast and North Coast land-use decisions, announced in February. These represent a consensus between the province, First Nations, industry, environmental organizations, local governments and other stakeholders over land-use in a 6.4-million hectare area, more than twice the size of Belgium. Total combined protected areas for these regions are approximately 1.8 million hectares, more than three times the size of Prince Edward Island.

The decisions balance the needs of the environment with the need for sustainable jobs and a strong economic future for coast communities. Some of the most spectacular, ecologically diverse regions in the world are preserved, including critical Spirit Bear habitat.

Progress also continues on the Morice, Sea-to-Sky, Haida Gwaii/Queen Charlotte Islands and Lillooet Land and Resource Management Plan (LRMP) areas. Three northern LRMPs, Fort St. James, Mackenzie and Robson Valley, have been reviewed in light of the mountain pine beetle infestation. In addition, 51 lower-level type plans have been completed.

The Bureau has also been working on the government's New Relationship by engaging First Nations on the completion phase of six LRMPs and on consultations for 23 sustainable resource management plans.

ILMB has made great strides in improving client services, opening FrontCounter BC offices in Kamloops, Surrey, Prince George and Nanaimo. FrontCounter BC was developed in response to industry needs to streamline the regulatory process for natural resource operators by coordinating permitting and licensing with the government agencies involved. The Kamloops pilot project office won a Premier's Award for innovation and excellence in cross government integration.

Access to maps has also been improved with the opening of the Base Map Online Store in March. ILMB base map products and services are now available to customers online 24 hours a day, seven days a week. As well, the Bureau's Species-at-Risk Coordination Office manages recovery planning for species-at-risk, including the spotted owl, marbled murrelet and mountain caribou.

Through innovation, partnerships and consultation, the Ministry of Agriculture and Lands is moving ahead in growing our agriculture industry, ensuring our provincial economy is supported through access to Crown land and by providing its clients with the most efficient service possible.

The 2005/06 Ministry of Agriculture and Lands Annual Service Plan Report compares the actual results to the expected results identified in the Ministry's 2005/06 – 2007/08 Service Plan Update. I am accountable for those results as reported.

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

Honourable Pat Bell  
Minister of Agriculture and Lands

June 30, 2006



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# Introduction to the Annual Service Plan Report

In September 2005 the government of British Columbia released the 2005/06 – 2007/08 Service Plan Update for the Ministry of Agriculture and Lands which incorporates the service plan for the Integrated Land Management Bureau.

The updated service plan reflects the Ministry's new mandate following the provincial election in May 2005. Specifically:

- the mandate was expanded to include Crown land administration functions (as they relate to the *Land Act*) and Crown contaminated sites management;
- responsibility for management of wild fisheries in B.C. shifted to the Ministry of Environment; and
- the Integrated Land Management Bureau was established to provide client services to the public and other government agencies involved in utilizing and managing Crown land and natural resources.

This annual service plan report communicates achievements of the Ministry of Agriculture and Lands and the Integrated Land Management Bureau as they relate to commitments made in the 2005/06 – 2007/08 Service Plan Update. It is divided into two parts:

(A) Ministry of Agriculture and Lands, and (B) Integrated Land Management Bureau.



# Part A: Ministry of Agriculture and Lands

## Highlights of the Year

British Columbia produces some of the highest quality agricultural, aquaculture and food products in the world, as well as a greater variety of products over a wider range of geographic and climatic conditions than any other area in Canada. Farming and food production is a vital part of community life in all regions of the province. Over the past year the Ministry has made good progress in promoting economic development and environmental sustainability of the agriculture, aquaculture and food sectors and in laying the groundwork to ensure future growth and sustainability of the sectors through an effective new level of cooperation with the federal government, long-term planning initiatives and relationship building with industry, local governments and First Nations. The Ministry has also made significant progress in the effective management of Crown land and associated resources, including the management of contaminated sites that are the responsibility of the province.

### **Profitable and Competitive Food and Agriculture Sectors**

B.C.'s agriculture exports achieved positive growth in 2005 increasing by 2.4 per cent over the previous year, with exports of aquaculture products — salmon in particular — increasing 24 per cent. Agriculture cash farm receipts and food and beverage manufacturing shipments combined grew 8 per cent during this period, while capital investment in the industry increased 6.9 per cent as measured by a three-year rolling average. Contributions by the Ministry to these outcomes include:

- Supported negotiation of the agriculture-related component of the British Columbia-Alberta Trade, Investment and Labour Mobility Agreement, effective April 2007, which provides seamless access across all sectors, such as energy, transportation, business registration and government procurement. The Conference Board of Canada estimates the pact has the potential to add \$4.8 billion to real GDP and create 78,000 new jobs in B.C., including the agriculture and food sectors.
- Played a significant advocacy role in the re-opening of the U.S. borders in August 2005 to Canadian cattle less than 30 months of age, resulting in \$6.7 million in B.C. cattle exports over the last half of the year.
- Increased access to international markets for plant nurseries as a result of work encouraging the industry to develop a certification process.
- In collaboration with other provinces, obtained federal government commitment to implement National Organic standards, which once implemented, will enhance and secure access to European and Asian markets for B.C. organic products.

- In partnership with the federal government, helped address a significant portion of the farm financial crisis with income stability program payments of \$77 million.
- Committed to implement an innovative extension program in the B.C. Interior that will improve knowledge transfer and increase youth involvement in the sector.

### **Maintaining Public Confidence in Our Food System**

The Ministry made significant advances in improving prevention, preparedness and response systems within the industry, helping to protect public health and safety, and provide competitive advantage for B.C. producers. Highlights include:

- Established a January 2007 target with the B.C. poultry industry to have in place basic biosecurity standards.
- Assisted in containing the 2005 Avian Influenza (AI) event to two farm operations, which helped to lift the control area designation within three weeks. The quick response and recovery was attributed to the implementation of key lessons learned following the 2004 AI outbreak.
- Supported work at a national level to establish tracking and traceability systems and began work with the B.C. cattle industry to implement an animal age verification system by April 2007.
- Secured funding for Containment Level 3 diagnostic laboratory expansion, which will enable the Ministry to complete a full spectrum of diagnostics in a safer environment.

### **Strong Environmental Performance**

Substantial progress was made in encouraging and supporting application of leading-edge environmental practices in the agriculture, aquaculture and food sectors. Achievements include:

- Worked with the BC Agriculture Council to encourage farmers to prepare environmental plans for their farms which identify environmental risks and include an action plan to mitigate these risks. To date, 783 of B.C.'s 9,000 commercial farms have completed environmental farm plans and 150 have implemented the action plans, providing further assurance of the protection of the environment.
- Ensured a continued high rate of compliance in the aquaculture sector with environmental regulations — 97 per cent of farms monitored were in compliance with best management plans, which are aimed at preventing finfish escapes and provide better assurance that operators meet environmental sustainability objectives.
- Implemented the livestock waste tissue initiative to better manage processing meat waste and specified risk material.
- In partnership with the Regional District of East Kootenay and Northwest Invasive Plant Council, commenced implementation of two pilot weed control initiatives in the East Kootenays and in Northwestern B.C.

## **Effective Management of Crown Land and Resources**

In 2005/06 the Ministry's mandate was expanded to include management of Crown lands for the province, including Crown contaminated sites. Achievements include:

- Initiated development of a Crown Land Allocation Framework to provide a more coordinated provincial approach in guiding policy development and land-use decisions.
- Led the development of legislative amendments to the *Land Act* and the *Lands, Parks and Housing Act* to allow the delegation of legal authority for aspects of Crown land management to improve provision of services to the public.
- Undertook a review of the MAL/ILMB's First Nations consultation, accommodation and relationship activities to ensure that the Ministry is meeting its emerging legal obligations and to support the New Relationship between the province and B.C.'s Aboriginal people.
- Managed remediation activities, including site investigations, on 18 contaminated sites. Specifically:
  - made substantial progress on significant sites, including Britannia Mine (water treatment plant under a public-private partnership arrangement), Pacific Place and Yankee Girl Mine; and
  - completed remediation of two sites, the Pitt River landfill site and the Goose Bay Cannery site located on the central coast.

# Purpose and Vision, Mission and Values

## Purpose

The mandate of the Ministry of Agriculture and Lands is to:

- promote economic development and environmental sustainability for the agriculture and food sectors, supporting them in delivering safe, high-quality food; and
- manage specified Crown land and resources in a manner that embraces the economic, social and environmental goals of government.

Agriculture and food sectors encompass the agriculture and food/seafood processing sectors, as well as the aquaculture sector, including fish, shellfish and marine plant farming and their products. These sectors as a whole generate consumer sales of more than \$22 billion a year and over 280,000 jobs to B.C.'s economy. The Ministry supports the industry through a wide-range of activities, including assisting farmers and producers throughout the province to maintain safe agriculture and food systems, develop sound environmental practices and manage business and operational risks. These activities support the protection of human health and safety as well as enhance economic development and environmental sustainability.

The Ministry is also responsible for administration of Crown land, which comprises 94 per cent of the provincial land base. Its primary activities in this area are to develop policy to guide the allocation of Crown land and to support the implementation of this policy, including policy and guidance to promote effective involvement of First Nations. These activities are aimed at supporting economic growth in the province while balancing environmental and social values. This focus is essential to improving the global competitiveness of British Columbia, enhancing our ability to attract private investment and stimulating economic growth and job creation across the province. As part of this mandate, the Ministry is also responsible for managing those contaminated sites that are the responsibility of the province.

A complete list of legislation for which the Ministry is responsible is available at <http://www.legis.gov.bc.ca/PROCS/allacts/al.HTM>.

## Vision, Mission and Values

### Vision

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

## **Mission**

During 2005/06 the Ministry clarified its mission statement reflected in the 2005/06 – 2007/08 Service Plan Update, released in September 2005. The context and intent remains the same; however, we believe the new mission statement provides a clearer picture of what we do:

For the benefit of British Columbians, we will:

- promote sustainable agriculture and food systems; and
- provide a balanced approach that promotes the sustainable use of Crown land resources.

## **Values**

The Ministry's core values shape and guide the development of our strategies, our decision-making and how we interact with clients and each other. They are consistent with and enhance government's corporate-wide values.

**Fair and Equitable** — We build and maintain an effective spirit of teamwork and cooperation 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.

## Strategic Context

The Ministry operates within a broad context of external agriculture, aquaculture, food industry and Crown land administration factors. During the past year a number of these strategic factors have had an impact on Ministry program areas:

**Broader public health and food system threats (e.g., foreign animal and plant diseases and invasive species):** B.C. saw an outbreak of Avian Influenza in the Lower Mainland in 2005/06. It was quickly contained and posed only minor risks to human health and market access.

**International trade agreements and practices:** The 2004/05 BSE outbreak continued to have an impact on trade with key export markets through the first half of 2005/06. However, in August 2005 the U.S. re-opened their border to young Canadian livestock, allowing imports of cattle and bison less than 30 months of age, and goats and sheep less than 12 months old. Overall, there continues to be an international commitment to substantially reduce subsidies to level the international playing field and improve market access, which presents both opportunities and challenges for the industry.

**Interest and foreign exchange rates:** Canada's dollar continued to increase in value relative to the U.S. This has a negative impact on the competitiveness of B.C. food producers in international markets — particularly the U.S., which is B.C.'s largest export market — but a positive impact in moderating input costs priced in U.S. dollars.

**Commodity markets (e.g., cattle, grain, oil, silver):** Commodity prices for agricultural and aquaculture products produced in B.C. have not increased significantly — the price for cattle, in particular, has not returned to pre-BSE levels. At the same time, strong commodity markets for oil and gas have increased fuel and fertilizer costs dramatically, causing distress in some sectors and reducing overall profitability. Strong commodity prices also continue to drive demand for rights to Crown land resources.

**First Nations:** Recent Supreme Court of Canada decisions concerning First Nations consultation and accommodation have had a major impact on the Ministry. This has had a significant impact on Ministry workloads, and in some circumstances, has resulted in time delays in land adjudication and aquaculture decisions.

**Urban/agriculture divide:** As populations continue to grow, many B.C. cities and towns are encroaching upon areas that were once predominantly rural and agricultural in nature. This has placed greater pressure on the agriculture and food sectors especially in areas where urban centres have developed next to intensive agricultural operations.

**Size and scale of the agriculture and food industry:** B.C. has a significantly high proportion of small-sized farm businesses compared to the rest of Canada. The smaller size of many of these operations means that they face unique challenges in raising capital. On the other hand, the size allows many to develop and apply innovative practices.

**Environmental sustainability trends and issues:** Generally, British Columbians continue to expect that the agriculture and food sectors and users of Crown land adopt and maintain practices that provide sustainable benefits. There remains an expectation that all disposition of Crown land will meet high standards for environmental sustainability while providing significant benefits to the public.

**Client service expectations:** The public continued to expect improvements in government services through horizontal and vertical integration that stresses client service and cooperation.

**Weather conditions/climate change:** While the agriculture and food sector is vulnerable to weather-related risks, 2005/06 was a relatively good year, with frost and hail damage contributing to the most significant losses for the industry. Climate change continued to have an impact on Crown land resources through increased frequency and intensity of forest fires.

**Regulatory environment:** New health safety regulations for the meat industry will be effective September 2007, which may pose additional costs for doing business for producers while supporting new market opportunities.

**Market trends:** The high cost of oil has created an economic impetus for biofuel production (i.e., ethanol derived from grain), which could potentially have a positive impact on sector farm income. However, these opportunities will be dependent on a number of factors, including the cost of production of grain and other feed stocks in competing countries, U.S. subsidy levels as well as support in major countries for meeting stated targets for inclusion of biofuels in transportation fuels by regulation or other methods.

**Shared jurisdiction and interests:** Stakeholders and various levels of governments, including the federal government, other provinces and local governments, share the Ministry's mandate. First Nations, in particular, have a strong interest in the province's resources which has recently been recognized in the New Relationship and which forms the basis of the methodological changes from consultation to partnership in the administration of Crown land. Effective relations among these groups are an ongoing challenge and essential to achieving the interests of B.C.'s food, agriculture and aquaculture sectors and Crown land administration.

Specific risks and opportunities as they relate to each strategy are further outlined in the Report on Performance section.

## Capacity to Manage Risks

The Ministry has implemented many strategies to ensure that the agriculture, aquaculture and food systems are safe, incorporate good environmental practices and are competitive. These range from surveillance to emergency response programs for foreign animal and plant diseases and invasive species. To further strengthen these systems, tracking and traceability systems are in place for finfish aquaculture and the Ministry is currently supporting the development of similar tracking and traceability systems for other food industries,

beginning with livestock. To help ensure the sectors continue to show healthy growth into the future, the Ministry, in partnership with the federal government, delivers business risk management programs to mitigate risks associated with income and weather-related losses. These programs have high participation rates, reducing demands for ad hoc funding from government. Looking forward, the government is in the process of developing an agriculture plan for B.C. to establish a long-term vision for agriculture that will sustain and facilitate the sector's growth, innovation and diversification.

Government has also assigned responsibility for Crown land administration to the Ministry. This brings a cross government perspective to administering Crown land, which helps ensure all land-use related policy decisions are directed towards a common vision. In managing contaminated sites the Ministry has adopted a similar corporate-wide approach that ensures the highest risks are addressed.

The Ministry relies heavily on partnerships with the federal government, industry, First Nations and other government agencies, in terms of funding, collaboration and service delivery to implement these strategies. Most of these relationships are well established and supported through formal agreements. One of the more significant partnerships is represented by the Agricultural Policy Framework, which ends in March 2008. The Ministry is working with federal-provincial-territorial partners to identify opportunities to improve future arrangements with the federal government.

## **Government's Five Great Goals**

The Ministry of Agriculture and Lands supports government's Five Great Goals, which are to:

1. Make British Columbia the best-educated, most literate jurisdiction on the continent.
2. Lead the way in North America in healthy living and physical fitness.
3. Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk, and seniors.
4. Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none.
5. Create more jobs per capita than anywhere else in Canada.

The work of the Ministry directly contributes to the achievement of these goals, with the exception of government's Great Goal 3. Ministry activities that supported achievement of government's goals are listed below.

### **Government's Great Goal 1**

The Ministry contributes to the government's goal for improving literacy by:

- Encouraging research and innovation and partnership between industry, research facilities and universities.
- Improving access to information for producers and the public, which helps to address the challenge of focusing research and development investment for the benefit of the sector.

- Committing to implement an innovative extension program in the B.C. Interior that will improve knowledge transfer and increase youth involvement in the sector through co-op work terms.

## **Government's Great Goal 2**

The Ministry contributes to the government's goal for healthy living by:

- Working with industry and other government agencies to ensure prevention, preparedness and response plans and measures for farm and food production systems support public health and safety goals.
- Providing educational programs in the classroom and other venues so that children today begin to make the food choices needed for a healthy tomorrow.
- Actively supporting labeling and assurance/certification initiatives so that the public and consumers are provided with information to support wise choices — e.g., information on quality assurance, organic production and environmentally sound production.
- Encouraging industry to raise public awareness of the role food plays in maintaining health, to produce more healthy food products, and to increase distribution of healthy food products to all regions of the province.

## **Government's Great Goal 4**

The Ministry contributes to the government's goal for sustainable environmental management by:

- Facilitating industry, producers and farmers to adopt environmentally sound management practices.
- Working with farm communities and local governments to manage the urban/agriculture divide.
- Facilitating the remediation of contaminated sites of high risk.
- Continuing to work towards developing a comprehensive policy framework for the administration and allocation of Crown land that balances economic and environmental considerations.

## **Government's Great Goal 5**

The Ministry contributes to the government's goal for job creation by:

- Continuing to participate in international and national trade negotiations to improve market access and reduce trade barriers faced by the industry.
- Strengthening the agriculture and food sectors by promoting long-term strategic planning and providing liaison services to enhance awareness of potential new markets and foreign investment opportunities in the sectors.
- Ensuring stability of primary production with programs that help individuals manage unpredictable and uncontrollable risks.
- Remediation of contaminated sites so that these valuable lands can be put back into productive use.

# Service Delivery and Core Business Areas

## Service Delivery

The Ministry has 615<sup>1</sup> full-time equivalent positions located in communities across the province. The Ministry's five core business areas are organized into 17 branches within four divisions:

- Risk Management and Competitiveness Division, responsible for Food Industry Development and the Risk Management core business areas;
- Strategy, Policy and Legislation Division, responsible for Agriculture and Aquaculture Management core business area;
- Crown Land Administration Division, responsible for Crown Land Administration core business area; and
- Corporate Services Division, part of Executive and Support Services core business area.

As governments have a shared mandate for the agriculture and food sectors, successful governance, policy and programming design and delivery depend on an effective federal-provincial relationship. For agriculture and food, the relationship is formalized through the Agriculture Policy Framework (APF) agreement which forms the foundation of federal-provincial cooperation and the vehicle for program implementation and funding. Through this agreement, the federal government contributes about \$60 million annually, depending on the level of program participation by industry. Program objectives support investment in business risk management, science and innovation, food safety and quality, environment and renewal (e.g., skill development and knowledge enhancement initiatives) activities in B.C.'s agriculture and food sectors.

For aquaculture, the province has the responsibility for licensing operations and tenuring decisions on Crown land while the federal government is responsible for fisheries management and navigation. Close collaboration between the two levels of government is important in maintaining the growing economic contribution made by the aquaculture sector in B.C.

Other key Ministry partners include: the British Columbia Investment Agriculture Foundation, which delivers a broad range of industry development programs to assist the B.C. industry in adapting to change; and the BC Agriculture Council, which delivers the Canada/British Columbia Environmental Farm Plan program. The EFP program provides producers with the technical assistance to apply good environmental practices, supporting Ministry and government environmental goals.

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<sup>1</sup> This includes 241 FTEs within Corporate Service Division, which also provides support services for the Integrated Land Management Bureau, Ministry of Environment, Agricultural Land Commission and the Environmental Assessment Office. See Executive and Support Services core business area description.

The Ministry also collaborates with other government ministries — primarily Health, Forests and Range, and Environment — local governments and First Nations to fulfill its mandate. The mandates of these agencies and groups connect in key areas such as food safety and quality, public health and safety, land and resource use, water management, invasive plant and pest management, and environmental issues. Crown land adjudication services have been provided by the Integrated Land Management Bureau over the past year.

The Ministry's main client groups are the citizens of British Columbia, First Nations, local governments, industry and industry associations.

## **Core Business Areas Overview**

Following the May 2005 provincial election, the Ministry's mandate changed to include Crown land administration, while responsibility for management of wild fisheries in B.C. was assigned to the Ministry of Environment. As a result, wild fisheries was removed as a business line and Crown Land Administration added. The Ministry currently has five main core business areas.

**Food Industry Development**, under the direction of the Risk Management and Competitiveness Division, is responsible for working in partnership with industry to support and facilitate research and innovation; advising and providing information on issues affecting the establishment, production, marketing and business management of the agriculture, aquaculture and food industries; supporting programs to encourage youth involvement in the industry; and promoting public awareness and support of the agriculture and food industry. Food Industry Development also provides animal and aquatic surveillance and disease diagnostic services; coordinates province-wide land and water policies and programs as they relate to environmental farm management; and works with industry, local governments and others to plan, address and resolve urban/agricultural opportunities and challenges.

Offices are located in Abbotsford, Courtenay, Cranbrook, Creston, Dawson Creek, Duncan, Fort St. John, Kamloops, Kelowna, Oliver, Prince George, Smithers, Vernon, Williams Lake and Victoria.

2005/06: Expenditures \$14.2 million and 152 FTEs

**Agriculture and Aquaculture Management** is the responsibility of the Strategy, Policy and Legislation Division and provides legislation and policy leadership for the agriculture, food and aquaculture sectors, including strategic support to the regulated marketing system and the Agricultural Policy Framework. This business area is also responsible for reducing the regulatory burden and barriers to international and inter-provincial trade; coordination of the management of invasive plants and pests for the province; licensing, compliance and enforcement of aquaculture and livestock; management of plant health and food safety and quality initiatives; and plant diagnostic services. This core business area also works with the Farm Industry Review Board and the regulated sectors on advancing policy development and growth.

Offices are located in Abbotsford, Campbell River, Courtenay, Dawson Creek, Fort St. John, Kamloops, Kelowna, Oliver, Prince Rupert, Vernon and Victoria.

2005/06: Expenditures \$8.5 million and 79 FTEs

**Risk Management**, as part of the Risk Management and Competitiveness Division, is responsible for the administration and delivery of Production Insurance and supports the federal administration and delivery of the Canadian Agricultural Income Stabilization program (CAIS). These programs are cost-shared by the federal government, provincial government and producers. The Ministry is responsible for providing insurance contracts and adjusting claims under the Production Insurance program and providing advice and technical support to clients under CAIS. The federal government processes claims for CAIS. This business area is also responsible for policy development and analysis as well as managing wildlife damage compensation.

Offices are located in Abbotsford, Dawson Creek, Fort St. John, Kamloops, Kelowna and Oliver.

2005/06: Expenditures \$23.96 million and 33 FTEs

**Crown Land Administration** is the responsibility of the Crown Land Administration Division. The business area provides leadership across government for Crown land administration, including responsibility for developing the provincial policy framework for allocating Crown land; developing tenure documents and planning tools and completes economic analysis; provides advice and training support to regional operations on Crown land operational policy; and provides advice to management and staff on Aboriginal relations, intergovernmental relations and strategic management as it relates to Crown land. Managing contaminated sites that are the responsibility of the province is also a key responsibility of the division.

Divisional offices are in Victoria with staff located in Kamloops, Nanaimo and Surrey.

2005/06: Expenditures \$52.6 million and 99 FTEs

**Executive and Support Services** includes the offices of the Minister and Deputy Minister and support services for all Ministry core businesses including human resources, performance strategies, records management, information technology and financial services. Corporate Services Division is responsible for providing support services for the Ministry as well as the Integrated Land Management Bureau, the Agricultural Land Commission, the Ministry of Environment and the Environmental Assessment Office. The number of FTEs below reflects this shared services model, while expenditures apply only to services that support the Ministry of Agriculture and Lands.

Offices are located in Victoria.

2005/06: Expenditures \$5.55 million and 252 FTEs

As of April 1, 2006, 240 FTEs for CSD were transferred to the Ministry of Environment, while 14 remain within the Ministry of Agriculture and Lands' allocation.

## Report on Performance

The annual service plan report communicates the Ministry's key achievements in 2005/06 as they relate to commitments made in the service plan update, with the exception of the development of the Crown Land Allocation Framework. Work in this area began after the release of the 2005/06–2007/08 Service Plan Update in September 2005.

The following Report on Performance section is structured around the Ministry's three long-term goals:

- prosperous food and agriculture sectors that are competitive globally for the benefit of British Columbians;
- leading-edge sustainable food, agriculture and aquaculture practices; and
- best management of Crown land resources that deliver sustainable benefits for British Columbia.

In the 2006/07–2008/09 Service Plan, Goal 3 was replaced by two goals: one focuses on Crown land administration, while the other focuses on management of contaminated sites. These two goals were adopted to recognize distinct aspects of our business.

Contributions to cross government initiatives follows the performance report on the Ministry's goals and objectives.

## Summary of Ministry Performance Measure Results

Government Goals Supported by Ministry Activities	Ministry Mission For the benefit of British Columbians, we will: Promote sustainable agriculture and food systems; and Provide a balanced approach that promotes the sustainable use of Crown land resources			
	Ministry Goals	Ministry Objectives	Performance Measures	Target Met
1. Make British Columbia the best-educated, most literate jurisdiction on the continent. 2. Lead the way in North America in healthy living and physical fitness. 4. Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none. 5. Create more jobs per capita than anywhere else in Canada.	1. Prosperous food and agriculture sectors that are competitive globally for the benefit of British Columbians.	1.1 Profitable B.C. food and agriculture sectors.	Dollar value of international exports for agriculture, aquaculture and food	✗
			Dollar value of industry investment in agriculture	✓✓
			Dollar value of industry investment in food and beverage manufacturing	✓✓
			Annual growth in farm cash receipts	✗
			Annual growth in food and beverage manufacturing	✓✓
			Per cent of eligible crops insured under Production Insurance	✓✓
		1.2 Stability to farm income to reduce the impact of factors beyond the farmer's ability to control.	Per cent of B.C. farm cash receipts represented by B.C. participants in CAIS Program (excluding supply-managed commodities)	✗

✓✓ Exceeded target.    ✓ Achieved target.    ✗ Missed target.    N/A — Not Applicable - measure has been revised or removed.

Government Goals Supported by Ministry Activities	Ministry Mission For the benefit of British Columbians, we will: Promote sustainable agriculture and food systems; and Provide a balanced approach that promotes the sustainable use of Crown land resources			
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<p>1. Make British Columbia the best-educated, most literate jurisdiction on the continent.</p> <p>2. Lead the way in North America in healthy living and physical fitness.</p> <p>4. Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none.</p> <p>5. Create more jobs per capita than anywhere else in Canada.</p>	<p>2. Leading-edge sustainable food, agriculture and aquaculture practices.</p>	<p>2.1. Food, agriculture and aquaculture systems that provide safe food and protect against disease and pests.</p>	<p>Database of pathogens, antimicrobial resistance and residues in the food chain and environment</p>	N/A
			<p>Number of commodity groups implementing a national on-farm food safety and quality program</p>	✓✓
			<p>Per cent compliance with best management practices from aquaculture regulations</p>	✓✓
			<p>Number of farms with environmental farm plans</p>	✗
		<p>2.2. Increased development and adoption of world class environmental practices in the food, agriculture and aquaculture sectors.</p>	<p>Level of local government support for agriculture and aquaculture</p>	N/A
	<p>3. Best management of Crown land resources that deliver sustainable benefits for British Columbians.</p>	<p>3.1. Strategic Crown land administration and allocation that supports the province's economic, social and environmental goals.</p>	<p>Publicly transparent and defensible land tenures decision-making process</p>	N/A
		<p>3.2. Contaminated sites on provincial lands managed through a consistent, informed, priority-based process.</p>	<p>Number of priority sites for which remediation is underway/completed</p>	✓✓

✓✓ Exceeded target. ✓ Achieved target. ✗ Missed target. N/A — Not Applicable - measure has been revised or removed.

## Goals, Objectives, Strategies and Performance Measures

### **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, and the regulatory environment — involving local, provincial and federal governments — which includes food safety and environmental regulations, trade and economic policy, or industry/company infrastructure. In addition, weather hazards, natural disasters, diseases, pests and changing consumer demands pose significant economic risks to producers of agricultural products and affect industry competitiveness. The Ministry acts strategically to create conditions for prosperity in the food and agriculture sectors by providing a supportive regulatory and policy environment, implementing risk management programs and improving the capacity of industries to increase profitability.

#### **Performance Measure**

**Dollar value of international exports for agriculture, aquaculture and food:** The Ministry monitors international exports to assess B.C.'s performance within the global market. Achieving and maintaining growth in exports is an indication of the positive competitiveness success of B.C.'s agriculture and food sectors, globally.

**Results:** Target Not Achieved — Although the 2005/06 target of a 4 per cent growth in international exports was not achieved, the province's agriculture, aquaculture and food sectors continued to show positive growth in 2005. Annual exports increased 2.4 per cent from the previous year to \$1.81 billion primarily as a result of a 24 per cent boost in exports of aquaculture products, combined with a 1.2 per cent decline in the exports of agriculture and food products. Despite a rising Canadian dollar and decline in B.C.'s exports of cattle and beef products, provincial agriculture exports averaged a 3.3 per cent growth rate over the past five years, while Canada's exports of agriculture, aquaculture and food products grew at a slower average rate of 2.6 per cent during this period.

In 2005, B.C.'s primary market was the United States, accounting for over 50 per cent of all exports. Asia is a growing market, and B.C. continues to advance market opportunities in Japan, China, Hong Kong and Taiwan — these markets accounted for 19 per cent of exports. While B.C. sells a diverse range of products on the international market, vegetables, fruits and nuts, Atlantic farmed salmon, cereal preparations and plants, bulbs and flowers together account for 55 per cent of total export value. Across the sector, growth rates were highest for poultry, Atlantic farmed halibut and mussels.

Performance Measure	Year	2005/06 Target	Actual	Variance from Target
Dollar value of international exports for agriculture, aquaculture and food (Billion) <sup>1</sup>	2005/06	\$1.84 or 4% growth	\$1.81 <sup>2</sup> or 2.4% growth	-\$0.03 or -1.6%
	2004/05		\$1.77	
	2003/04		\$1.76	
	2002/03		\$1.89	
	2001/02		\$1.85	

Source: Statistics Canada — International Trade Division and BC Stats, Ministry of Labour and Citizens' Services.

<sup>1</sup> Data was revised from previous annual service plan reports to reflect that the Ministry's new mandate to include only agriculture, aquaculture and food commodity exports and exclude wild fish. In addition, due to an official review by Statistics Canada's International Trade Division of suspect B.C. exports in HS codes 1514.1100 (low erucic acid, rape or colza oil and its fractions, crude) and codes 4101.5010 and 4101.5020 (bovine hides and skins) for the years 2004 and 2005, the data is excluded from the reported figures in the table above.

<sup>2</sup> Data is for the 2005 calendar year.

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

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

Ministry strategies to support this objective focused on reducing international and inter-provincial trade barriers, increasing access to new markets, facilitating industry adaptation to changing regulatory requirements, and promoting industry stability and opportunities for growth. At the same time, the Ministry is involved in assisting government with development of a long-term agriculture plan for B.C. that will sustain and facilitate sector growth.

## Strategies

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> Reduced barriers can improve market access for B.C. agriculture, food and seafood products which supports growth and diversification into other markets.</p> <p><b>Risks:</b> Barriers to markets will limit market growth, potentially resulting in stagnant or declining sales.</p> <p>Regulated industries may not be able to adapt to international requirements to reduce subsidies and border protection.</p>	<p>Reduce barriers to international and inter-provincial trade, and ensure B.C. industry interests are considered in trade negotiations and disputes:</p> <ul style="list-style-type: none"> <li>— 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 B.C. industries.</li> <li>— urge the federal government to obtain real improvements in market access for all commodities in the World Trade Organization agriculture negotiations.</li> </ul>	<ul style="list-style-type: none"> <li>• Played a significant advocacy role in the re-opening of U.S. borders in August 2005 to Canadian cattle less than 30 months of age, resulting in \$6.7 million in B.C. cattle exports over the last half of the year.</li> <li>• Represented B.C. industry interests in WTO ministerial conference held in Hong Kong, which produced an agreement for the elimination of all forms of export subsidies by 2013.</li> <li>• Supported negotiation of the agriculture-related component of the B.C.-Alberta Trade, Investment and Labour Mobility Agreement, effective April 2007, that provides seamless access across all sectors, including energy, transportation, labour mobility, business registration and government procurement. The Conference Board of Canada estimates the agreement has the potential to add \$4.8 billion to real GDP and create 78,000 jobs in B.C., including the agriculture and food sectors.</li> <li>• Led and reached trade agreement with western and other provinces, effective July 2006, to address unnecessary differences in technical regulations and standards across governments in Canada, an issue viewed by industry as creating barriers to competition and affecting overall productivity.</li> <li>• Actively participated in development of the government's Asia-Pacific strategy focusing on export development of agriculture and food products and increased foreign direct investment.</li> </ul>

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> A supportive partner relationship provides opportunities for leveraging funds, which allows the Ministry to more effectively work towards B.C.'s agriculture objectives.</p> <p><b>Risk:</b> Reduced federal funding will result in critical gaps in services hindering industry's capacity to stay sustainable and profitable.</p>	<p>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.</p>	<ul style="list-style-type: none"> <li>• Under the Canada-B.C. Agricultural Policy Framework, an estimated \$32.3 million was provided towards agricultural initiatives.</li> <li>• Continued to meet and exceed the province's financial commitments under the Agricultural Policy Framework.</li> </ul>
<p><b>Opportunity:</b> A more market-responsive industry environment can lead to increased market development for specialty and higher value products.</p> <p><b>Risk:</b> Regulated marketing constrains the ability of producers to respond to changing consumer demands for specialty products.</p>	<p>Optimize the regulated marketing system to meet consumer needs for a broad range of product choices, including specialty and organic products.</p>	<ul style="list-style-type: none"> <li>• Advised and assisted the BC Farm Industry Review Board (FIRB) in facilitating the marketing of specialty organic chicken.</li> <li>• Achieved a successful outcome on allocation of turkey production for B.C., supporting the industry's goal to be market responsive.</li> </ul>
<p><b>Opportunity:</b> Standards and certification processes may support product differentiation, which provides competitive advantage.</p> <p><b>Risk:</b> Lack of standards or certification processes may limit access to markets where these processes are required, restricting growth potential.</p>	<p>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.</p>	<ul style="list-style-type: none"> <li>• Collaboratively with other provinces obtained federal government commitment to develop and implement National Organic standards in 2006 to maintain and increase B.C. organic exports to Europe and China.</li> <li>• Established the BC Wine Authority to administer and enforce the Wines of Marked Quality Regulation.</li> <li>• With industry, developed a certification process for plant nurseries free of Sudden Oak Death. Certification will become mandatory in 2006/07.</li> </ul>

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> Promoting healthy food choices can increase awareness and demand for B.C. products produced within the agriculture and food sectors.</p> <p><b>Risk:</b> A lack of consumer awareness on healthy food choices can lead to increased health and social costs associated with poor nutrition and eating habits, and negatively affect demand for these products.</p>	<p>Develop a strategy for partners in the healthy eating component of ActNow BC and provide direction for food policy.</p>	<ul style="list-style-type: none"> <li>• Encouraged the development of a coalition of Agri-Food Partners in Healthy Eating, which has received funding to develop a multi-year strategy to recognize and promote healthy food products grown and made in B.C.</li> <li>• As part of Healthy Eating component of ActNow BC, successfully completed a B.C. School Fruit and Vegetable Snack Program pilot project in 10 schools, which provided two servings of B.C. fruit and vegetables per week for each child.</li> <li>• Developed a draft framework that provides a shared vision for common interest between the Ministry and Ministry of Health for food policy in B.C. It covers the agriculture and food value chain, from the farm to production to retailers and clarifies functional responsibilities of both ministries.</li> </ul>
<p><b>Opportunity:</b> A long-term outlook for the profitability of the sector should help increase investment opportunities throughout the value chain of B.C.'s agriculture sector.</p> <p><b>Risk:</b> Lack of a forward-looking strategic plan may reduce industry's ability to respond effectively to market challenges in the short and long-term, which could result in industry instability and decline.</p>	<p>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).</p>	<ul style="list-style-type: none"> <li>• Established linkages with the government MLA committee working to develop an agriculture plan for B.C. to sustain and facilitate sector growth and to include the perspectives of First Nations regarding opportunities for the agriculture sector. Timeframes for reporting were extended from December 2006 as reported in the 2005/06 Service Plan Update to June 2007 because of delays in developing implementation and committee processes.</li> <li>• Provided \$75,000 to BC Fruit Growers' Association and \$50,000 to the cattle industry to prepare long-term strategic plans that will help support the groups to adapt/respond to changing market conditions.</li> </ul>

## Performance Measure

**Dollar value of industry investment:** This measure reflects direct and indirect (FTE time) investment in the development and transfer of new knowledge, as well as innovations in products and processes in the B.C. agriculture and food sectors. It provides a useful indicator of market conditions both in a particular industry and the economy as a whole.

Growth in capital expenditures gives an indication of the views management holds on future market demands in relation to productive capacity. A three-year rolling average is used here as it provides a clearer trend line given that fluctuations in year-to-year investment levels can be significant.

**Results:** Target Exceeded — The preliminary estimate for the three-year rolling average between 2003-2005 for capital investment in the B.C. agriculture industry increased 3.0 per cent to \$229.3 million from \$222.7 million in the previous period. By comparison, industry investment at a national level declined 2.2 per cent during the same period. Forecasted investment figures for the 2006 three-year rolling average period suggest a slight turnaround nationally to 1.2 per cent growth.

Similarly, the three-year average industry investment for B.C. food and beverage manufacturing increased 3.9 per cent to \$160.2 million from \$154.2 million for the 2003-2005 period. While there is no data on capital expenditures for beverage manufacturing firms at the national level, data on capital expenditures for food manufacturing firms shows an 8.6 per cent decline for the same 2003-2005 period. This follows an annual increase of 2-3 per cent over previous three-year rolling average periods. Forecasts for 2006 suggest a 4.3 per cent increase in capital expenditures for food manufacturing in Canada.

Performance Measure		Year <sup>1</sup>	2005/06 Target	Actual	Variance from Target
Dollar value of industry investment (Million).	Agriculture <sup>4</sup>	2005/06	Growth above \$222.7	\$229.3P <sup>2</sup> or +3.0%	\$6.6 or +3.0%
		2004/05		\$222.7A <sup>2</sup>	
		2003/04		\$202.1	
		2002/03		\$191.3	
		2001/02		\$176.3	
Three-year rolling average	Food and beverage manufacturing	2005/06	Growth above \$154.2	\$160.2P <sup>2</sup> or +3.9%	\$6.0 or +3.9%
		2004/05		\$154.2A <sup>2</sup>	
		2003/04		\$128.4 <sup>3</sup>	
		2002/03		\$126.2 <sup>3</sup>	
		2001/02		\$128.8 <sup>3</sup>	

Source: Private and Public Investment in Canada, Cat. No. 61-205. Statistics Canada, special tabulation.

<sup>1</sup> Data is based on a survey conducted from October 2005 to January 2006.

The survey data is calendarized and expressed in current dollars.

<sup>2</sup> A = Actual figures, P = Preliminary figures.

There is a two-year lag between preliminary and final/actual data.

Final/actual data for the 2005 calendar year will be available in February 2007.

<sup>3</sup> Data for this period does not include Beverage Manufacturing due to confidentiality of the data.

<sup>4</sup> Does not include industry investment in the aquaculture sector (statistics not collected).

## Performance Measure

**Annual growth in agriculture, food and beverage sectors:** Monitoring growth in the gross revenue of farm businesses (referred to as farm cash receipts) for the agriculture sectors and factory shipments for the food and beverage sectors provides an important indication of sector health. If all else remains constant, increases in B.C.'s farm cash receipts and food and beverage manufacturing shipments infers an increase in the profitability in the province's agriculture and food sector; hence, shipments can be used as a proxy for profitability, assuming expenses and output remain constant. The 4 per cent and 3 per cent respective targets for annual growth in farm cash receipts and food and beverage manufacturing shipments were based on trends over the past 5-year and 10-year periods.

**Results for annual growth in farm cash receipts:** Target Not Achieved — The 0.2 per cent decline in B.C.'s farm cash receipts results from an 8.4 per cent reduction in crop receipts combined with a 16.3 per cent growth in livestock receipts and a 35.9 per cent drop in government payments. Crop receipts fell almost entirely as a result of a 20 per cent decrease in floriculture receipts and 29.7 per cent reduction in apple receipts. The increase in livestock receipts was driven by a 30 per cent increase in cattle and calves and a 14.8 per cent increase in supply managed commodities (i.e., chicken (32.9%), turkey (46.7%), total eggs (21.9%) and dairy (2.3%)). Government payments declined as producers saw the end of most BSE-related payments in 2005. When compared to other provinces, B.C. ranked sixth in farm cash receipts after Ontario (\$9.031B), Alberta (\$7.908B), Saskatchewan (\$6.355B), Quebec (\$6.208B) and Manitoba (\$3.743B).

**Results for annual growth in food and beverage manufacturing shipments:** Target Exceeded — The 2005/06 Ministry target of 3 per cent was surpassed, as food and beverage manufacturing shipments grew by 8.2 per cent. All industries within this sector showed positive growth above 3 per cent, led by a 51 per cent increase in coffee and tea manufacturing, followed by 21 per cent growth in chocolate and confectionery for cacao beans manufacturing and 17 per cent rise in bakeries and tortillas manufacturing. B.C. ranks fourth after Ontario (\$32.5B), Quebec (\$19.6B) and Alberta (\$9.6B) in food and beverage manufacturing shipments.

Performance Measure		Year <sup>1</sup>	2005/06 Target	Actual <sup>1</sup>	Variance from Target
Annual growth in agriculture, food and beverage sectors (Billion)	Agriculture — farm cash receipts <sup>2</sup>	2005/06	\$2.51 or 4% growth	\$2.411 or -0.2% growth	-\$0.099 or -4.2%
		2004/05		\$2.415	
		2003/04		\$2.285	
		2002/03		\$2.195	
		2001/02		\$2.224	
	Food and beverage manufacturing shipments <sup>3</sup>	2005/06	\$6.368 or 3% growth	\$6.690 or 8.2% growth	\$0.322 or 5.2%
		2004/05		\$6.183	
		2003/04		\$6.009	
		2002/03		\$5.840	
		2001/02		\$5.518	

<sup>1</sup> Data is for 2005 calendar year and reflects the May 26, 2006 release of farm cash receipts. All data is subject to revisions as follows: Annual farm cash receipts data are published twice each year, at the end of May and end of November. In May receipts for the previous two calendar years are subject to revision, and in November receipts for the previous three years may be revised.

<sup>2</sup> Source: Statistics Canada, Agriculture Division Cat. No. 21-0110X1E.

<sup>3</sup> Source: Statistics Canada (Cansim Table 304-0015) — Monthly Survey of Manufacturers.

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

### Core Business Area: Risk Management

This objective is supported through ongoing delivery of the Canadian Agricultural Income Stabilization program (CAIS) and Production Insurance program, and development of private sector partnerships to address gaps that are more appropriately addressed through private sector tools. These programs are cost-shared by the federal government, provincial government and producers — federal/provincial breakdown is 60 per cent/40 per cent.

## Strategies

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> Ongoing, accessible risk management programs provide continuity and predictability which helps producers to more effectively manage their business.</p> <p><b>Risk:</b> Inappropriate tools or premium increases could result in low farmer participation in CAIS and Production Insurance placing pressure on government to provide ad hoc funding in times of income/production losses.</p>	<p>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.</p>	<ul style="list-style-type: none"> <li>• To provide a measure of risk protection from weather-related losses, Production Insurance added coverage for daffodil bulbs in 2005 and tulip bulbs and blueberry plants in 2006.</li> <li>• Production Insurance provided over \$300 million worth of insurance protection to farmers in 2005. Claim activity was light with isolated pockets of damage around the province — frost and hail damage in tree fruits accounting for the major proportion. Claims for all crops totaled under \$6 million, with claim processing and payment targets of 30-day turnaround time being achieved.</li> <li>• During the 2005/06 fiscal year, the CAIS program paid out claims for the 2003 and 2004 crop years. By the end of the year, virtually all 2003 applications had been processed as well as 71 per cent of 2004 applications.</li> <li>• The CAIS program made 1,768 payments for 2003 totaling over \$43 million. BSE was the major factor leading to claims with 35 per cent of the value of payments going to the cattle sector.</li> <li>• The CAIS program made 1,500 payments for the 2004 claim year totaling over \$28 million. Cattle continued to represent about 35 per cent of the value of payments as the BSE crisis continued through 2004. The impact of Avian Influenza also began to trigger claims in 2004.</li> <li>• Claims totaling \$514,581 were paid out for wildlife damage and compensation.</li> <li>• The Ministry successfully marketed a revised Production Insurance program in 2005 that required higher minimum producer premiums without experiencing a significant decline in participation.</li> <li>• The majority of payments did not meet CAIS targets for turnaround, prompting the province to seek additional provincial presence of federal program staff.</li> </ul>

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> Sharing of risks with the private sector limits the province's liability.</p> <p><b>Risk:</b> High claims and adjustment costs in the event of widespread crop losses can expose the province to significant financial risk.</p>	Create partnerships with the private sector in the development and delivery of risk management.	<ul style="list-style-type: none"> <li>The Ministry continued to utilize private re-insurers in the provision of Production Insurance to protect against the risk of abnormally high claims and adjusting costs in the event of widespread crop losses.<sup>1</sup></li> </ul>

<sup>1</sup> Private insurers assume responsibility for a share of the risk in return for a share of premiums paid by the producers.

## Performance Measure

**Per cent of eligible crops insured under Production Insurance:** Production Insurance protects producers from losses for specific commodities or crops due to weather-related perils. Premiums are cost-shared between producers and federal and provincial governments. The performance measure tracks the percentage of crops that are insured under Production Insurance.

**Results:** Target Exceeded — A target of 70 per cent was established, which is considered the national standard for minimum level of coverage to minimize risks of ad hoc demands for assistance in the face of natural disaster for farmers. B.C. is well within this threshold and in 2005/06, 76 per cent of eligible crops were insured reflecting industry's need to manage weather-related losses. Participation rates in Production Insurance have remained relatively constant for the past five years.

Performance Measure	2004/05 Actual	2005/06 Target	2005/06 Actual <sup>2</sup>	Variance
Per cent of eligible crops insured under Production Insurance <sup>1</sup>	76%	70%	76%	+6%

Source: Ministry of Agriculture and Lands.

<sup>1</sup> Excludes forage.

<sup>2</sup> 2005/06 data reflects 2005 crop year.

## Performance Measure

### Percent of B.C. farm cash receipts represented by B.C. participants in CAIS:

The performance measure tracks the percentage of farm cash receipts of B.C. participants in the CAIS program. CAIS provides protection for overall incomes losses not covered by Production Insurance.

**Results:** Target Not Achieved — The Ministry established a target of 85 per cent coverage, which reflects the national standard for the minimum level of coverage required to minimize the need for ad hoc demands and programs. In 2005/06 the percentage of farm cash receipts represented by B.C. participants in CAIS increased to 83 per cent from 81 per cent in 2004/05. While the 85 per cent target was not achieved, there were no major sectors not

covered by the program. CAIS is in its second year of operation and the industry as a whole has yet to fully understand and appreciate the value of the program in stabilizing farm income.

Performance Measure	2004/05 Actual	2005/06 Target	2005/06 Actual <sup>1</sup>	Variance
Per cent of B.C. farm cash receipts represented by B.C. participants in CAIS Program (excluding supply managed commodities)	81%	85%	83%	-2%

Source: Ministry of Agriculture and Lands.

<sup>1</sup> 2005/06 data reflects 2004 crop year. The one-year lag in the data is because income is based on annual income tax returns.

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

British Columbians have a growing interest in government ensuring that food production systems support public health and environmental goals. The province also has a global responsibility in this regard. The Ministry supports the broader public health and safety goals of government by monitoring, early identification and response, and overall reduction in the level of risk associated with food production systems.

British Columbia is also committed to growing its reputation as a world leader and community partner by upholding world-class food, agriculture and aquaculture practices. 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. Increasingly, profitability and growth within these sectors depends on continued consumer confidence and environmental sustainability.

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

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

The Ministry continues to improve its capacity and responsiveness to emerging disease and pest issues threatening the economic health of the agriculture and aquaculture sectors, as well as public health. Strategies to address these issues focus on prevention, including improving biosecurity measures; better planning to ensure effective coordination and efficient use of resources to contain and eradicate a new disease, invasive plant or pest found in British Columbia; and effective response, monitoring and tracking systems. The Ministry is also actively involved in providing technical expertise and training to industry to better position itself to meet new and improved operational standards or procedures.

## Strategies

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> Traceability systems can support effective responses to future crises and access to markets that demand quality assurances.</p> <p><b>Risk:</b> Lack of integrated and effective traceability systems may make it more difficult to manage food safety issues in a timely way, which may lead to inefficient emergency responses, thereby increasing risk to human health.</p>	<p>Facilitate and support development of tracking/traceability systems that complement national systems for food, agriculture and aquaculture, from production to retail.</p>	<ul style="list-style-type: none"> <li>• Supported work nationally to establish tracking and traceability systems. Specifically:                             <ul style="list-style-type: none"> <li>• began work with the B.C. cattle industry to implement an animal age verification system by April 2007; and</li> <li>• worked with industry to develop a pilot project to identify and register commercial poultry premises to aid in responding to foreign animal disease emergency events.</li> </ul> </li> </ul>
<p><b>Opportunity:</b> Applying leading-edge biosecurity strategies could result in more efficient emergency response and increased potential to minimize health and economic costs related to disease outbreaks.</p> <p><b>Risk:</b> Not adopting best practices in biosecurity measures could reduce effectiveness of response, which may lead to increased human health and economic risks.</p>	<p>Work with federal and provincial government agencies and industry to apply lessons learned in the implementation of biosecurity strategies.</p>	<ul style="list-style-type: none"> <li>• Worked with the BC Poultry Association's biosecurity committee, to produce a biosecurity manual of operating procedures. The regulated poultry sector has agreed to introduce mandatory minimum biosecurity standards by January 2007. \$3 million (50/50 federal and provincial funding) has been provided to assist industry to comply with these procedures.</li> <li>• Secured funding and completed designs for expanding the Containment Level 2 laboratory in Abbotsford to include a Level 3 section. The laboratory will provide an enhanced level of personal protection for staff, allow for a more complete response to disease-causing agents and help ensure such agents do not return to the environment. It will also help government to deal with new emerging disease agents as they appear in B.C. Construction is expected to begin in fall 2006.</li> </ul>

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> Quick and effective response to disease outbreaks will help minimize potential harm to people and economic losses.</p> <p><b>Risk:</b> Lack of a coordinated emergency response reduces the ability to control disease outbreaks, which could increase risk of food-borne illnesses and diseases that are transmissible from animals to people.</p>	<p>Review and improve upon the emergency management program for foreign animal disease eradication.</p>	<ul style="list-style-type: none"> <li>• Participated in an inter-agency review of emergency management of foreign animal disease and completed the interim Foreign Animal Disease Emergency Support (FADES) plan, a coordinated, multi-agency response to public health and food safety emergencies. The plan incorporates lessons learned following the 2004 Avian Influenza outbreak in the Fraser Valley. Effective management and containment of the more recent AI outbreak in 2005 can be attributed to the Ministry's commitment to apply lessons learned in this area. Training and simulation testing will take place in the fall of 2006.</li> </ul>
<p><b>Opportunity:</b> A focused and targeted approach will help to coordinate efforts across ministries to better manage invasive plant infestations before they expand.</p> <p><b>Risk:</b> Uncontrolled invasive plant infestations can negatively impact agriculture/forage crops, the environment, forestry, recreation, tourism, wildlife forage, public health and property values.</p>	<p>Review and improve the provincial plant management strategy.</p>	<ul style="list-style-type: none"> <li>• Led the cross government Invasive Plant Management strategy, fulfilling an \$8 million, two-year commitment. Highlights include: <ul style="list-style-type: none"> <li>• targeted weed control treatments on Crown forest land, 16 provincial parks, seven protected areas, four ecological reserves and critical highway right-of-way sites;</li> <li>• established three new local weed committees, with four more in progress for a total of 26 to cover most of B.C. These groups coordinate regional invasive plant management;</li> <li>• invested \$668,000 in research and development efforts on effective treatment methods using biocontrol and other environmentally sustainable practices; and</li> <li>• in partnership with the Regional District of East Kootenay and Northwest Invasive Plant Council, commenced implementation of two pilot weed control initiatives in the East Kootenays and in northwestern B.C.</li> </ul> </li> </ul>

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> Developing relationships with organizations with overlapping mandates provides opportunities to leverage resources through coordinated efforts and increases the potential for efficiency gains by removing potential areas of duplication.</p> <p><b>Risk:</b> Without collaboration of agencies with overlapping mandates, there is a potential that food safety hazards are not addressed resulting in increased risk to public health.</p>	<p>Develop strong working relationships with Ministry of Health, medical health authorities, and among provincial and federal agencies, to develop strong agency collaboration and to facilitate industry-led food safety and quality initiatives.</p>	<ul style="list-style-type: none"> <li>• Worked collaboratively with the B.C. Centre for Disease Control, health authorities, and Agriculture and Agri-Food Canada in developing a work plan for the Food Safety Initiative, to enhance adoption of food safety management systems in eligible non-federally registered processing plants.</li> </ul>

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> Inter-agency coordination can improve opportunities for improved pest management and for early detection of new pests and diseases to prevent their establishment.</p> <p><b>Risks:</b> Without access to newer reduced-risk pesticides, B.C. growers cannot effectively compete in global markets or fully implement a more environmentally sustainable integrated Pest Management approach.</p> <p>Undiagnosed plant diseases and pests can cause crop losses, reduce profits of producers and limit export markets.</p> <p>Invasive plant diseases and pests introduced outside their natural habitat potentially threaten biodiversity of natural ecosystems.</p>	<p>Work with other government agencies to sponsor initiatives to mitigate the impact of plant and animal diseases, and invasive pest and plant species.</p>	<ul style="list-style-type: none"> <li>• Registered five new pesticides and 14 emergency registrations with Health Canada’s Pest Management Regulatory Agency. This will provide B.C. growers with critical pest management tools and better access to reduced-risk products.</li> <li>• Facilitated the adoption of the Canadian Food Inspection Agency’s new importation protocol for grapevines from France, which will require growers to implement tracking and management practices to reduce risks of plant diseases.</li> <li>• Made significant progress in the development of antimicrobial resistance and zoonotic database for livestock and poultry production. The data is being shared with the federal Public Health Agency and the BC Centre for Disease Control to support risk analysis of the impact of agricultural use of antibiotics on public health.</li> <li>• Under the National Aquatic Animal Health Program, Ministry staff:             <ul style="list-style-type: none"> <li>• worked with the federal government to implement a program to protect against fish disease and pests; and</li> <li>• are developing a pilot project to establish a health monitoring approach for shellfish that is similar to the finfish sector.</li> </ul> </li> <li>• Worked collaboratively with Ministry of Health, BC Centre for Disease Control, Ministry of Environment, producers and meat processing sector on the implementation of meat inspection regulations.</li> <li>• As part of the Cross-Canada BSE Surveillance Network, the Ministry evaluated over 3000 samples for BSE. Due to the need for rapid response, most samples were completed the day of submission and all within 24 hours. Provincial laboratories in Alberta, Manitoba, Ontario and Quebec participate in the network with four Canadian Food Inspection Agency laboratories.</li> </ul>

## Performance Measures

### Database of pathogens, antimicrobial resistance and residues in the food chain and environment:

The Ministry implemented this measure as a means to assess the effectiveness of on-farm food safety and quality programs (described below) and other quality control initiatives. Subsequently, other areas, such as agriculture and food traceability and biosecurity systems, became more immediate and the focus of Ministry activities. As a result, this measure has been removed from the service plan as it does not measure progress or the effectiveness of our strategies in these areas, particularly in the relatively short term (one to three years). The Ministry will continue to develop this database as it is a valuable surveillance and evaluation tool for food safety and quality programs over time.

### Number of commodity groups implementing a national on-farm food safety and quality program:

On-farm food safety programs identify food safety hazards, identify and monitor control points and establish procedures to address hazards. These programs are funded by the Canada-British Columbia Agriculture Policy Framework and developed by national producer organizations. As programs are approved, producer organizations decide to implement them across Canada. The Ministry supports implementation of approved programs on B.C. farms to meet the objective of food, agriculture and aquaculture systems that provide safe food.

**Results:** Target Exceeded — Over the past fiscal year six additional commodity groups have implemented on-farm food safety programs, exceeding the Ministry’s target by four. Commodity groups have completed the first review of programs for chicken, dairy, eggs, hatching eggs, pork, cattle, sheep, grains and bison and are proceeding to implementation.

Performance Measure	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Number of commodity groups implementing a national on-farm food safety and quality program	3	5	9	+4 or 80%

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.**

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

The Ministry plays a significant role in encouraging and supporting the application of good environmental practices by producers in the agriculture and aquaculture sectors. Its continued focus on research and development, implementation of environmental farm plans, management of urban/agriculture divide, the upgrading of processing facilities and diagnostic prevention activities (i.e., West Nile and BSE) support this objective.

The objective is also supported by strategies that are focused on strengthening aquaculture practices. These include the continued development of policies, standards and regulations to maximize environmental performance, and the development of an aquaculture strategy to enable industry to meet these new requirements and to work towards other social and economic objectives for the sector.

## Strategies

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> Investment in research and improved access to information should enable the sector to adopt better environmental practices.</p> <p><b>Risk:</b> Lack of investment in research and development will reduce opportunities for innovation impacting on industry competitiveness and productivity.</p>	<p>Enhance capacity for research and development of industry.</p>	<ul style="list-style-type: none"> <li>• In 2005/06 estimated spending in R&amp;D and related scientific activities for agriculture and food was \$1.894 million. Activities primarily focused on R&amp;D in plant and animal health as well as surveying, analyses and dissemination of related scientific and technological information.</li> <li>• Provided \$1.5 million to UBC for research to remove constraints to growth in the B.C. specialty poultry industry and to upgrade long-term poultry research capability at UBC. Six proposals were accepted and research initiated in 2005 included projects on:             <ul style="list-style-type: none"> <li>• developing niche market opportunities related to specialty birds;</li> <li>• identifying science-based and leading-edge food safety and biosecurity practices; and</li> <li>• undertaking research on disease resistant genes in specialty birds which might be included into commercial breeds to reduce the poultry industry's susceptibility to disease outbreaks.</li> </ul> </li> <li>• Held a world-class event on range management in Vancouver with 1,200 international attendees.</li> <li>• Assisted industry to hold the annual B.C. Dairy EXPO in Abbotsford with over 1,000 attendees from industry. Speaker topics focus on new technologies, farm management and production practices, and food safety and biosecurity measures.</li> <li>• With the cooperation of the federal government, created R&amp;D coordinator positions within the aquaculture industry.</li> <li>• Four scientists received five-year Aquaculture and Environment Innovation funding awards as a foundation to develop research programs in sustainable aquaculture.</li> </ul>

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> Leading-edge regulations and standards should help ensure environmental protection.</p> <p><b>Risk:</b> Outdated environmental policies and standards may result in the continued use of ineffective or inefficient environmental practices.</p>	<p>Continue to update B.C.'s standards, policies and regulations, maximizing environmental performance of the aquaculture industry.</p>	<ul style="list-style-type: none"> <li>• Engaged in dialogue on a governance and management framework for aquaculture through proposed federal-provincial-territorial Aquaculture Framework Agreement.</li> <li>• Facilitated work of the Pacific Salmon Forum and legislative Special Committee on Sustainable Aquaculture to achieve their mandates of bringing forward recommendations to government for sustainable aquaculture development by April 2007.</li> </ul>
<p><b>Opportunity:</b> An industry plan will help strengthen environmental performance and citizen and consumer support of the aquaculture industry and the products it produces.</p> <p><b>Risk:</b> Improper practices can cause environmental risks, affect other resource values — such as wild fish — and erode public confidence in the sector.</p>	<p>Develop an aquaculture strategy to focus on environmentally sound practices and consider values to society from both wild and farmed finfish stocks.</p>	<ul style="list-style-type: none"> <li>• Facilitated development of an industry strategic plan for shellfish aquaculture that identifies critical competitive success factors, including quality standards.</li> <li>• Developing an aquaculture strategy for B.C. that will fully consider recommendations put forward by the Pacific Salmon Forum and legislative Special Committee on Sustainable Aquaculture.</li> <li>• Helped the Coast Alliance for Aquaculture Reform and Marine Harvest Canada reach an agreement to provide for improved communication on salmon farming and undertake collaborative research and monitoring (e.g., research on physical barriers to reduce sea lice loads on farmed fish).</li> </ul>

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> Encouraging farmers to implement environmental farm plans can reduce the impact of farm practices on the environment.</p> <p><b>Risk:</b> Unmanaged environmental impact of farm practices contributes to pollution or environmental degradation.</p>	<p>Promote the development and use of environmental farm plans on farms.</p>	<ul style="list-style-type: none"> <li>• Provided technical expertise to BC Agriculture Council (BCAC) for their planning advisers along with materials for use in creating environmental farm plans (EFPs). In 2005/06: <ul style="list-style-type: none"> <li>• over 1,148 farm operators attended 375 BCAC workshops, totaling over 2,800 attendants since the program began;</li> <li>• 662 farms completed EFPs for a total of 783 to date;</li> <li>• \$2.94 million was allocated for 548 applications for a total of \$3.28 million and 597 applications to date; and</li> <li>• approved projects totaled \$9.97 million.</li> </ul> </li> <li>• For its work in delivering the environmental farm program, the BC Agriculture Council won the Canadian Agri-Food Award of Excellence for Environmental Stewardship for 2005 from Agriculture and Agri-Food Canada. The Ministry was recognized as a partnering agency in implementing the program.</li> </ul>
<p><b>Opportunity:</b> Effective coordination among government agencies can improve the province's ability to respond to and control West Nile virus.</p> <p><b>Risk:</b> An ineffective response to West Nile virus increases the risk of spread, thereby posing a risk to public health.</p>	<p>Provide leadership in coordinating the response of resource agencies on Crown lands in managing and controlling West Nile virus.</p>	<ul style="list-style-type: none"> <li>• Initiated discussions with provincial agencies having a Crown land management role, municipalities and regional districts to identify potential mechanisms to enable access to Crown land for management and control purposes. The Ministry will build on this base to develop a coordinated Crown land response strategy for management and control activities on Crown land, including access mechanisms, notification procedures, funding streams and key government contact information.</li> </ul>

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> Increasing local government and community awareness of agriculture and aquaculture values and issues will help bridge the urban/agriculture divide.</p> <p><b>Risk:</b> Lack of relationship-building with communities that include agricultural lands could result in restrictive local government policies and bylaws that can hamper the agriculture industry's ability to survive and expand, and can perpetuate urban/agriculture conflict.</p>	<p>Work with local government to enhance the contribution that agriculture and aquaculture sectors make to the community.</p>	<ul style="list-style-type: none"> <li>• Worked actively with 24 Agriculture Advisory Committees (AACs) through the Strengthening Farming Program to proactively manage the urban/agriculture divide by assisting with planning and bylaw development affecting agriculture, maintaining bylaw guidelines and providing information support on land-use planning. Two AACs, the Township of Spallumcheen and Regional District of Comox-Strathcona, were established in 2005/06. Other highlights include: <ul style="list-style-type: none"> <li>• initiated or completed land-use inventories for seven communities in the Fraser and Okanagan valleys, Vancouver Island and Cariboo. The inventories are used by local governments to develop plans for agriculture in their communities. To date, land-use inventories have been completed for almost half of the areas that comprise the 49 communities in B.C. with a significant level of agricultural activity;<sup>1</sup> and</li> <li>• supported the development of an Agriculture Area Plan for the Central Okanagan Regional District. To date, 15 of 49 agricultural communities have developed Agriculture Area Plans.</li> </ul> </li> </ul>
<p><b>Risk:</b> Improper disposal of livestock waste tissue can create environmental and human health risks.</p>	<p>Develop and implement the provincial livestock waste tissue initiative strategy in concert with local government.</p>	<ul style="list-style-type: none"> <li>• Contributed \$5 million to industry for the implementation of affordable and environmentally sound options for animal tissue waste. Key initiatives include: <ul style="list-style-type: none"> <li>• supported 15 projects to look for local solutions to specified risk material disposal; and</li> <li>• participated in ongoing discussions with the Union of B.C. Municipalities on assistance to municipalities to plan for emergency animal carcass disposal.</li> </ul> </li> </ul>

<sup>1</sup> Ministry programs focus on 49 out of 135 regional districts and municipalities with land in the Agricultural Land Reserve (ALR) that are considered to have a “high” level of agriculture activity. The assessment was based on the amount of land in the ALR, the number of farms and annual gross farm receipts and complexity of local agricultural issues.

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> Inter-ministry collaboration helps to ensure the agriculture sector's current and future interests related to water, energy and land are represented.</p> <p><b>Risk:</b> If ministries pursue strategies independently, there is increased risk that all interests are not considered, potentially placing those sectors at a disadvantage.</p>	<p>Contribute to provincial strategies on resource use, such as water.</p>	<ul style="list-style-type: none"> <li>• Contributed to development of the provincial water, energy, Mountain Pine Beetle and Okanagan Basin Water initiatives to ensure agriculture's contribution and role in achieving provincial objectives is clear and furthered.</li> <li>• In support of the province's strategy to manage Mountain Pine Beetle impacts, the Ministry has developed an action plan to encourage agriculture sector growth and provided \$200,000 to undertake priority arability projects that will identify suitable Crown lands for expansion of agriculture and grazing.</li> <li>• Contributed \$300,000 to support 4 pilot projects addressing wildlife damage in the Comox Valley, East Kootenays and Delta region.</li> </ul>

## Performance Measure

### Per cent compliance with best management practices from aquaculture regulation:

Best management plans are required under the *Fisheries Act* for each marine finfish aquaculture facility in B.C. The intent of the plan is to prevent finfish escapes and to provide better assurance that operators will meet environmental sustainability objectives. The measure provides an indicator of the level of compliance between finfish operations and their plan.

**Results:** Target Exceeded — The Ministry established a target of 85 per cent compliance and had an expectation that compliance would improve over time as the sector gained experience with best management plans and regulations. Performance has been higher than expected, demonstrating a greater level of commitment to the regulation, industry responsiveness to issues identified in previous inspections and diligent attention to the plans.

Performance Measure	2004/05 Actual	2005/06 Target	2005/06 Actual <sup>1</sup>	Variance
Per cent compliance with best management practices from aquaculture regulation	78%	85%	97%	+12%

Source: Ministry of Agriculture and Lands.

<sup>1</sup> As at December 2005

## Performance Measure

**Number of farms with Environmental Farm Plans (EFPs):** Environmental farm planning is a voluntary process producers can use to identify environmental strengths and potential risks on their farms. The number of implemented and completed environmental farm plans is an indicator of the sector's desire to employ best management practices. EFPs are considered completed when a risk assessment of the farm or ranch has been conducted and an action plan developed to mitigate any identified risks, and considered implemented once all risks identified in the action plan have been addressed. The plans, while optional, are a requirement for farmers to receive financial incentives to implement the beneficial practices needed and thereby reduce environmental risks associated with their farm operations. Farmers get assistance from a planning adviser in completing their risk assessments and action plans.

**Results:** Target Not Achieved — The Ministry based its target of 1,400 completed environmental farm plans and 800 implemented plans on industry forecasts and on initial attendance at workshops for producers on the Canada-British Columbia Environmental Farm Plan Program. To date, over 2,500 producers have attended workshops resulting in 783 completed EFPs and 150 implemented plans.

While results are below target, they are significant in that it is a voluntary program, with little immediate financial benefit, and often a significant cost to the producer. This performance is similar to all western provinces, which are also behind their original targets for completed plans due to delays in launching the programs and the lack of financial capacity of many farmers to undertake cost-shared environmental modifications to their operations. More recently, as with other provinces, farmer interest in the B.C. EFP program has been strong and participation rapidly increasing. In 2005/06 there are projects totaling \$9.97 million identified through the environmental risk assessment process that have been approved for implementation, with over 44 per cent occurring in the last quarter. Also, the program has started issuing farm-gate signs for farms with implemented environmental farm plans, which also seems to be having the desired effect of motivating farmers to move forward in the EFP planning/implementation process.

Performance Measure		2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Number of farms with environmental farm plans <sup>1</sup>	Completed environmental farm plans	121	1,400	783	-44%
	Implemented environmental farm plans	<20	800	150	-81%

Source: BC Agriculture Council.

<sup>1</sup> There are approximately 9,000 commercial farms in B.C. with sales greater than \$10,000.

## Performance Measure

**Level of local government support for agriculture and aquaculture:** The Ministry implemented the performance measure “level of local government support for agriculture and aquaculture” as an indicator of the effectiveness of its programs on the relationship of local governments with the farm community and their balancing of urban/agriculture interests. The evaluation index to determine the level of local government support considered many different aspects of local government policies and programs, bylaws and zoning. In implementing the measure, the Ministry found the index was labour intensive; there was also concern that the index was insufficiently robust to ensure ratings were reliable. As a result, the Ministry has implemented a new measure for the 2006/07 fiscal year — “number of agriculture advisory committees” — to support the Ministry’s goals.

Agriculture Advisory Committees (AAC) build agriculture awareness and contribute to a supportive environment for both industry and local communities. There are currently 24 AACs established in regional districts and municipalities that have significant agricultural lands or activity. The Ministry is targeting establishment of two additional AACs for 2006/07. This measure provides an overall indicator of the formal capacity of the farm community to address and influence local government issues that affect agriculture.

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

Crown land, and the associated resources, plays a key role in the continued development of the economic and social fabric of the province. Advancing the public interest in Crown land management and allocation necessitates a balance of environmental, social and economic values and objectives. This includes the management of contaminated sites that are the responsibility of the province. The Ministry supports this goal through the development and province-wide coordination of Crown land-use policy and tools for tenure administration and Crown land adjudication, and a similar province-wide approach for managing and remediating contaminated sites that are the responsibility of the province.

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

**Core Business Area: Crown Land Administration**

Key strategies to support this objective include preliminary work in the development of a provincial Crown Land Allocation Framework, working collaboratively with industry, First Nations, municipal governments and provincial government agencies to ensure sustainable benefits from Crown land administration. The Ministry also supports the Integrated Land Management Bureau to ensure seamless delivery of Crown land services.

**Strategies**

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> A coordinated and responsive Crown Land Allocation Framework can help improve the consistency and quality of Crown land decisions.</p> <p><b>Risk:</b> Lack of provincial coordination in Crown land policy can lead to inefficiencies such as duplication of efforts and possible litigation gaps in policies or conflicting policies, which can reduce the value British Columbians realize from Crown land resources.</p>	<p>Lead development of a responsive provincial strategic Crown Land Allocation Framework.</p>	<ul style="list-style-type: none"> <li>Initiated the Crown Land Allocation Framework project and started consultation with partner ministries (Transportation; Energy, Mines and Petroleum Resources; Tourism, Sport and the Arts; and Forests and Range). The framework will help guide policy development and land-use decisions across government to help ensure access and sustainable use for the benefit of all British Columbians.</li> </ul>

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> Collaboration, consultation and effective relationships can result in greater certainty, more benefits and better public policy.</p> <p><b>Risk:</b> Without collaboration, it is harder to reconcile different values, which reduces the ability to achieve defined Crown land objectives.</p>	<p>Work collaboratively with industry, local government, First Nations and provincial government agencies.</p>	<ul style="list-style-type: none"> <li>• Initiated a project to provide staff with updated operational advice on First Nation consultation and accommodation to meet legal obligations and support the New Relationship.</li> <li>• Advanced economic and planning partnerships with First Nations and local governments, including:               <ul style="list-style-type: none"> <li>• a sale to City of Vancouver of the Chinatown Murrin Parkade allowing the city to meet on-going parking requirements; and</li> <li>• negotiation of a significant Crown land sale to the Squamish First Nation.</li> </ul> </li> </ul>
<p><b>Opportunity:</b> Collaboration among resource ministries can improve the quality of service provided to clients.</p> <p><b>Risk:</b> Lack of a coordinated approach can make it cumbersome and time consuming for clients to access services they require to do business, which can hinder investment.</p>	<p>Develop and implement a mutually collaborative and effective partnership with ILMB and other land-mandated ministries that supports seamless delivery of services.</p>	<ul style="list-style-type: none"> <li>• Clarified roles and responsibilities through delegation arrangements with the ministries of Transportation, Energy, Mines and Petroleum Resources, Tourism, Sport and the Arts and Forests and Range.</li> <li>• Participated in inter-ministry committees to ensure coordination and collaboration with the <i>Land Act</i> and related programs and processes.</li> </ul>
<p><b>Opportunity:</b> Effective pricing policies can ensure a fair return from Crown land.</p> <p><b>Risk:</b> Pricing policies that do not reflect market values could either hinder capital investment (if too high) or result in revenue losses to the province (if too low).</p>	<p>Review and develop, as necessary, a current pricing policy to ensure the province receives optimal value from specified Crown land transactions.</p>	<ul style="list-style-type: none"> <li>• Completed a review of the Utilities Pricing Policy, the Private Moorage Policy and the Residential Policy as it applies to stilt homes to ensure the province receives optimal value from Crown land.</li> </ul>

## Performance Measure

### Publicly transparent and defensible land tenuring decision-making process:

This performance measure was revised shortly after the implementation of the service plan update to “an effective Crown land allocation framework”. The new measure is broader and recognizes the importance of developing a responsive Crown land administrative and allocation framework across government that goes beyond tenures and includes strategic policy, Aboriginal relations and policy, Crown land sales, and the development and interpretation of operational policy, procedures and tenure documents. Performance measurement will focus on the development of policy elements within the framework to respond to key issues having an impact on the quality and effectiveness of Crown land administration and decision making. As it is implemented, the Ministry will begin to monitor the effectiveness of this new framework.

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

#### Core Business Area: Crown Land Administration

The Ministry supported this objective by providing cross government leadership for identifying priority sites, coordinating funding and site assessments to address high priority sites, ensuring effective reporting mechanisms and accountability across government, continuing to develop an inventory of contaminated sites, and overseeing remediation of significant historic contaminated sites and other sites that are the responsibility of the province.

#### Strategies

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> An accurate inventory and a priority process for remediation can improve the cost-effectiveness of contaminated sites management and government’s ability to manage human and environmental risks.</p> <p><b>Risk:</b> Lack of a disciplined process to identify and inventory contaminated sites may result in some high-risk sites not being addressed in a timely manner which can increase environmental and human health risks.</p>	<p>Inventory, classify and prioritize known provincial contaminated sites using a risk-based approach.</p>	<ul style="list-style-type: none"> <li>• 300 sites were entered into Crown Contaminated Sites Database in 2005, for a total of 840 to date. Data is used to help prioritize sites.</li> <li>• Completed preliminary investigations of 10 new sites.</li> </ul>

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> Horizontal coordination of funding requests can ensure that high-risk sites from a province-wide perspective are addressed (as opposed to the priorities of specific ministries or agencies).</p> <p><b>Risk:</b> Lack of provincial coordination can result in ministries addressing sites based on their own priorities rather than a province-wide priority system potentially increasing environmental and human health risks.</p>	<p>Coordinate funding requests and site investigations to address the province's highest-priority sites.</p>	<ul style="list-style-type: none"> <li>• Base funding has been secured through the Ministry budgetary planning process for 2005/06 to 2008/09 (\$21.6, \$22.6, \$23.6, \$23.6 million respectively). In addition, funding of \$13.4 million and \$7.7 million has been secured for the management of remediation at the Port Alice and New Skeena pulp mills.</li> </ul>
<p><b>Opportunity:</b> Accurate and timely reporting provides British Columbians with information regarding how the province is managing human and environmental risks.</p> <p><b>Risk:</b> A lack of a public reporting process could affect public confidence.</p>	<p>Implement accountability and reporting requirements related to these sites.</p>	<ul style="list-style-type: none"> <li>• The first Crown Contaminated Sites program (CCSP) biennial report will be published in 2006/07 and posted on CCSP's website (<a href="http://www.agf.gov.bc.ca/clad/ccs/index.html">www.agf.gov.bc.ca/clad/ccs/index.html</a>).</li> </ul>

Key Opportunities/Risks	Strategies	Performance Highlights
<p><b>Opportunity:</b> Progress made in remediating older contaminated sites will help minimize risks associated with health and safety, environmental protection and legal obligations.</p> <p><b>Risk:</b> Not remediating historic sites could result in continued environmental degradation or failure to meet provincial obligations.</p>	<p>Oversee remediation of significant, historic contaminated sites such as the Britannia Mine and Pacific Place.</p>	<ul style="list-style-type: none"> <li>• Completed remediation work at the Pitt River landfill site and in Goose Bay, a former cannery and fishing camp located on the central coast.</li> <li>• Major progress made on significant sites, including:               <ul style="list-style-type: none"> <li>• Britannia Mine: start-up of a water treatment plant under a P3 agreement to treat acid rock drainage flowing into Howe Sound.</li> <li>• Pacific Place (located on the former Expo lands): continued clean-up of a former industrial site to enable economic growth and redevelopment of the north shore of Vancouver's False Creek.</li> <li>• Yankee Girl mine (Kootenays): implementation of initial remedial works along the Salmo River, south of Nelson.</li> </ul> </li> </ul>
<p><b>Opportunity:</b> Restoration of contaminated sites can enable new economic investment and contribute to the social fabric of communities.</p> <p><b>Risk:</b> An inability to address historic contamination could result in adverse environmental impacts and foregone economic opportunities affecting communities and employment.</p>	<p>Oversee remediation of new contaminated sites for which the Ministry has been assigned responsibility.</p>	<ul style="list-style-type: none"> <li>• The Ministry is overseeing remediation of Port Alice and Sun Wave pulp mill sites.</li> </ul>

## Performance Measure

**Number of priority sites for which remediation is underway/completed:** With support from the inter-agency Provincial Contaminated Sites Committee, contaminated sites are assessed, prioritized and remediated based on potential risks to human health and the environment. The indicator provides a measure of progress in remediating these priority sites. Remediation is a multi-stage process that includes site investigations, assessment of risks to human health and the environment and the undertaking of physical works to address contamination. The time (years) required for site remediation varies with site complexity and the extent and nature of any contamination.

**Results:** Target Exceeded — Two sites have been remediated (Goose Bay and Pitt River) and remediation started for an additional 16. At the time the target of 4 was set, the definition for the measure included only those sites where clean-up was completed or underway. Shortly after the release of the service plan update, the Ministry adopted the *Environmental Management Act* definition for “remediation” which includes site investigations in addition to clean-up activities. Under the previous definition, clean-up was completed or underway on 6 sites in 2005/06, 2 more than the target. Both these sites were identified as environmental emergencies and remediation activities were initiated without delay. Fiscal year 2006/07 targets have been adjusted to reflect the new definition.

Performance Measure	2004/05 Actual	2005/06 Target	2005/06 Actual <sup>1</sup>	Variance
Number of priority sites for which remediation is underway/completed	2	4	18	+14

Source: Ministry of Agriculture and Lands.

<sup>1</sup> Cumulative.

## Cross Ministry Initiatives

Many Ministry activities involved collaborative efforts across government. Highlights include:

- Worked with the Ministry of Health to launch the Meat Transition Assistance Program for livestock and poultry processing facilities in support of the implementation of Meat Inspection Regulations effective September 2007.
- Worked with the Ministry of Health, as part of government’s ActNow BC initiative, to successfully complete a pilot of the B.C. School Fruit and Vegetable Snack Program in 10 schools. The pilot provided two servings of B.C. fruit and vegetables per week for each child.
- Developed an action plan to encourage agriculture sector growth in support of the province’s strategy to manage Mountain Pine Beetle impacts. The Ministry provided \$200,000 to undertake priority arability projects that will identify suitable Crown lands for expansion of agriculture and grazing.

- Undertook an active role in the designation and allocation of Crown land in support of the 2010 Olympic and Paralympic Winter Games.
- Fulfilled an \$8 million, two-year commitment to the provincial invasive plant management strategy aimed at reducing economic and environmental impacts of invasive plants on B.C. public lands. Ministries involved included Forests and Range, Environment and Transportation.
- Coordinated provincial responses on consultation and accommodation for First Nations to further the goals of the New Relationship.
- Transferred range resources to the Ministry of Forests and Range to enable that ministry to assume responsibility for advocating range interests of the livestock sectors in B.C.
- In cooperation with other ministries and public bodies, represented Crown land concerns and actions regarding the potential impact of the West Nile virus.

## Deregulation

Consistent with government's deregulation and regulatory reform initiative, the Ministry of Agriculture and Lands achieved a zero net increase in regulatory requirements for 2005/06. In 2004/05 the Ministry had 6,373 regulatory requirements. Over the past year this was cut to 6,250, a reduction of 123 requirements.

The results for regulatory changes include those that apply to both the Ministry of Agriculture and the Integrated Land Management Bureau. The majority of the changes involved regulations related to FrontCounter BC activities. Refer to Part B of this plan for more details.

Performance Measure	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Regulatory requirements	6,373	6,373	6,250	-123

# Resource Summary 2005/06 — Ministry of Agriculture and Lands

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

Core Business Areas	Estimates	Other Authorizations	Total Estimates	Actual	Variance
<b>Operating Expenses (\$000)</b>					
<b>Food Industry Development</b> .....	11,716		11,716	14,201	2,485
<b>Agriculture and Aquaculture Management</b> .....	8,562		8,562	8,484	(78)
<b>Risk Management (includes Special Account)<sup>1,2</sup></b> .....	29,679		29,679	23,956	(5,723)
<b>Crown Land Administration</b> .....	30,151	22,400	52,551	52,632	81
<b>Executive and Support Services</b> .....	8,848		8,848	5,552	(3,296)
<b>Sub-Total</b> .....	88,956	22,400	111,356	104,825	(6,531)
<b>Agricultural Land Commission</b> .....	2,068		2,068	2,030	(38)
<b>Integrated Land Management Bureau</b> .....	61,189		61,189	55,990	(5,199)
<b>Crown Land Special Account</b> .....	141,820	(103,276)	38,544	38,544	0
<b>Prior Year Accrual</b> .....				(42)	42
<b>Ministry Total</b> .....	<b>294,033</b>	<b>(80,876)</b>	<b>213,157</b>	<b>201,347</b>	<b>(11,810)</b>
<b>Full-time Equivalents (Direct FTEs)</b>					
<b>Food Industry Development</b> .....	157		157	152	(5)
<b>Agriculture and Aquaculture Management</b> .....	86		86	79	(7)
<b>Risk Management</b> .....	35		35	33	(2)
<b>Crown Land Administration</b> .....	99		99	99	0
<b>Executive and Support Services</b> .....	260		260	252	(8)
<b>Total</b> .....	<b>637</b>		<b>637</b>	<b>615</b>	<b>(22)</b>

<sup>1</sup> This includes a special account totalling \$16 million for expenses that can only be accessed for crop insurance indemnity payments and reinsurance premiums. In 2005/06, indemnity payments and premiums were \$5.7 million of the \$16 million.

<sup>2</sup> Private insurers assume responsibility for a share of the risk in return for a share of premiums paid by producers.

Core Business Areas	Estimates	Other Authorizations	Total Estimates	Actual	Variance
<b>Agricultural Land Commission</b> .....	21		21	19	(2)
<b>Integrated Land Management Bureau</b> .....	349		349	329	(20)
<b>Crown Land Special Account</b> .....	—		—	—	—
<b>Ministry Total</b> .....	<b>1,007</b>		<b>1,007</b>	<b>963</b>	<b>(44)</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>					
<b>Food Industry Development</b> .....	1,180		1,180	754	(426)
<b>Agriculture and Aquaculture Management</b> .....	485		485	131	(354)
<b>Risk Management</b> .....	170		170	50	(120)
<b>Crown Land Administration</b> .....	63		63	14	(49)
<b>Executive and Support Services</b> .....	98		98	7	(91)
<b>Total</b> .....	<b>1,996</b>		<b>1,996</b>	<b>956</b>	<b>(1,040)</b>
<b>Agricultural Land Commission</b> .....	15		15	—	(15)
<b>Integrated Land Management Bureau</b> .....	11,231		11,231	7,612	(3,619)
<b>Crown Land Special Account</b> .....	—		—	—	—
<b>Ministry Total</b> .....	<b>13,242</b>		<b>13,242</b>	<b>8,568</b>	<b>(4,674)</b>

## Expenditures and Variances

Actual spending for the Ministry at the end of 2005 was \$104.8 million, resulting in an operating surplus \$6.5 million. Less-than-anticipated indemnities (claims) led to a \$5.2 million surplus in the Production Insurance Special Account (Risk Management business area), while the Executive and Support Services surplus was derived from Ministry corporate service and overhead costs being less than projected, due mostly to Land and Water BC staff not joining the Ministry until October 2005. Surpluses arising from these areas were used to support achievement of food industry development and competitiveness initiatives, including aquaculture strategies and innovation and extension. An additional \$22.4 million was allocated to Crown Land Administration for clean-up of contaminated sites including New Skeena Forest Products and Port Alice.

The ILMB surplus results mostly from final Land and Resource Management Plan recommendations being deferred into fiscal year 2006/07, and in some cases 2007/08. The \$38.5 million in the Crown Land Special Account was spent on Free Crown Grants and Nominal Rent Tenures.

The FTE variance results from vacancies that were not filled while the Ministry reorganized and obtained a complete understanding of its budget and responsibilities. Delays in capital projects for systems were the chief cause for the capital budget and expenditure variance. Other spending was also delayed until a fuller understanding of the new ministry's responsibilities was attained.

## Part B:

# Integrated Land Management Bureau

## Highlights of the Year

The B.C. government established the Integrated Land Management Bureau in 2005 to provide one-stop access to natural resource authorizations, information and to lead completion of strategic land-use plans in a manner that supports the sustainable economic development of the province's natural resources. The Bureau's first-year achievements included:

### Client Services

- Successfully opened single-point-of-contact FrontCounter BC offices in Kamloops, Surrey, Prince George and Nanaimo, helping natural resource operators to streamline costly, time-consuming regulatory processes that frustrated resource development and growth opportunities. One example of the more streamlined service provided by the new offices involved FrontCounter BC in Kamloops and Terasen Gas Ltd., which proposed a pipeline upgrade from Jasper to Burnaby. Instead of the utility company having to seek numerous permits from a number of different agencies in several locations as in the past, the company dealt only with FrontCounter BC. The office was instrumental in coordinating such permits as licences to cut (to clear trees for power lines), highway access permits, Crown grants, and referrals to First Nations done as one single project and not one per agency as is usually the case.
- Two new Independent Power Projects were approved during 2005/06, including one at Cypress Creek on Vancouver Island and one at Whitewater Creek in the Kamloops area. Thirty-seven more power projects are currently under active review. Also, 31 new investigative use permits and 18 new monitoring tower licences were issued in support of proving out wind resources for potential wind driven IPP projects.<sup>1</sup> These projects support the province's energy policy and BC Hydro's search for new sources of energy to fuel B.C.'s energy needs.
- Supported one of the cornerstones of the 2010 Olympic and Paralympic Winter Games by assisting the Ministry of Transportation in its negotiation with the Squamish and Lil'wat

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<sup>1</sup> An additional seven investigative use permits and four monitoring tower licences were replaced to allow further documenting of the wind resources at these sites

First Nations to accommodate for the upgrade and expansion of the Sea-to-Sky Highway. The Bureau also issued a Licence of Occupation for the Olympic Whistler Nordic Venue in the Callaghan Valley.

- During 2005/06, the Bureau issued 2,626 tenures<sup>2</sup> under the *Land Act* thereby providing access to Crown land for a myriad of uses including commercial, recreational and industrial activities that strengthen the provincial economy, while respecting environmental and social values. Included in this total were 13 tenures<sup>3</sup> issued for independent power projects.

### Resource Information

- Opened the new Base Map Online Store to replace LandData BC and provide 24/7 access to base map information to the public, industry and government. Base map information access is now easier and more intuitive and includes access to 2005/06 mapping accomplishments (aerial photography, orthophotos and updated base maps (TRIM) for the Ministry of Forests and Range as well as four other projects for industry and government).
- Expanded web-based services to better meet client needs. The Integrated Land and Resource Registry (ILRR) system went “live”, providing users in government, industry and the general public (limited access) with up-to-date information on legal rights and interests on the land base in B.C. This web-based, integrated registry replaced the need to search multiple registries across government to access information. As a result, finding who has rights and interests for what purpose over any parcel of land can be completed in minutes instead of days or weeks.
- Completed Phase II of the regional land and resource data transition, migrating 1,500 priority datasets to a spatial database environment and making them available to decision-makers and analysts using GIS and e-service applications. Also completed Phase II of the transition of corporate land and resource data — 41 data-sets have been integrated and loaded to the Land and Resource Data Warehouse and made accessible. Both projects have improved the quality and accessibility to data that is vital for the day-to-day operations and planning activities of the natural resource sector.
- Expanded the range of warehouse data information accessible to natural resource clients, including approximately 800 new data views for use by decision-support clients and web management applications.
- Loaded the Digital Road Atlas Partially Attributed Roads dataset for viewing through iMapBC and downloaded to authorized partners through the Distribution Service.
- Improved information delivery by developing training materials on Land and Resource Data Warehouse access tools for natural resource sector clients and providing training to more than 600 staff from the Bureau, Ministry of Environment and the Ministry of Forests and Range.

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<sup>2</sup> This figure includes 1,056 new tenures, 1,446 replacement tenures, 42 pre-renewals and 82 pre-tenures. It does not include those oil and gas tenures issued on the Bureau’s behalf by the Oil and Gas Commission.

<sup>3</sup> Includes three new tenures and 10 replacement tenures.

- Delivered the new, real-time geo-spatial reference system with and for the Greater Vancouver Regional District, enabling GVRD users to instantaneously and accurately use GPS for locating various utilities, municipal public works and other infrastructure.

### **Land-use Planning**

- The B.C. government announced land-use decisions in February 2006 as a result of agreements with First Nations, industry, environmentalists, local governments and other stakeholders in the Central Coast and North Coast LRMPs. The land-use decisions cover about 6.4 million hectares and work to balance the needs of the environment with the need for sustainable jobs and a strong economic future for coastal communities. Projects to implement these decisions have begun.
- Continued progress on four other LRMPs. Morice LRMP recommendations provided to government by stakeholders are now in the final stages of government-to-government negotiations with First Nations. Government-to-government negotiations on the Sea-to-Sky LRMP are advancing, including completion of a protocol for G2G with Squamish Nation and principles for G2G with Lil'wat Nation, and completion of a partnership agreement with Tseil Watuth Nation. Terms of Reference for completion of Haida Gwaii/Queen Charlotte Islands LRMP are under negotiation with the Haida Nation; a final Community Planning Forum Recommendations Report has been released, and a community viability process directed by Islands-elected officials initiated. Some progress has been made trying to resolve G2G issues with the St'at'imc Nation re: completion of the Lillooet LRMP.
- Reviewed three northern LRMPs and regional land-use plans in light of the Mountain Pine Beetle infestation to secure future economic development opportunities, encourage public awareness and support the timber salvage program.
- Completed 51 lower-level type plans across the province, which include sustainable resource management plans (SRMPs), watershed plans, oil and gas pre-tenure plans and recreation conflict management plans; all of which support economic development, sustain environmental values, and/or address resource-use conflicts, challenges and opportunities.

### **Incorporation of First Nations Interests Into Land-use Plans**

- Furthered development of government's New Relationship with First Nations by working with First Nations on the completion phase of six Land and Resource Management Plans and on consultations for 23 Sustainable Resource Management Plans.
- Enhanced the participation of First Nations in the provincial economy through development and implementation of LRMPs, SRMPs and recovery plans for broad-ranging species-at-risk.
- The Central Coast and North Coast Land-Use Decision exemplifies how the New Relationship with First Nations, based on mutual respect and the principles of recognition and reconciliation, is advancing. Twenty-five First Nations were consulted during the historic planning process and, in early 2006, government-to-government land-use agreements were signed with the Turning Point and KNT First Nations. It is expected that,

in total, 18 First Nations represented in the LRMP process will sign land-use agreements with the province.

### **Species-at-Risk**

- Established the Species-at-Risk Coordination Office, which coordinates recovery planning and management of B.C.'s complement of globally significant, broad-ranging species-at-risk.
- Following consultation with government agencies, First Nations, industry, stakeholders and the public, the Bureau brought Northern Spotted Owl recovery options forward to government to address population declines and provide resource-use certainty.
- Continued recovery planning for Mountain Caribou and consulted with First Nations on Mountain Caribou recovery options.
- Worked cooperatively with the Ministries of Environment, and Forests and Range in developing a Species-at-Risk Framework which will facilitate the prioritizing and coordinating of the management of species-at-risk and the ecosystems on which they depend.
- Continued participation in the Species-at-Risk Coordinating Committee as per the bilateral agreement with the government of Canada.

# Purpose, Vision, Mission and Values

## Purpose

The Integrated Land Management Bureau provides a range of services to the public and to other government agencies involved in utilizing and managing Crown land and natural resources.<sup>4</sup> The Bureau assists businesses and individuals by coordinating access to tenures, permits, licences, Crown land sales and grants; developing, revising and overseeing implementation of land-use plans; managing and providing resource information; and prioritizing and coordinating recovery planning for broad-ranging species-at-risk.

The Bureau's role needs to be viewed in the context of two characteristics of lands and natural resources in British Columbia. Firstly, these lands and resources are major contributors to the economic, social and environmental health of the province.<sup>5</sup> Secondly, 94 per cent of the province's land area is publicly owned, and its use and management is intertwined with the province's economy, history and social fabric.

In providing its services, the Bureau plays a key role in improving access to these Crown lands and other natural resources in a way that furthers government's commitment to a strong economy, vibrant communities, environmental stewardship and the development of strong, mutually supportive relationships with First Nations.

The Bureau's services to the public are provided on behalf of a number of provincial ministries, seven of which oversee the work of the Bureau as an advisory board.<sup>6</sup> The Bureau also provides corporate leadership and coordination on behalf of government regarding the sustainable use and management of natural resources. Established in 2005, the Bureau is hosted by the Ministry of Agriculture and Lands.<sup>7</sup> The Bureau's new FrontCounter BC service expands the range of natural resource authorizations handled by the former

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<sup>4</sup> Clients range from those seeking access for business, community, recreational or other reasons to those interested in the effective environmental stewardship of land and resources.

<sup>5</sup> The work of the Bureau helps provide access to natural resources for six important sectors of the economy, which directly account for about 13 per cent of the province's GDP — forestry; tourism; mining; oil, gas and energy extraction; and agriculture and aquaculture. When secondary benefits to a range of sectors are included, the figure rises to 36 per cent of GDP (2004 GDP figures at 1997 prices. Source: BC Stats). 41 per cent of communities outside of Greater Vancouver are dependant on natural resources for more than 30 per cent of their income (Source: BC Stats). B.C. is Canada's most biologically diverse province and is home to more than half of the wildlife and fish species living in the country (Source: B.C. Ministry of Forests and Range). For further comments and the detailed sources of these figures see [http://ilmbwww.gov.bc.ca/ilmb/sp2006/ilmb\\_impact.html](http://ilmbwww.gov.bc.ca/ilmb/sp2006/ilmb_impact.html).

<sup>6</sup> The seven ministries are: Aboriginal Relations and Reconciliation, Agriculture and Lands; Energy, Mines and Petroleum Resources; Environment; Forests and Range; Tourism, Sport and the Arts; and Transportation. The Bureau also provides services on behalf of the Ministry of Economic Development.

<sup>7</sup> The Bureau is formally accountable in financial and performance terms to the Minister of Agriculture and Lands through the ministry, but operates relatively independently from the ministry.

Land and Water BC<sup>8</sup> and integrates land-use planning and the management and analysis of land and resource information formerly delivered by the Ministry of Sustainable Resource Management. This consolidation of services at the regional level, part of a government-wide initiative to streamline service delivery, has improved effectiveness and efficiency by providing a “single point of contact” for people and businesses requiring access to provincial natural resources. FrontCounter BC assists these clients and provides a single-window access point for about 80 different types of authorization applications concerning natural resources on behalf of the ministries and other agencies it serves.<sup>9</sup>

For more information about the Bureau and its mandate, please see:

<http://ilmbwww.gov.bc.ca/>.

## Vision, Mission and Values

### Vision

*Resource planning and information, Crown land and FrontCounter BC services that are client-focused, timely, coordinated, efficient, leading edge and transparent.*

Note: This Vision statement appeared in the 2006/07 – 2008/09 Service Plan released in February 2006. It has been altered slightly from that which appeared in the September 2005 Service Plan Update, as the newer Vision provided more detail and a client-focus.

### Mission

*To create natural resource opportunities for British Columbians through the integrated delivery of natural resource authorizations, Crown land administration, planning and natural resource information services.*

Note: This Mission statement appeared in the 2006/07 – 2008/09 Service Plan released in February 2006. It has been altered slightly from that which appeared in the September 2005 Service Plan Update, as the newer Mission places more emphasis on the outcome of services provided by the Bureau.

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<sup>8</sup> Land and Water BC’s services were limited to Crown land and water use authorizations. The Bureau helps coordinate applications and authorizations concerning use of other resources, including forests, minerals and energy, on behalf of the clients described in footnote 4.

<sup>9</sup> These ministries then 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*, the Bureau also adjudicates these applications on behalf of the Ministry of Agriculture and Lands.

## Values

Value	What it Means <sup>1</sup>
<b>Client-centred Service</b>	<ul style="list-style-type: none"> <li>• Providing responsive, timely, courteous, readily accessible and knowledgeable client services.</li> </ul>
<b>Integrity</b>	<ul style="list-style-type: none"> <li>• Conducting business with our clients and colleagues in a manner that is consistent, professional, fair, transparent, balanced, honest and respectful.</li> </ul>
<b>Innovation</b>	<ul style="list-style-type: none"> <li>• Continuously seeking and adopting better ways to provide government services for the benefit of British Columbians.</li> <li>• Taking managed risks, adapting, learning and growing to deliver services and achieve planned results.</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• Enhancing the efficiency, effectiveness and credibility of government by taking responsibility for measuring and monitoring our performance against commitments and targets, and communicating the results.</li> </ul>

<sup>1</sup> It is important for the Bureau to demonstrate these values in an observable, measurable way supported by Bureau management. Bureau staff will be engaged in identifying these activities during 2006/07.

NOTE: These Values for the Bureau appeared in the 2006/07 – 2008/09 Service Plan released in February 2006. They have been altered from the Values which appeared in the September 2005 Service Plan Update, as the newer Values were simplified and also clarified by including a section describing what each Value means.

## Strategic Context

Considering that 2005 was its first year of existence, the Integrated Land Management Bureau has responded quickly to a number of external and internal factors that could have affected its business or intended achievements. An overview of these factors is presented below and expanded upon in the Report on Performance section — along with their risks, opportunities and how they are being managed and mitigated.

### External Factors

The new Bureau had to respond to a number of issues inherited from former organizations when it was first created in 2005 — issues that could have affected its ability to succeed as a new entity. For example, strong commodity markets, particularly in energy and minerals, continued to create a demand for resource planning and information services formerly handled by the Ministry of Sustainable Resource Management (MSRM). In addition, the Bureau carried on responding to government's priority to conclude regional land-use plans, also a key function of the former MSRM. The Bureau also assumed the allocation and disposition of Crown land responsibilities formerly associated with Land and Water BC, Inc. Combining those responsibilities with the need to address government's priority of providing citizen-centred service to British Columbians, the Bureau responded to this opportunity by expanding its services on behalf of other agencies with the establishment of single-point-of-contact FrontCounter BC offices.

The Bureau has also needed to act corporately in responding to cross government priorities such as the Mountain Pine Beetle epidemic, preparations for the 2010 Olympic and Paralympic Winter Games and government's commitment to implementing a New Relationship with First Nations. Inherent in the Bureau's support for these priorities is its commitment to balancing economic development with sustainable environmental management.

### Internal Factors

The biggest challenge or risk facing the Integrated Land Management Bureau in 2005/06 was the need to set up and promote a brand new organization as directed by government while building on previously established relationships. Organizational challenges included transferring staff from other agencies; setting up new offices, websites and file systems; integrating inherited information systems; and providing new services on behalf of other ministries.

### Five Great Goals

Activities undertaken by the Bureau reflect and directly support the effective delivery of the Five Great Goals set by the government for British Columbia to realize its full potential in

the decade now underway — specifically Goals 4 and 5. The Five Great Goals established by government are:

1. Make British Columbia the best-educated, most literate jurisdiction on the continent.
2. Lead the way in North America in healthy living and physical fitness.
3. Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk, and seniors.
4. Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none.
5. Create more jobs per capita than anywhere else in Canada.

The Bureau's key supporting functions for Goals 4 and 5 are listed below:

#### **Government's Great Goal 4**

During 2005/06, the Bureau's work — notably land and resource management planning, client-centred natural resource authorization access services, access to Crown land, and resource information services — provided significant opportunities to balance responsible economic and community development with proactive mechanisms to work towards achieving a sustainable environment. Key Bureau activities that supported progress in achieving Goal 4 included:

- developing recovery plans for broad-ranging species-at-risk (Northern Spotted Owl, Mountain Caribou);
- continuing landscape-level and sustainable resource management plans, including completing high priority SRMPs that are required to support the *Forest and Range Practices Act* (Goals 4 and 5);
- greater involvement of First Nations in land and resource management planning that furthers the New Relationship (Goals 4 and 5);
- improving access to more integrated land and resource information (Goals 4 and 5);
- updating LRMPs and regional land-use plans to address Mountain Pine Beetle impacts; and
- planning and provision of Crown land to support the 2010 Olympic and Paralympic Winter Games (Goals 4 and 5).

#### **Government's Great Goal 5**

All of the Bureau's major functions supported this government goal by fostering greater investor confidence and responsible economic development. These functions included:

- providing integrated, timely, lower cost and more certain Crown land and resources through FrontCounter BC single-point-of-contact offices, land and resource management planning activities, and improved access to land and resource information;
- better integration and corporate coordination of land and resource information;

- enhancing First Nations participation in the provincial economy through involvement, consultation and accommodation in land-use planning and recovery planning for broad-ranging species-at-risk; and
- ensuring further economic development while respecting social and environmental values by providing access to Crown land through a range of tenure mechanisms, partnerships and strategic Crown land sales and grants.

## Cross Ministry Initiatives

Since release of the Ministry of Agriculture and Lands' Service Plan Update in September 2005, the Bureau has contributed to a number of cross government initiatives through the following activities:

*Citizen-centred Service Delivery.* On behalf of seven natural resource ministries,<sup>10</sup> the Bureau provides FrontCounter BC services from four regional centres, with plans for four more by late 2006. The opening of these centres assists clients seeking information and assistance in making applications for natural resource permits, licences, approvals and Crown land tenures, sales and grants.

*Species-at-Risk Coordination.* By creating a Species-at-Risk Coordination Office, the Bureau has filled a vacuum in providing a coordinated provincial response to federal species-at-risk legislation and advocacy campaigns, as well as regional opportunities to address species-at-risk issues within a broader land and resource decision-making process. The Bureau has been active in developing corporate recovery plans for broad-ranging species-at-risk to address population declines and provide resource-use certainty. The Bureau works closely with the Ministries of Environment and Forests and Range.

*2010 Olympic and Paralympic Winter Games.* The Bureau continues to provide corporate leadership through the Sea-to-Sky Coordination Strategy to ensure First Nations, community, business and environmental interests are adequately addressed so that Olympic venues can be constructed on time and on budget. The Bureau is facilitating inter-agency coordination through the Sea-to-Sky Working Group by supporting Olympic-related developments through provision of Crown land, Nordic venue trails assessment, agreements on highway development, and supporting the Ministry of Aboriginal Relations and Reconciliation in delivery of the Shared Legacies Agreement.

*New Relationship with First Nations.* In partnership with other natural resource ministries, the Bureau is leading the development and future implementation of a land-use planning framework that incorporates the New Relationship initiative. During government-to-government discussions on the strategic land and resource management plans held this year, the Bureau has assisted First Nations in reconciling their land-use plan and interests with provincial objectives.

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<sup>10</sup> The seven ministries are: Aboriginal Relations and Reconciliation, Agriculture and Lands; Energy, Mines and Petroleum Resources; Environment; Forests and Range; Tourism, Sport and the Arts; and Transportation.

*Effects of Mountain Pine Beetle.* The Bureau has supported the Ministry of Forests and Range in reviewing and updating approved land and resource-use plans in areas impacted by the Mountain Pine Beetle to ensure that all plan requirements — including timber availability, tourism, road access development and habitat conservation values — are addressed to the greatest extent possible given the scale of the epidemic while facilitating new economic development opportunities. Planning assistance has also been provided by the Bureau through use of base mapping and air photos that identify Mountain Pine Beetle-damaged stands and wildfire stands. These maps and images facilitate salvage activities, silviculture activity scheduling and monitoring, and timber supply reviews.

*Cross Government Management: Inter-Agency Management and Regional Managers Committees.* During the past year the Bureau has supported government's strategic directions and priorities for resource management by using a collaborative and coordinated approach within a cross ministry structure. This was achieved at the executive level through use of the Deputy Ministers' Committee on Natural Resources and the Deputy Ministers' Committee on Integrated Land Management. The latter group essentially serves as the Bureau's advisory Board of Directors. There is a similar regional inter-ministry governance structure, with each major B.C. region and sub-region having a Bureau-led and managed Inter-Agency Management Committee (IAMC). The IAMCs and Sub-regional Managers Committees provide the regional-level forum through which agencies consult, cooperate and integrate their respective functions to deliver government's resource management programs. The committees also develop regional strategic plans to address the major cross ministry land and resource-use issues.

*Cross Government Management: Base Mapping.* The Bureau continued to provide base mapping services which supply critical map data utilized by all sectors of the economy, including mining, oil and gas exploration, forestry, utilities and transportation. Base mapping is a critical foundation geographic tool that is essential for resource management and other provincial government services such as emergency response, community planning and development, and First Nations treaty development.

*Cross Government Management: Critical Land and Resource Information Management.* The centre of provincial land and resource information is the Integrated Land Management Bureau — information that is critical to responsible resource and community development across British Columbia. The Bureau manages and maintains this wealth of information through a number of systems and services, including:

- fundamental aspects and standards of the Global Positioning System;
- provincial system of survey control points and GPS active control stations;
- Integrated Cadastral Fabric;
- ortho-imagery and air photo products and related services;
- Integrated Land and Resource Registry; and
- Base Map Online Store.

# Service Delivery and Core Business Areas

## Service Delivery

The Integrated Land Management Bureau's main purpose is to be a citizen-centred organization that provides its clients and stakeholders — on behalf of seven natural resource ministries — with coordinated access to Crown land natural resources, resource information and land-use planning, and prioritizes and coordinates recovery planning for broad-ranging species-at-risk.

The Bureau delivers access to natural resources to businesses and individuals through single-point-of-contact FrontCounter BC offices, where assistance with tenures, permits, licences, Crown land sales and grants is provided. These client services are offered via multiple access channels (face to face, telephone, fax, e-mail, web, mail). Progress on the processing time for authorizations under the *Land Act* is currently tracked electronically, and target turnaround times for non-*Land Act* authorizations adjudicated by partner ministries have been developed as part of service agreements. An integrated tracking system for all authorizations is in place for 2006/07.

Resource information is provided to businesses, provincial and non-provincial government agencies, environmental groups and the public through a variety of means, such as:

- Integrated Land and Resource Registry, a web-based tool that provides access to a library containing 250 different legal land and resource tenures, licences and leases;
- Base Map Online Store, a new service which gives customers instant access to base maps and related air photos and ortho-imagery over the Internet with many products (such as TRIM maps, air photos and orthophotos) available for ordering using a credit card);
- GPS active control stations;
- provincial system of survey control points; and
- Integrated Cadastral Fabric.

Land-use planning assists communities, ministries, First Nations, resource companies and other businesses in providing certainty about which areas have been designated for what purpose. The plans support economic and community development while maintaining environmental and social values.

Coordinating and prioritizing the management and recovery of broad-ranging species-at-risk is a service the Bureau performs in order to protect endangered wildlife in British Columbia. This service is delivered through development of recovery plans for broad-ranging species such as the Northern Spotted Owl, Mountain Caribou and Marbled Murrelet. The plans will provide recovery and management options for each species, in consultation with a wide spectrum of government agencies, First Nations, industry, stakeholders and the public.

## Core Business Areas Overview

In the September 2005 Service Plan Update, the Bureau detailed the four core business areas shown below. It is important to note that by the time the new 2006/07 – 2008/09 Service Plan was released in February 2006, a fifth core area had been added by removing the land-use planning functions from Client Service Delivery and creating a new core business called Strategic Land and Resource Planning, principally for clarification and simplification purposes. However, it is the four core areas expressed in September 2005 that are reviewed in this document as they mirror the Bureau core businesses appearing in the June 2006 Public Accounts.

During the 2005/06 fiscal year the Bureau relied on these four core business areas to achieve its goals and objectives:

### 1. Client Service Delivery

This core business involves facilitation and coordination of resource-based economic opportunities through two avenues. The first entails regionally located FrontCounter BC offices that provide businesses and individuals with coordinated access to Crown natural resources as well as information concerning these through three broad themes:

- technically knowledgeable staff assisting clients with, and accepting applications for, natural resource-use authorizations, and monitoring and facilitating efficient, timely processing of applications;
- making decisions on land tenures and sales of Crown land under the *Land Act* on behalf of the Ministry of Agriculture and Lands; and
- providing land and resource information, developing landscape-level land and resource-use plans and coordinating implementation of strategic land-use plans to support the sustainable economic development of provincial natural resources.

The second avenue involves development of land and resource plans, a New Relationship with First Nations and the provision of improved tools and resource information for balanced decisions.<sup>11</sup> This revised core business area also includes coordination of regional natural resource access strategies through regionally based Inter-Agency Management Committees, chaired and managed by senior regional Bureau staff. (143 FTEs, net operating expense \$22.4 million).

### 2. Species-at-Risk Coordination

This core business helps ensure the most effective management of the province's globally significant, broad-ranging species-at-risk while providing responsible, balanced access to Crown land and resources. The Bureau coordinates corporate development and implementation of recovery plans for three priority species: Mountain Caribou, Northern Spotted Owl and Marbled Murrelet. (4 FTEs, net operating expense \$1.3 million).

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<sup>11</sup> The second portion of the core business was transferred into its own core business area in 2006/07.

### **3. Resource Information Management**

Through this core business, the Bureau captures, integrates, manages and warehouses provincial land and resource information, and delivers this information to government and non-government clients using a variety of means, including web-based tools.

The Bureau provides these functions through the Chief Resource Information Office for natural resource ministries as a single-window access to land and resource information (Land and Resource Data Warehouse, Integrated Land and Resource Registry, GIS analysis services and the Integrated Cadastral Initiative). The Bureau is also the provincial government agency accountable for providing spatial base mapping, official geographic place names, land survey control systems and air and ortho-photo management to a wide range of internal and external users of landscape information across all sectors. Cross government and industry coordination, collaboration and strategic-level focus is being achieved through the Provincial Base Mapping Advisory Committee. (157 FTEs, net operating expense \$21.2 million).

### **4. Bureau Management**

This business unit includes the Office of the Associate Deputy Minister and a portion of Corporate Services Division (e.g., finance, facilities). The latter is a shared service and also serves the Ministries of Agriculture and Lands, and Environment. The business unit includes Corporate Operations Branch, a small team of headquarters-based Bureau staff that provides strategic business planning, corporate budget and human resource management, website oversight, performance monitoring and issues management. (25 FTEs, net operating expense \$11.1 million).

## Report on Performance

This section reports progress made by the Integrated Land Management Bureau on its objectives under each Bureau goal and through its strategies and performance measures. Actual results are compared with planned performance. The goals, objectives, strategies and performance measures reported on are those stated in the Bureau portion (Part B) of the Ministry of Agriculture and Lands 2005/06–2007/08 Service Plan Update published in September 2005.

As the newly formed Bureau was still undergoing organizational change when the September Update was released, a number of changes to goals and objectives, for example, were subsequently made to the new service plan published in February 2006. For example, due in part to government's direction that ministry service plans reduce their size by transferring the detailed operational-level information to ministry business plans, the Bureau has reduced the number of performance measures from 11 in 2005/06 to seven in 2006/07. Changes have been indicated in the text under the appropriate section to provide a more accurate picture of progress made during 2005/06.

## Bureau Performance Plan Summary Table

Five Great Goals	Bureau Mission			
	To create natural resource opportunities for British Columbians through the integrated delivery of natural resource authorizations, Crown land administration, planning and natural resource information services.			
	Bureau Goals	Bureau Objectives	Performance Measures	Results
4. Lead the world in sustainable environmental management. 5. Create more jobs per capita than anywhere else in Canada.	1. Client-centred delivery of services concerning natural resource authorizations and information.	1. Tenuring, permitting, licensing and Crown grant services that are timely, high quality and transparent.	<ul style="list-style-type: none"> <li>Number of FrontCounter BC offices opened</li> <li>Percentage of clients who are satisfied with services provided by FrontCounter BC</li> <li>Percentage of applications processed within timelines communicated to clients</li> </ul>	<ul style="list-style-type: none"> <li>✓✓</li> <li>Data not available</li> <li>✓✓</li> </ul>
		2. Information and related services that meet client needs.	<ul style="list-style-type: none"> <li>Client satisfaction with land and resource information services</li> </ul>	Data not available
	2. Sustainable development of Crown land through land-use planning and improved relations with First Nations.	1. Priority land-use plans completed, implemented and maintained.	<ul style="list-style-type: none"> <li>Completion and adoption by target dates of specified priority strategic-level plans and accompanying implementation strategies</li> <li>Number of LRMPs and Regional Land-Use Plans being updated to address Mountain Pine Beetle impacts</li> <li>Percentage of high priority Sustainable Resource Management Plans (SRMPs) completed that are required to support the <i>Forest and Range Practices Act</i></li> <li>Number of new SRMPs completed by target date to enable specific resource-based opportunities</li> </ul>	<ul style="list-style-type: none"> <li>✗</li> <li>✓</li> <li>△</li> <li>✓✓</li> </ul>
		2. First Nations consulted on the development and implementation of land-use plans.	<ul style="list-style-type: none"> <li>Percentage of strategic land-use plans and SRMPs on which First Nations have been consulted</li> </ul>	✓
	3. Coordinated management and recovery of priority species-at-risk.	1. Strategic leadership and corporate coordination of the provincial programs for the management and recovery of species-at-risk.	<ul style="list-style-type: none"> <li>Submission to government of a scientifically credible and defensible approach to the management and recovery of species-at-risk in B.C.</li> <li>Number of recovery plans for assigned, broad-ranging species-at-risk brought forward for decision-making by government</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> <li>✓</li> </ul>

✓✓ Exceeded target. ✓ Achieved target. △ Target mostly achieved. ✗ Missed target. N/A — Not Applicable.

## Goals, Objectives, Strategies and Performance Measures

### Goal 1

*Client-centred delivery of services concerning natural resource authorizations and information*

As the primary service delivery agent of natural resource authorizations and information for the province, this goal was chosen to show the Bureau's dedicated commitment to providing its clients across British Columbia with these services in a responsive and timely manner. FrontCounter BC offices are providing, on behalf of seven resource ministries, integrated, single-point-of-contact services for clients seeking access to land and resource information, permits, licences, approvals and Crown land tenures, sales and grants in each region of the province. During 2005/06, offices were opened in Kamloops, Surrey, Prince George and Nanaimo. In 2006, FrontCounter BC offices will open in Cranbrook, Williams Lake, Smithers, Fort St. John and Victoria.

This Bureau goal supports government's Great Goals 4 and 5 by improving access to the province's land and resource information, thereby facilitating timely and transparent natural resource decision-making for business, governments and the public. The functions under this goal foster greater investor confidence and responsible economic development that is sensitive to environmental and social concerns. The goal also supports the government-wide priority to provide better services to British Columbians and to help reduce the regulatory burden. The risks to achieving this goal centred on ensuring the offices opened on time with appropriately trained staff and that effective coordination existed between FrontCounter BC offices and the host ministries.

When this goal was devised for the 2005 Service Plan Update, it included the objective of providing clients with integrated land and resource information. This objective is now Goal 3 in the newly released 2006/07-2008/09 Service Plan. The new goal more fully captures the Bureau's role of providing provincial land and resource information management from a corporate leadership perspective.

### Objective 1

*Tenuring, permitting, licensing and Crown grant services that are timely, high quality and transparent*

This objective was chosen to respond to the need by natural resource clients for services that are timely, accurate, courteous, convenient, transparent and efficient. Many regional businesses and the public expressed a desire to receive such services at a one-window location where costs were fully disclosed, application processing times were reduced and streamlined, and there was no need for lengthy run-arounds between agencies. Considerable progress has been made under this objective, as more FrontCounter BC offices have been created that have provided better citizen-centred services and enhanced resource economic development across the province.

The risks in trying to reach this objective included the ability to successfully initiate the provision of these services through a new FrontCounter BC-type of agency. Its success has been recognized with receipt of the Premier's Award for Excellence in the category of Cross Government Integration.

## **Core Business Area: Client Service Delivery**

### **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.

These strategies were developed to facilitate the best methods of providing natural resource services on behalf of the resource ministries that the Bureau supports. Risks included the fact that staff were now responsible for providing efficient and knowledgeable application support for some 82 authorizations — many more than staff were previously used to before the Bureau was formed in summer 2005. For example, FrontCounter BC staff now handled such authorizations as Christmas tree permits, pesticide user permits and permits to construct works within highway rights-of-way — all authorizations formerly accepted by other resource ministries. Most FrontCounter BC staff had formerly dealt with *Land Act* or *Water Act* authorizations only. For more information on the types of authorizations issued by FrontCounter BC, visit their website at

<http://www.frontcounterbc.gov.bc.ca/authorizations.html>.

The strategies have been considerably expanded in the 2006/07–2008/09 Service Plan to incorporate further streamlining procedures, more coordination with client ministries and enhanced accessibility.

### **Performance Measures**

**Number of FrontCounter BC offices opened:** This measure was chosen to provide an indication of the progress in expanding single-point-of-contact services to natural resource clients across the province. The Bureau opened four offices, surpassing its target of three offices, indicating successful implementation of an efficient transition process and an avoidance of the inherent risks of not opening on time. This measure was not included in the 2006/07–2008/09 Service Plan and was replaced by a more outcome-based measure gauging the reduction in the time for applicants to receive a decision from the Bureau on applications for authorizations adjudicated by the Ministry of Agriculture and Lands.

**Client satisfaction with FrontCounter BC offices:** This measure was chosen to assess overall client satisfaction levels, changes in these through time and the source of any dissatisfaction. Data was not available to support this measure during 2005/06 as the client

database continued to evolve with the opening of FrontCounter BC offices. Also, due to the need to reduce the number of operational performance measures in the Bureau service plan, it was decided to transfer this measure to a Bureau business plan to be developed during 2006/07.

**Timely processing of applications for land and resource-use authorizations:** Good progress was indicated by this measure, which specifically addresses the timeliness of application processing from the time a client's application is accepted and fees received to the notification of an adjudication result and/or offer of a Crown land tenure or sale from the Bureau to the client. If processing times decline, it indicates a frustrating and possibly costly slowdown in authorizations for both businesses and the public seeking access to land and resources. In 2005/06 the Bureau successfully increased the percentage of applications processed within timelines communicated to clients.

Performance Measure	2004/05 Actual Benchmark	2005/06 Target	2005/06 Actual	Variance	Target Met?
1-1. Number of FrontCounter BC offices opened	Pilot service centre operated in Kamloops	3	4	+1	✓✓
1-2. Percentage of clients who are satisfied with services provided by FrontCounter BC	N/A	Establish baseline and targets	Data not available	Measure is not included in 2006/07–2008/09 Service Plan as it will be incorporated in a Bureau business plan	Data not available
1-3. Percentage of applications processed within timelines communicated to clients <sup>1</sup>		90%	94%	+4 percentage points	✓✓

✓✓ Exceeded target. ✓ Achieved target. △ Target mostly achieved. ✗ Missed target. N/A — Not Applicable.

<sup>1</sup> This performance measure was based on one used by the former Land and Water BC and was used during 2005/06 to calculate the percentage of new *Land Act* applications to the Bureau and the Ministry of Agriculture and Lands processed within 140 days. The former LWBC turnaround time of 90% was used as a target. The Bureau's FrontCounter BC offices will assist clients by providing information and in preparation of applications for permits, licences, approvals and Crown tenures and grants. Decisions on authorizations will, in most cases, be made by decision-makers in one of the host ministries for which the Bureau provides FrontCounter BC services.

## Objective 2

### *Information and related services that meet client needs*

This objective was used to ensure that understanding the needs of Bureau clients seeking land and resource information was paramount in providing quality service and obtaining

good client satisfaction. Considerable progress has been made in both parts of this objective during 2005/06. The risk of not achieving this objective would have negative consequences to the provision of quality service to clients. However, the likelihood of such an occurrence is extremely low due to the commitment to good service displayed by staff. This objective was expanded considerably to incorporate a more corporate management and delivery aspect of the Bureau's land and resource information, and now forms the basis of Goal 3 of the new 2006/07 – 2008/09 Service Plan.

### **Core Business Area: Resource Information Management**

#### **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.

These strategies reflect the Bureau's commitment to work closely with businesses, individuals and other provincial agencies seeking land and resource information and related services. Providing the right tools to enable clients to reach their goals makes good business sense and should be the backbone of any service delivery agency. Without such tools, clients will go elsewhere, affecting the economic development of the province.

The strategies have been expanded under a separate information goal (Goal 3) in the 2006/07 – 2008/09 Service Plan.

#### **Performance Measure**

**Client satisfaction with land and resource information services:** This measure was transferred to a new Bureau business plan under development in 2006/07. Seen as being more operational in nature and thus too detailed for the high-level Bureau service plan, the client satisfaction surveys also needed revision to reflect the change in clients now under the Bureau, compared to a similar survey used by the former Ministry of Sustainable Resource Management.

Performance Measure	Benchmark	2005/06 Target	2005/06 Actual	Variance	Target Met?
1-4. Client satisfaction with land and resource information services	55%	60%	Data not available	Measure is not included in 2006/07–2008/09 Service Plan as it will be incorporated in a Bureau business plan	Data not available

✓✓ Exceeded target. ✓ Achieved target. △ Target mostly achieved. ✗ Missed target. N/A — Not Applicable.

## Goal 2

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

Inherited by the Bureau from the former Ministry of Sustainable Resource Management, this goal is considered important to the economic development of the province while respecting environmental and social concerns, and First Nations involvement. Through the year, the Bureau made progress on this goal by taking the lead role in:

- strategic land and resource planning, involving consultations with stakeholders and First Nations as well as negotiations on a government-to-government basis with First Nations;
- supporting provincial and regional-scale inter-agency committees and other activities aimed at integrating decision-making and regional program delivery across all government natural resource agencies;<sup>12</sup> and
- ensuring that the overall planning framework contributed to, and built on, the New Relationship with First Nations, and assisting First Nations in pursuing specific resource-based economic opportunities.

To alleviate the risks of not achieving the sustainable development of the province through this goal, the Bureau will support continued progress in completing and implementing land-use plans through the cooperation of all parties involved.

In the new service plan released in February 2006, a further planning objective was added to the goal — that of providing strategic leadership and corporate coordination of provincial programs for the management and recovery of broad-ranging species-at-risk.

<sup>12</sup> These integration efforts supported the leadership of the Government Caucus Committee on Natural Resources and the Economy and the Deputy Ministers' Committee on Natural Resources and the Economy.

## Objective 1

*Priority land-use plans completed, implemented and maintained*

In order to further stimulate the economic development of the province through land-use planning, the Bureau made progress in completing specific priority land-use plans and bringing them to the implementation stage. By the end of the fiscal year, two of the six plans had advanced to the implementation stage, one was near completion, and three others continued in government-to-government negotiations with affected First Nations. The major risk is completing the government-to-government negotiations in a timely manner with First Nations. The consequences of reaching this objective remain central to meeting economic certainty in the province. Accordingly, the Bureau is working with First Nations in the spirit of the New Relationship.

### Core Business Area: Client Service Delivery

#### 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 sustainable resource management plans (SRMPs) — i.e., lower-level plans — to enable specific economic opportunities and conservation priorities;
- 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.

These strategies provide the detail behind the tools used to further the progress of land-use plans. Progress on completing and implementing the strategic land-use plans was touched upon under Objective 1; additionally, significant strides were made to update existing LRMPs and regional land-use plans to address Mountain Pine Beetle impacts. Increased logging of killed timber has in most cases affected the timber supply projections on which these plans were based. Progress was also evident both in the completion of sustainable resource management plans required to support the *Forest and Range Practices Act* and in enabling specific resource-based opportunities.

#### Performance Measures

**Strategic-level plans completed and adopted:** This measure was used to identify 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. Progress on this

measure was mixed: the Central Coast and North Coast LRMPs moved to implementation stage in March 2006, with the Morice LRMP being nearly ready for government endorsement by fiscal year end. Three other LRMPs did not advance as quickly as hoped. Sea-to-Sky, Lillooet and Haida Gwaii/Queen Charlotte Islands LRMPs continue in government-to-government negotiations with affected First Nations stage. The negotiations are proving to be protracted and complex.

This performance measure was altered in the 2006/07 – 2008/09 Service Plan so that it now provides an indication of the increasing percentage of British Columbia covered by strategic land-use plans.

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

The measure was devised to assess the progress of amending LRMPs and regional land-use plans in forested areas impacted by the Mountain Pine Beetle. Significant progress was made to these updates, which are required to secure future economic development opportunities, encourage public awareness and support the timber salvage program. The target of three LRMPs and regional land-use plans being reviewed was reached. The risk in not using this performance measure would be that the Bureau could not readily keep track of the important work it is doing in support of this concerted effort to combat the Mountain Pine Beetle.

This performance measure was slightly revised in the Bureau service plan released in February 2006. It now concerns the percentage of the province covered by strategic land-use plans that have been revised to address new issues or environmental factors (e.g., Mountain Pine Beetle impacts).

**Supporting results-based forestry:** This measure was used to gauge progress in completing high priority SRMPs required to support the *Forest and Range Practices Act*. The measure proved inadequate to assess progress, as several SRMPs, despite being very near completion, couldn't be included in the calculation. Progress was reflected, however, in the fact that the result achieved 80 per cent of its target. Establishing key biodiversity objectives and other legal objectives allow for the implementation of results-based forestry and a reduction in regulation. This leads to increased economic and social benefits while maintaining environmental integrity. The measure was not included in the new service plan because the focus of SRMPs is changing and new appropriate measures are under development.

**New SRMPs completed:** This measure aimed at providing an indication of the additional resource-based economic opportunities enabled by planning activities under this objective. The target of completing five new SRMPs was surpassed, as SRMPs for Cranbrook West, Kalum, Kispiox, Quesnel, Valemont to Blue River, and eight watershed SRMPs for Clayoquot Sound were all completed by the end of 2005/06.

Performance Measure	2004/05 Actual Benchmark	2005/06 Target	2005/06 Actual	Variance	Target Met?
<b>2-1.</b> 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	Central Coast and North Coast LRMP land-use decisions in the initial implementation stage  Morice LRMP nearly ready for government endorsement by fiscal year end  Government-to-government negotiations with affected First Nations continuing on 3 remaining strategic land-use plans	New Relationship announced  Haida Gwaii/QCI recommendations report completed, but stakeholders did not reach consensus  Government-to-government discussions with First Nations proving to be exceedingly complex	✘
<b>2-2.</b> Number of LRMPs and Regional Land-Use Plans being updated to address Mountain Pine Beetle impacts	N/A	3	3	0	✓
<b>2-3.</b> Percentage of high priority SRMPs completed that are required to support the <i>Forest and Range Practices Act</i>		90%	72%	Target was mostly achieved, with several SRMPs due for completion shortly	△ <sup>1</sup>
<b>2-4.</b> Number of new SRMPs completed by target date to enable specific resource-based opportunities		5	13	Emphasis on completing 8 watershed plans in Clayoquot increased the total	✓✓

✓✓ Exceeded target.    ✓ Achieved target.    △ Target mostly achieved.    ✘ Missed target.    N/A — Not Applicable.

<sup>1</sup> Target mostly achieved is defined as the performance measure achieving 80% or more of its target.

## Objective 2

### *First Nations consulted on the development and implementation of land-use plans*

Throughout the past year the Bureau has continued the work of the Ministry of Sustainable Resource Management in engaging affected First Nations in land-use planning. Involving First Nations in the development and implementation of land-use plans and assisting First Nations in pursuing specific resource-based economic opportunities were two of the main features of this objective the Bureau continued to pursue, in accordance with the New Relationship with First Nations. Consequently, the Bureau worked with First Nations on the completion phase of six LRMPs and worked with First Nations on 23 SRMPs.

### **Core Business Area: Client Service Delivery**

#### **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.

These strategies were chosen as the best methods by which the Bureau could engage First Nations in ensuring their interests were addressed in provincial land-use planning. Their involvement is crucial to completing government-to-government negotiations and reaching the implementation stages of the strategic land-use plans.

#### **Performance Measure**

**First Nations consultation on land-use plans:** The Bureau achieved a high percentage of engagement with First Nations in the preparation of sustainable resource management plans and strategic land-use plans under development or revision (either at the planning table stage, subsequent government-to-government negotiations, or both). The measure provides a basic indication of the New Relationship as it applies to natural resource management and ensures the province is both incorporating First Nations interests and meeting its legal obligations to consult with First Nations on resource planning.

Performance Measure	2004/05 Actual Benchmark	2005/06 Target	2005/06 Actual	Variance	Target Met?
2-5. Percentage of strategic land-use plans and sustainable resource management plans on which First Nations have been consulted	100%	100%	100%	0	✓

✓✓ Exceeded target. ✓ Achieved target. △ Target mostly achieved. ✗ Missed target. N/A — Not Applicable.

## Goal 3

### *Coordinated management and recovery of priority species-at-risk*

Including this goal in the Bureau's September 2005 Service Plan Update resulted from recognition that a cross-government approach was needed to coordinate and manage the recovery of broad-ranging, key species-at-risk (assigned by government) to address both population declines and provide resource-use certainty. Accordingly, the Bureau created the Species-at-Risk Coordination Office, which provided provincial leadership on behalf of the agencies to which the Bureau provides service, thereby working towards improving Crown land resource access as well as reducing resource-use conflicts. Aspects of this goal support government's Great Goals 4 and 5.

Key elements of this goal are now included under a planning objective in Goal 2 of the Bureau service plan released in February 2006. It was decided that all Bureau planning should be incorporated within one goal, with client services and information being the cornerstones of the other two new Bureau service plan goals.

### Objective 1

#### *Strategic leadership and corporate coordination of the provincial programs for the management and recovery of species-at-risk*

Similar to the description of the goal above, the Bureau worked with other provincial agencies to initiate a corporate approach to developing an outcome-based vision for species-at-risk management in the province. The risk of reaching this objective revolved around not being able to incorporate the full spectrum of issues under discussion — that is, 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. The Bureau worked to attain an effective balance as a way to mitigate this risk, thereby conserving environmental values, promoting the vitality and diversity of communities and furthering economic development.

## **Core Business Area: Species-at-Risk Coordination**

### **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.

During the year the broader scope of the work involved became more apparent following Bureau consultations with client ministries. In order to avoid the risk of taking on too much at one time, the Species-at-Risk Coordination Office scaled back its review of recovery plans from three to one — the Northern Spotted Owl — which was brought forward for government decision by the end of March 2006. Recovery planning for the Mountain Caribou and the Marbled Murrelet will continue during 2006/07, with possible additional species or sub-species added during the year.

### **Performance Measures**

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

The purpose of this measure was to gauge the Bureau's success in providing 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. Due to the redirecting of cross-government coordination and planning funds in this area to completing recovery plans for the three broad-ranging species at risk currently under the purview of the Species-at-Risk Coordination Office, this policy will now be completed at the end of 2006/07.

**Number of species-at-risk recovery plans brought forward:** Subsequent to publication of the September 2005 Service Plan Update, it was determined there was only capacity available sufficient to complete cross-government coordination and bring forward options for one species — the Northern Spotted Owl. Accordingly, the target for this measure was revised from three species to one, to be consistent with the 2006/07 Service Plan.

Performance Measure	2005/06 Target	2005/06 Actual	Variance	Target Met?
<b>3-1.</b> Submission to government of a scientifically credible and defensible approach to the management and recovery of species-at-risk in B.C.	Original target: March 31, 2006 Revised Target: March 31, 2007	N/A	Resources available in 2005/06 to continue cross-government coordination and planning in this target area were redirected to completing recovery plans for the three broad-ranging species currently under the purview of the Species-at-Risk Coordination Office within the Bureau. In addition, the scope of the project increased as a result of further consultation with client ministries	N/A
<b>3-2.</b> Number of recovery plans for assigned, broad-ranging species-at-risk brought forward for decision-making by government	Original target: 3 Revised target: 1, in accordance with the 2006/07 – 2008/09 Service Plan	1	Subsequent to the publication of the September 2005 Service Plan Update, it was found there was only capacity available sufficient to complete cross-government coordination and bring forward options for one species	✓

✓✓ Exceeded target. ✓ Achieved target. △ Target mostly achieved. ✘ Missed target. N/A — Not Applicable.

## Deregulation

The Bureau continues to support government’s regulatory reform initiatives by committing to controlling regulatory burden and improving regulatory quality. Maintaining the success achieved in reducing the regulatory burden over the last three years is a desired outcome. During 2005/06, the Bureau sought opportunities in regulatory reform in a number of activities, including:

- achieving new efficiencies through the opening of four FrontCounter BC offices (e.g., coordinating inter-governmental referrals, one-stop shopping, and continued development of authorization-specific target turnaround times for processing new applications); and
- supporting a further shift toward results-based regulation by establishing a recovery plan for broad-ranging species-at-risk (Northern Spotted Owl) and continued recovery planning for additional species-at-risk (Mountain Caribou).

The Bureau continues to adhere to the regulatory criteria set out in the Regulatory Reform Policy and continues to target a zero-per-cent increase in regulation through 2008/09.

# Resource Summary 2005/06 — Integrated Land Management Bureau

The Resource Summary table below outlines the 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*.

	Estimated	Other Authorizations <sup>1</sup>	Total Estimated	Actual	Variance
<b>Operating Expenses (\$000)</b>					
<b>Client Service Delivery</b> .....	26,554		26,554	22,423	(4,131)
<b>Species-at-Risk Coordination</b> .....	626		626	1,312	686
<b>Resource Information Management</b> .....	21,185		21,185	21,155	(30)
<b>Bureau Management</b> .....	12,824		12,824	11,100	(1,724)
<b>Total</b> .....	<b>61,189</b>		<b>61,189</b>	<b>55,990</b>	<b>(5,199)</b>
<b>Full-time Equivalents (FTEs)</b>					
<b>Client Service Delivery</b> .....	145		145	143	(2)
<b>Species-at-Risk Coordination</b> .....	4		4	4	—
<b>Resource Information Management</b> .....	174		174	157	(17)
<b>Bureau Management</b> .....	26		26	25	(1)
<b>Total</b> .....	<b>349</b>		<b>349</b>	<b>329</b>	<b>(20)</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>					
<b>Client Service Delivery</b> .....	195		195	352	157
<b>Species-at-Risk Coordination</b> .....	0		0	0	0
<b>Resource Information Management</b> .....	10,503		10,503	6,800	(3,703)
<b>Bureau Management</b> .....	533		533	460	(73)
<b>Total</b> .....	<b>11,231</b>		<b>11,231</b>	<b>7,612</b>	<b>(3,619)</b>

## Comments and Explanations

### Operating Expenditure Variances

- Under expenditures in the Client Service Delivery core business area occurred as a result of delays in LRMP completion, as Government-to-Government negotiations are proving to be protracted and complex. Final LRMP recommendations have been deferred into 2006/07 and in some cases — 2007/08. Strategic land-use planning was included within

the Clients Services Delivery core business area last year, but has since been transferred into its own core business area in the 2006/07 – 2008/09 Service Plan.

- The variance in operating expenses under the Species-at-Risk Coordination core business area was due to approved funding increases to further the coordination, development and implementation of recovery action planning for Northern Spotted Owl and Mountain Caribou, and the coordinated development of a provincial-scale Species-at-Risk policy framework.
- The Bureau Management core business surplus was due to a combination of factors due in large part to the ministry reorganization and the transfer of funds from Land and Water BC following the release of the estimated budgets in the 2005/06 – 2007/08 Service Plan Update in September, 2005.

### **Full-time Equivalents**

The ministry reorganization resulted in vacancies that were not filled until a complete understanding of the budget and responsibilities was reached.

### **Capital Expenditures**

The variance in capital expenditure for the Resource Information core business was due to managing within anticipated amortization funding for the enhancement of information systems under the former Ministry of Sustainable Resource Management not being subsequently required, as the responsibility and systems were transferred back to their host ministries following the ministry reorganization.

### **Recoveries and Revenues**

Through partnerships and other arrangements with various organizations, the Bureau provided services and then recovered some or all of the costs. The recoveries amounted to a total of \$3.306 million in 2005/06. Principal items included funding from the Forest Investment Account for land and resource-use planning and information services.

The Bureau also collected revenues of about \$0.192 million from a number of sources, including map and air-photo sales.