PLAN OVERVIEW

The 2004/05 Service Plan represents the last of the first three-year plans required under the amended Budget Transparency and Accountability Act (2001). The plan outlines the results the ministry expects to achieve in the three-year period from 2004/05 to 2006/07 with the funds voted to it by the Legislature, and provides a significant basis for judging the ministry’s performance. The service plan is a major component of the ministry’s Performance Management Framework, representing strategic planning, business area planning, and budget development. Implementation, reporting and evaluation will now follow.

STRATEGIC CONTEXT

Since its establishment in 1912, the ministry has been mandated to protect and manage the public’s rich and diverse forest and range resources. Managing these resources presents a unique and complex set of challenges. More than 90 percent of BC’s forestlands are publicly owned, which means that the provincial government, on behalf of the public, plays a much more prominent role in the forest sector than its counterparts in other forestry jurisdictions.

Uncertainty and rapid change continue to be pervasive features of the forest sector’s global environment. From the shift to market-based pricing, to wildfires, to the mountain pine beetle epidemic, the ministry must position itself to deal with many uncertainties in the coming years. The Service Plan considers the global environment and addresses the changing nature of the resource as well as related social priorities, devolution of certain forest management functions to licensees, and collaboration among government agencies.

VISION, MISSION, VALUES, and ETHICS

The Ministry of Forests is guided by its vision, mission, values and ethics. The vision is a statement about the ministry’s preferred future – a picture of what the province will be like if the ministry’s goals are achieved. The mission statement explains the reason for the ministry’s existence and how the ministry’s vision is to be realized. The mission statement also provides a consistent basis for the establishment of the ministry’s goals, objectives and strategies. The ministry’s values and ethics are an expression of the fundamental beliefs and guiding principles that are applied when carrying out its work.

To fulfil the ministry’s mission, the establishment of clear policies and scientifically based standards are required. The ministry will continue to monitor and enforce standards for forest and range practices carried out by licensees. At the same time, pricing and selling policies will be implemented to make the province’s forest

---

**Vision**

Healthy, productive forests

**Mission**

Protect and manage our public forests for the sustained benefit of all British Columbians.

**Values**

♦ Respect for the forest and range resources, our clients and each other.
♦ Service excellence in fulfilling our public trust.
♦ Accountability for our decisions.
♦ Openness and adaptiveness to new ideas and knowledge.
♦ A can-do attitude for getting the job done and done right.

**Ethics**

♦ Sustainable Use
♦ Stewardship
♦ Public Service
sector more competitive in global markets, and ensuring the public receives fair value for the use of its forest and range resources.

GOALS, OBJECTIVES, STRATEGIES AND RESULTS

Based upon its vision and mission, the ministry has set three long-term goals to provide strategic direction to its activities.

The ministry uses key outcome indicators to track high-level progress towards its long-term goals. The key outcome indicators measure societal, land base or stakeholder results or changes in conditions or behaviours.

Although the ministry can influence these outcomes, responsibility for their achievement is shared with others.

The goals of the ministry are linked to its activities through seven core businesses. These core businesses represent groupings of the ministry’s activities based on commonality of role and purpose.

Key objectives are established for each core business under each goal, and strategies and performance measures with targets have been designed for each of the objectives.

![Photo by S. Mooney](http://www.for.gov.bc.ca/dic/PhotoGallery/Work.htm)
Description of Goals

**Sustainable Forest Resources**
As stewards of British Columbia’s forest and range resources, the Ministry of Forests has the responsibility to ensure that the use of these resources to generate economic benefits is balanced with their long-term viability. The ministry will ensure that appropriate forest and range management practices are used to maintain and improve the long-term sustainability and health of the province’s forest, range and recreation resources. The ministry will also ensure that incremental investments in the forest resource are effective.

**Sustainable Forest Benefits**
Forestry generates significant revenues to the provincial government and remains a major contributor to BC’s current and future economic health. Sustainable forest benefits rely on a strong forest economy and a globally competitive forest sector, which the ministry supports through its forest revitilization policies. The ministry also recognizes the interests of First Nations in accessing forest benefits now and in the future.

**Effective and Responsive Forest Manager**
The ministry is on track to revitalize itself as the steward of the province’s forest resources. While undertaking the many challenges and opportunities involved in this endeavour, it will bear in mind that its core purpose is to ensure that forest resources deliver sustainable forest benefits for the people of British Columbia. The effectiveness of the organization is dependent upon highly trained and knowledgeable staff who will continue to be responsive and performance-focused.

## MOF Goals and Their Key Outcome Indicators

<table>
<thead>
<tr>
<th>Long-Term Goals</th>
<th>Key Outcomes</th>
<th>Outcome Indicators</th>
<th>2003/04 Actuals</th>
<th>2004/05 Projections</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable Forest Resources</td>
<td>A sustainable forest land base</td>
<td>Area of provincial forestland in millions of hectares.</td>
<td>47.7</td>
<td>47.3</td>
</tr>
<tr>
<td></td>
<td>Sustainable timber productivity</td>
<td>Ratio of area reforested to area harvested or lost to fire and pest (unsalvageable losses, based on a 5-year rolling average).</td>
<td>0.82</td>
<td>0.85</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total area of Crown forest lost to unwanted wildfire annually (in hectares, on a 5-year rolling average).</td>
<td>50,615</td>
<td>&lt; 65,000</td>
</tr>
<tr>
<td>Healthy forests -- soil quality, water quality and ecosystem diversity</td>
<td>Percent of annual harvest area with soil loss due to establishment of permanent access roads (based on a 5-year rolling average).</td>
<td>4.4%</td>
<td>&lt; 5%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage of community watersheds with active logging for which watershed assessments have been completed.</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Area of forests &gt; 140 years of age within the province in millions of hectares.</td>
<td>26</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Effective forest protection and management by forest operators</td>
<td>Percentage of forest operator compliance with standards that regulate forest practices.</td>
<td>92.1%</td>
<td>&gt; 94%</td>
<td></td>
</tr>
<tr>
<td>Sustainable Forest Benefits</td>
<td>Revenue to the Crown</td>
<td>Crown forest gross revenue ($ billions).</td>
<td>$0.987</td>
<td>$0.962</td>
</tr>
<tr>
<td></td>
<td>Crown net revenue from BC Timber Sales ($ billions).</td>
<td>$101.07</td>
<td>$121.1</td>
<td></td>
</tr>
<tr>
<td>Diversification of BC exports markets</td>
<td>BC’s share of the US softwood lumber market.</td>
<td>18.1%</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BC's share of Japan softwood lumber imports.</td>
<td>40%</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase in wood product sales to Taiwan, China and Korea.</td>
<td>34%</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Competitive forest sector</td>
<td>Ratio of BC forest industry capital investment to depreciation and amortization.</td>
<td>&lt; 1.0</td>
<td>&lt; 1.0</td>
<td></td>
</tr>
<tr>
<td>Globally competitive forest sector</td>
<td>Percentage increase in forestland certified by major forest certification processes.</td>
<td>26%</td>
<td>&gt; 10% increase</td>
<td></td>
</tr>
<tr>
<td>Effective and Responsible Forest Manager</td>
<td>Public trust in the BC Forest Service</td>
<td>Percentage of those surveyed who believe the Forest Service can be trusted to protect and manage our public forests.</td>
<td>Survey postponed to 2004/05</td>
<td>&gt; 60%</td>
</tr>
<tr>
<td></td>
<td>Effective administration of the Forest Investment Account (FIA)</td>
<td>Third-party administrator performance targets achieved.</td>
<td>N/A</td>
<td>95%</td>
</tr>
</tbody>
</table>
Description of Core Businesses

**Forest Protection**
Forest Protection includes fire protection and forest health management. The ministry manages wildfire to protect natural resource inventories and investments in the forest land base. Forest fire response is primarily focused on protecting lives and government forest assets, particularly timber. Without fire protection, some 500,000 hectares of productive forest could be lost annually, costing the province billions of dollars in potential direct revenue. The ministry is also responsible for detecting and managing insect pest outbreaks on areas under the responsibility of the province.

**Stewardship of Forest Resources**
The functions in this core business area are fundamental to ensuring sound environmental stewardship of forest and range resources to ensure they are used in a sustainable way. This in turn supports global recognition of environmental stewardship for British Columbia and British Columbia companies by ensuring that an appropriate regulatory framework is in place. Stewardship also provides a foundation for forest certification of company operations.

**Compliance and Enforcement**
This core business includes all activities that are associated with upholding laws under the ministry’s jurisdiction that protect the province’s forest and range resources. This includes combating “forest crimes” which are a significant drain on provincial revenue and a significant risk to other environmental, social and economic values, as well as enforcing:

- Environmental standards for forest and range management carried out both by the government and by forest and range tenure holders under current legislation;
- Regulations to minimize fire, pests, and unauthorized activities that threaten the province’s forest and range resources;
- Rules governing the use of Forest Service recreation sites and trails; and
- Revenue policies that govern removal and transportation of timber, marking, scaling, marine log salvage, etc.

**Pricing and Selling Timber**
The Ministry of Forests has a major role in ensuring that the citizens of British Columbia benefit from the commercial use of their forests. This relies on a strong forest economy and a competitive forest sector, which in turn depend on a fair pricing system, effective allocation and administration of timber harvesting rights, and a safe and cost-effective road infrastructure to access timber.

**BC Timber Sales**
The ministry has a core responsibility to provide British Columbians with benefits from the commercial use of public forests. The BC Timber Sales organization is managed independently from the Field Services Division. Business functions include developing Crown timber for auction; creating and maintaining the BC Timber Sales road and bridge infrastructure to provide access to tenure opportunities; and meeting all the requirements of forest practices legislation, including reforestation obligations.

**Executive and Support Services**
This core business includes corporate governance processes and service delivery activities in support of all ministry functions. Key clients for the strategic policy and governance aspect are the Executive, Minister and Cabinet. Activities are structured within key frameworks for policy and legislation development, performance management, internal audit and evaluation, and litigation support.

**Forest Investment**
The province is investing in the development of a globally recognised, sustainably managed forest sector through programs funded by the Forest Investment Account (FIA). FIA programs provide funding to various recipients to support sustainable forest management practices, improve the public forest asset base, and promote greater returns from the utilization of public timber. Forest Investments are delivered through programs administered by government or through third-party administrators. Accountable and transparent governance of FIA programs is part of the Ministry of Forests’ role as an effective and responsive forest manager.
Visit the Ministry of Forests’ Web site for the complete Service Plan 2004/05 – 2005/06 at www.for.gov.bc.ca

For more information, contact:

Rick Brand  
A/ Manager,  
Forest Sector Initiatives  
Phone: (250) 356-6675  
Fax: (250) 356-7903  
Email: Rick.Brand@gems2.gov.bc.ca

Margot Spence  
Senior Performance Analyst,  
Forest Sector Initiatives  
Phone: (250) 387-0157  
Fax: (250) 356-7903  
Email: Margot.Spence@gems4.gov.bc.ca

Mailing Address:  
P.O. Box 9515 Stn Prov Govt  
Victoria, BC  
V8W 9C2