



BRITISH  
COLUMBIA

AGRICULTURE AND FOOD  
PERFORMANCE PLAN  
2000/01

MINISTRY OF AGRICULTURE,  
FOOD AND FISHERIES

In March 2000, the Ministry of Agriculture and Food and the Ministry of Fisheries were brought under the responsibility of one minister. Although the two organizations remain administratively separate, the new umbrella is the Ministry of Agriculture, Food and Fisheries. This *Performance Plan* articulates the 2000/01 priorities, goals and objectives for Agriculture and Food only. BC Fisheries performance planning information is published separately.

To obtain a copy of the Ministry of Agriculture, Food and Fisheries' *Agriculture and Food 2000/01 Performance Plan*, please contact:

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The report is also accessible on the ministry Internet site: [www.agf.gov.bc.ca](http://www.agf.gov.bc.ca)

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The report is also accessible on the *BC Fisheries* Internet site: [www.gov.bc.ca/fish](http://www.gov.bc.ca/fish)

**Canadian Cataloguing in Publication Data**

British Columbia. Ministry of Agriculture, Food and Fisheries.  
Agriculture and food performance plan. — 2000/01-

Annual.

Continues: British Columbia. Ministry of Agriculture and Food. Strategic and Business Plan.

ISSN 1481-3491.

ISSN 1492-4382 = Agriculture and food performance plan

1. British Columbia. Ministry of Agriculture, Food and Fisheries - Periodicals. 2. Agriculture and state - British Columbia - Periodicals. 3. Agriculture - British Columbia - Periodicals. 4. Fishery policy - British Columbia - Periodicals. 5. Food industry and trade - Government policy - British Columbia - Periodicals. I. Title.

S141.B74

354.5'09711'05

C00-960186-4

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## Message from the Minister



Growing food is the most essential job in the world, and one of the most complex. It requires a lot of hard work and knowledge, and a little faith. Doing it consistently well over the long-term also takes planning, care and cooperation.

In British Columbia, the agri-food industry has been a business success for more than a century, and it continues its impressive performance as one of the province's resource industry leaders. Despite a crunch on resources, wildly unpredictable weather – hail, drought, ice and floods – and the turbulence of global market conditions, this industry is thriving.

The credit for that goes to the industry's exceptional collective ability to form partnerships and adapt to change. The numbers help tell the story: a quarter of a million people – one in seven British Columbians – pull together to bring in more than \$17 billion in sales each year. B.C. is the only province in Canada showing growth in family farming, and it has more agricultural products – in excess of 200 – to offer than any other jurisdiction on the continent.

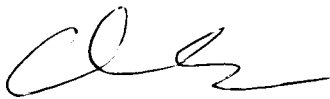
The Ministry of Agriculture, Food and Fisheries shares in that success. Over the past few years, the ministry has proven itself as a core business unit for achieving the government's objectives of long-term job creation and a better, healthier life for average British Columbians. And as we shift to a new role in support of a self-sufficient industry, we look increasingly to our partners in industry, government, First Nations, and communities throughout B.C. to make sure that this trend continues.

We have everything we need: a solid resource base, including an enviable land reserve system that still has expansive capacity, and markets and products – such as agroforestry and organics – primed for diversification and growth. We have the expertise of a skilled and dedicated workforce to make new ventures and value-added operations succeed, and we are blessed with a well-informed, loyal consumer base that has been built on B.C.'s ability to produce products of world-class quality.

This *Performance Plan* is a result of the same ingredients that make for good farming: hard work, knowledge, care and teamwork. It also reflects the government's commitment to planning with clear goals and being accountable for measurable performance results. Our strategic priorities continue to be industry development and resource management, and a key criterion for the work we do is still sustainability – environmental and economic.

The way we do business may have changed, but the reasons have not. The positive economic and social effects of a vibrant agri-food industry deeply affect all communities in British Columbia, whether they are rural or urban. We must never lose sight of the importance of determining our own ability to produce good food. This ministry continues to uphold that vision, but even more importantly, it continues to act on it, so that agri-food enterprise is not just a part of B.C., it is the better part.

We will continue to report to you on our progress.



Corky Evans  
Minister of Agriculture, Food and Fisheries  
and Minister Responsible for Rural Development



# AGRICULTURE AND FOOD OVERVIEW

## INTRODUCTION

The agriculture and food industry continues to be one of the most dynamic growth sectors in British Columbia. The industry's impact, both in terms of viable jobs and valuable socio-cultural benefits, is felt deeply in communities throughout every region of the province.

The ministry recognizes the importance of farming as an economic driver and as a way of life, so it is shifting to a more strategic role to support, develop and help sustain a vibrant, self-sufficient industry. Making that fundamental shift will help create a positive climate for agricultural and food-production success.

The ministry's strategy is based on two key priorities: industry development and resource management. Ministry staff concentrate on making sure that each specific agri-food sector benefits from more efficient use of ministry and other available resources. Their work is defined by the following goals:

### *Industry Development*

- ▲ developing markets and products
- ▲ continuing research and technology transfer
- ▲ attracting and maximizing new investment
- ▲ helping industry build self-reliance
- ▲ supporting training and skills development
- ▲ practising adaptive and effective risk management
- ▲ guiding regulatory reform
- ▲ supporting a competitive and market-oriented food processing industry
- ▲ developing and implementing legislation and regulations that support food industry development
- ▲ encouraging food processing investment and economic development
- ▲ creating a positive policy and regulatory environment
- ▲ developing an effective, future-oriented policy, legislative and planning framework

*The ministry's strategy is based on two key priorities: industry development and resource management.*

## Resource Management

- ▲ providing access to land and water
- ▲ ensuring sustainable and environmentally responsible resource protection

*Farmers, ranchers, processors, distributors and retailers must find ways to deal effectively with changing consumer preferences, increased urban pressure on land and water resources, evolving environmental values, land claims issues, and new rules under international trade agreements.*

An integrated approach to policy and process is the best way to make sure that operational decisions produce the intended advantageous results. Industry and government are working together to pursue this goal through the establishment of a provincial Agri-Food Policy.

Over the past two years, ministry staff have led an agri-food consultation process to define the current climate and future challenges and opportunities facing B.C.'s agri-food industry. This process was built on a series of six regional workshops, and on open-ended discussions with more than 200 producers, processors and retailers throughout the province. The information gathered from those sessions was provided to the Select Standing Committee on Agriculture and Fisheries, which is in charge of broadly consulting with the public on the issues facing agriculture and food production in B.C.

After hearing from government agencies, other selected groups and organizations, and following province-wide community consultations, the committee's recommendations are expected to be presented to the Legislature in 2000. The resultant Agri-Food Policy will be the structure for an effective, comprehensive, consensus-based provincial strategy to improve the productivity and profitability of agri-food enterprise in B.C.

Nonetheless, significant challenges remain for the agri-food industry. Markets are increasingly concentrated, and competition is increasingly global. Farmers, ranchers, processors, distributors and retailers must find ways to deal effectively with changing consumer preferences, increased urban pressure on land and water resources, evolving environmental values, land claims issues, and new rules under international trade agreements.

But the agricultural foundations in B.C. are solid. We enjoy a secure, high-quality land base, proximity to local markets, a skilled and dedicated workforce, strong trade networks, and a tradition of business acumen and technical innovation. During the coming year, ministry staff will continue to focus on making the most of these natural attributes to foster greater agri-food competitiveness across all sectors and regions, through positive, strategic, cooperative relationships with industry, rural communities, First Nations, all levels of government, and other partners.



This *Performance Plan* reflects the long-established planning culture in the Ministry of Agriculture, Food and Fisheries: it is geared to results, and committed to principles of accountability and performance measurement.

## VISION

We believe that a strong and healthy agri-food sector is vital to the economy, the environment and the future of British Columbia. We envision a future in which industry, consumers and government are committed to ensuring secure, safe and high-quality agri-food products for British Columbia.

## MISSION

To foster the socioeconomic viability and sustainability of the agriculture and food sector throughout British Columbia.

## VALUES

The ministry is committed to the following values in pursuit of this mission:

- ▲ Planning and delivering government services in a cost-effective and publicly accountable manner.
- ▲ Providing responsive, courteous and professional service of high quality to clients.
- ▲ Building and maintaining among ministry personnel an effective spirit of teamwork and cooperation based on trust, integrity, flexibility, innovation, social equity, and equality of opportunity.

## ENVIRONMENTAL SCAN

British Columbia's agriculture industry continues to show steady growth in farm cash receipts, the number of farms, and total employment. It is the most diverse agriculture industry in Canada, producing more than 200 commodities under a remarkable range of conditions.

The ministry's transition to its new role – actively supporting a self-sufficient agri-food industry in B.C. – is a response to three major challenges facing the industry today:

- ▲ the trend toward market globalization and rationalization,
- ▲ greater competition to meet changing consumer preferences, and
- ▲ mounting pressure along the urban/rural interface.

Industry partnerships and public awareness of the value of agricultural activities are essential ingredients in reaching full productivity, boosting profitability and ensuring long-term sustainability. Specifically, ministry staff are working with industry, rural communities, First Nations, all levels of government, and other partners to accomplish objectives based on the following conditions in the agri-food business environment:

### *Challenges include:*

- ▲ adapting risk management for the unpredictability of growing conditions, such as hail, drought, flooding, disease and insect infestation, or for market declines,
- ▲ rising input costs, regulatory requirements and new rules under international trade agreements,
- ▲ anticipating changing consumer preferences,
- ▲ meeting public demand for environmental sustainability and accountability,
- ▲ dealing with greater competition and freer trade within an increasingly global marketplace, and
- ▲ resolving (with minimal conflict) the increasing pressure, including urban encroachment, on land and water resources.

*Industry partnerships and public awareness of the value of agricultural activities are essential ingredients in reaching full productivity, boosting profitability, and ensuring long-term sustainability.*

### *Opportunities include:*

- ▲ new products and specialty markets (e.g., organics, nutraceuticals and agroforestry) and the expansion of exports (e.g., greenhouse products and beef),
- ▲ natural resource strengths, including more intensive use of the Agricultural Land Reserve,
- ▲ intense and widespread loyalty for B.C. products,
- ▲ natural competitive strengths (e.g., B.C.'s international reputation for quality products),
- ▲ expansion and refinement of value-added processing, and
- ▲ direct farm marketing, on-farm processing, and agri-tourism.

## LINKS TO GOVERNMENT PRIORITIES

Agriculture and Food's goals directly support government-wide priorities to invest in activities that clearly benefit British Columbians and their communities. Specifically, how the ministry approaches work plans, key strategies and measurable outputs relates to the government's priorities in families and communities, and building a stronger economy.

### *Families and Communities*

The government of British Columbia is working to give families the support they need to create a healthy, secure future for themselves. People in local communities know what works, and what is best, for them.

- ▲ By enabling producers to be more self-reliant and less dependent on governments for services and financial assistance, the ministry ensures that families in industry- and agriculture-based communities can achieve a greater level of stability and independence.
- ▲ The ministry's risk management programs are designed to minimize financial risk to farmers brought about by uncontrollable weather hazards and disasters. The programs also encourage industry self-reliance while reducing the demand for ad hoc assistance by the farm sector, prevent disease transmission to humans from animal and plant products, and maximize the quality and safety of B.C.'s animal and crop products. When financial and other risks are minimized, families and communities can make plans and take actions to determine and improve their own future over the long-term.

*Agriculture and Food's goals directly support government-wide priorities to invest in activities that clearly benefit British Columbians and their communities.*

## *A Stronger Economy*

The government of British Columbia is involved with business, working people and local communities to implement a plan that builds on the current economic recovery, encourages innovation and helps diversify the economy.

- ▲ Market and product development initiatives work to capture opportunities for growth, maintenance, stabilization, diversification, expansion, and agricultural awareness in the B.C. agriculture sector, to maintain or increase farm cash receipts over the long term.
- ▲ The ministry is committed to maintaining B.C. farmers' ability to remain competitive. Through research and technology transfer, it helps farmers stay up to date with the latest developments in research and technology.
- ▲ Attracting new investment and ensuring that there is sufficient funding available to capitalize on opportunities for growth and development in the agriculture industry will lead to a stronger, more diversified economic base for a sustainable, self-sufficient industry in B.C. The ministry also directly encourages investment and economic development in B.C.'s food processing industry, including value-added and differentiated product development.
- ▲ To increase self-reliance, safety and economic viability, the ministry directly supports efforts to enhance skills development for farmers, farm workers, managers, and those who provide services to the agriculture sector.
- ▲ By reducing regulations that inhibit industry growth and the safety of workers, ministry efforts contribute to a more stable and efficient working climate.
- ▲ Ministry efforts to maintain access to land and water in the Agricultural Land Reserve for agricultural purposes are integral to maximizing industry productivity.
- ▲ Ministry initiatives directly help protect land and water quality. They also support environmental values in ways that keep agricultural businesses viable and productive.
- ▲ Industry growth and greater sustainability are the goals of developing and fostering a competitive and market-oriented food processing industry that capitalizes on domestic and international market opportunities – through proven, results-oriented programs such as Buy BC.
- ▲ Creating a government policy and regulatory environment that supports industry competitiveness and development contributes to the industry's ability to successfully reach its performance and productive capacity.

## MINISTRY PRIORITIES FOR AGRICULTURE AND FOOD

The agri-food industry continues to evolve. For more than a century, government representatives of agriculture in British Columbia have worked with farming communities to find new ways to grow and develop this industry. The Ministry of Agriculture, Food and Fisheries' goal-oriented work is now guided by two key strategic priorities:

- ▲ **industry development** work supports value-added initiatives, competitiveness, investment, and job creation, and
- ▲ **resource management** work supports management and stewardship programs to maintain and protect land and water resources for agriculture and food.

Annual divisional and branch plans are developed to support growth in emerging sectors, maintain or diversify mature sectors, and stabilize sectors in transition. Working with industry, rural communities, First Nations, all levels of government, and other partners, the ministry's primary goal is to capitalize on opportunities for continued growth, so that industry is able to achieve greater profitability and create good, sustainable jobs for British Columbians.

**Industry development** strategies vary by sector, and will range from targeting new markets to developing new products and processing techniques. Other key activities during 2000/01 will include:

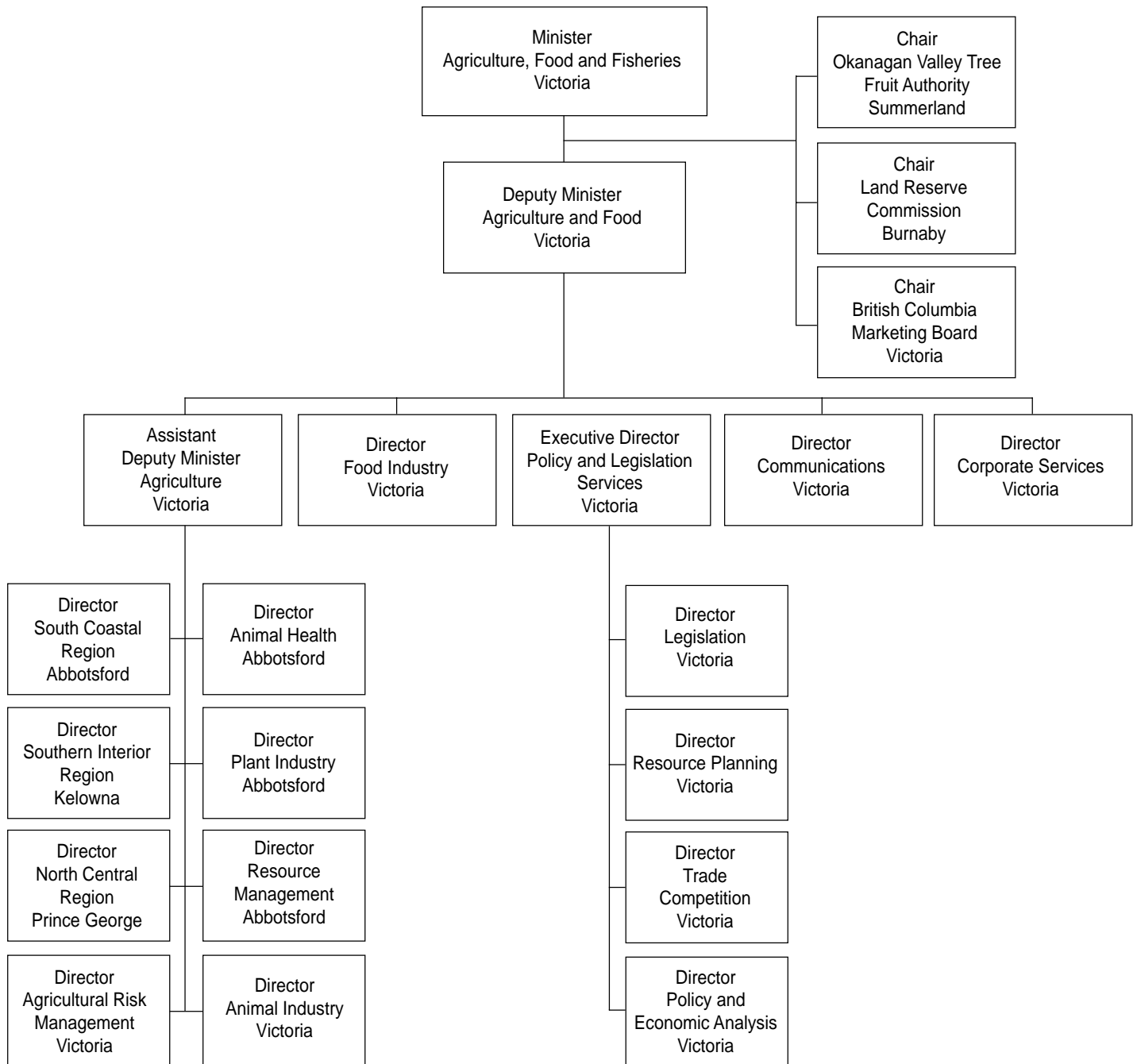
- ▲ searching out information relevant to B.C. farmers and processors (e.g., the latest research and technological developments, and new practices) and delivering it in a form that is easy to find and use,
- ▲ working to ensure there is sufficient capital available to industry so that growth opportunities and new market entries are not missed,
- ▲ supporting and increasing industry self-reliance by identifying all possible funding sources and providing technical expertise and planning advice,
- ▲ supporting skills development and training initiatives that move the industry toward greater efficiency and competitiveness, and which will lead to good, sustainable jobs,
- ▲ supplementing private risk-management options with government-based programs that reduce major fluctuations in income and assist with major adjustments,
- ▲ creating a positive business climate by creating progressive regulatory and taxation conditions for B.C. industry and investment,

- ▲ supporting high-quality products and a competitive, market-oriented food processing industry,
- ▲ reinforcing consumer and customer loyalty through promotion of B.C. products (e.g., the Buy BC program),
- ▲ helping industry improve its competitiveness and profitability by facilitating industry-led efforts to identify opportunities and constraints,
- ▲ encouraging value-added production and processing, and the exploration of differentiated product markets, and
- ▲ pursuing a positive, effective, forward-looking policy, legislative and planning framework that helps drive industry competitiveness and development.

Under the **resource management** priority, ministry staff will work to not only help remove constraints to the expansion of agriculture within the Agricultural Land Reserve, but also to help create opportunities within it. They will also work to increase the productivity of farmed land. Activities to support resource management during 2000/01 will focus on:

- ▲ improving or facilitating access to land and water resources,
- ▲ resolving resource-use conflicts by making sure that agriculture is well-represented in land-use planning, and by helping implement effective, community-driven, local farm bylaws,
- ▲ protecting land and water resources by supporting environmentally responsible guidelines and farm practices, and
- ▲ enhancing the viability of agriculture through innovative programs and practices (e.g., weed control grants and Integrated Pest Management).

# ORGANIZATION CHART



Vertical line



## AGRICULTURE AND FOOD IN 2000/01

### GOALS, OBJECTIVES AND PERFORMANCE MEASURES

#### *Agriculture*

The Agriculture Division is made up of nine branches including the Victoria branch, which collectively deliver a range of programs to support the ministry's strategic priorities "inside the farmgate." Program areas include regional operations, industry (i.e., commodity) development, animal and plant health, regulatory enforcement and administration, resource management, farm practices protection, agriculture risk management, youth development, agricultural labour, and financial programs.

Division work plans are developed to support growth in developing sectors, maintain or diversify mature sectors, and bring stability to sectors in transition. These plans are delivered through 16 regional offices located in all regions of the province.

In many cases, growth is measured against Statistics Canada data for each targeted sector, for the number of farms, and for farm cash receipts. Each program initiative has specific performance measures to assess its effectiveness in maintaining the sector's economic contributions.

The Agriculture Division's performance planning is organized into seven primary goals under the ministry's first strategic priority (industry development), and two goals under the second (resource management).

## *Strategic Priority I: Industry Development*

**Goal I: Market and product development: Capture growth, maintenance, stabilization, diversification, expansion, and agricultural awareness opportunities in the B.C. agriculture sector to maintain or increase farm cash receipts over the long term.**

**Objective I:** Capture growth opportunities in certain sectors identified as having significant potential for growth, measured by numbers of farms and farm cash receipts.

### *Key Strategies*

- ▲ Provide market information, advice on farm management, production, direct farm marketing, pest management, small-lot agriculture, and herd health to producers, including First Nations with agricultural lands.
- ▲ Target sectors include: dairy genetics, beef in northern B.C., poultry products, canola and fine seed, nursery, agroforestry, horse breeding, bison/game, greenhouse vegetables, floriculture, blueberries, mushrooms, grape/wine, cherry, and organic products.
- ▲ Facilitate strategic planning, industry organization development, and access to federal research funding.
- ▲ Encourage Buy BC program participation.
- ▲ Minimize regulation and promote investment in B.C. agriculture.

### *Performance Measures:*

#### *Output Measures*

- ▲ Production, marketing, investment and business management information is provided to producers of targeted sectors.
- ▲ On-farm herd health and quality assurance programs are being implemented.
- ▲ Increased federal funding is secured, through liaison with appropriate federal agencies.
- ▲ Local Buy BC programs and projects are carried out.
- ▲ More local agriculture awareness initiatives are undertaken.

#### *Outcome measure*

- ▲ Statistics Canada data on farm cash receipts in each sector demonstrate increased growth.

*Objective 2:* Maintain the current size of certain mature sectors that face challenges but are important contributors to employment and farm cash sales.

*Key Strategies:*

- ▲ Provide market information and advice to producers about farm management, production, pest management and herd health.
- ▲ Facilitate strategic planning, industry organization development, and access to federal research funding.
- ▲ Target sectors include domestic milk, ginseng, grain, apiculture, raspberry, strawberry, cranberry, and Vancouver Island chicken and Lower Mainland hog.
- ▲ Encourage Buy BC program participation.
- ▲ Minimize regulation and promote investment in B.C. agriculture.
- ▲ Support B.C. Chicken Marketing Board efforts to resolve chicken marketing issues on Vancouver Island.

*Performance Measures:*

*Output measures*

- ▲ Production, marketing, investment and business management information is provided to producers of targeted sectors.
- ▲ On-farm pest management programs are being implemented (e.g., for the apiculture sector and others).
- ▲ Increased federal funding is secured, through liaison with appropriate federal agencies.
- ▲ A Vancouver Island chicken production strategy is in development.
- ▲ Local Buy BC programs and projects are carried out.
- ▲ Waste management programs are implemented.

*Outcome measure*

- ▲ Statistics Canada data on farm cash receipts in each sector demonstrate sector maintenance.

*Objective 3:* Stabilize, diversify or expand important agricultural sectors that are dealing with significant challenges due to ongoing constraining markets or recurring weather patterns.

*Key Strategies:*

- ▲ Support B.C. Chicken Marketing Board efforts to resolve issues regarding the chicken marketing system in B.C.
- ▲ Implement the tree fruit replant and revitalization plan.
- ▲ Implement a change management plan for the vegetable industry.
- ▲ Encourage growers of low-value crops and livestock to diversify into other, higher-value crops and livestock.
- ▲ Pursue increased livestock (e.g., beef and hog) production in the Northern and Central regions, while lowering feed costs and environmental constraints.
- ▲ Encourage winter greenhouse production and alternate crops such as herbs.
- ▲ Encourage development of new specialty crops (e.g., echinacea, seabuckthorn, agroforestry, currants and gooseberries).
- ▲ Facilitate agri-food development in northern B.C.
- ▲ Resolve bylaw constraints to new greenhouse construction in the Lower Mainland.
- ▲ Expand greenhouse vegetable and floriculture production capacity.

*Performance Measures:*

*Output measures*

- ▲ B.C. chicken marketing issues are being resolved.
- ▲ A renewed Tree Fruit Replant Program is delivered.
- ▲ A change management strategy for the vegetable sector is in place.
- ▲ Diversification strategies are developed, in conjunction with producer organizations, for targeted sectors.
- ▲ The Northern Agriculture Conference is conducted in midsummer in Prince George; strategies are developed to identify production, processing and marketing opportunities in northern B.C.
- ▲ Delivery of the Strengthening Farming Program – specifically, the bylaw review component – is ongoing.

*Outcome measures*

- ▲ Statistics Canada data on farm cash receipts in each sector demonstrate increased crop diversification, expansion and stability.
- ▲ There are increased livestock numbers in the Peace River and Central regions.
- ▲ There is an increase in the number of acres under greenhouse production.

*Objective 4:* Agriculture industry awareness: Increase public understanding of B.C. agriculture, thereby fostering greater public support for B.C. agri-food products, as measured by increased sales.

*Key Strategies:*

- ▲ Encourage Buy BC program participation.
- ▲ Support 4-H (Youth Development Program), the Agriculture in the Classroom Foundation, the B.C. Agriculture Council's agriculture awareness initiatives, and the B.C. Association of Agricultural Fairs and Exhibitions.

*Performance Measures:*

*Output measures*

- ▲ Local Buy BC programs and projects are carried out.
- ▲ Funding and staff are provided to the Youth Development Program (4-H), and facilities in ministry offices are made available for the Agriculture in the Classroom Foundation.
- ▲ A grant is provided to the B.C. Association of Agricultural Fairs and Exhibitions.
- ▲ More local agriculture awareness initiatives are undertaken.

*Outcome measures*

- ▲ Statistics Canada data demonstrate increased purchases of B.C. agri-food products.
- ▲ There is greater participation in 4-H and in greater teacher use of Agriculture in the Classroom materials in B.C. schools.

**Goal 2: Research and technology transfer: Maintain British Columbia farmers' ability to stay up to date with the latest developments in research and technology to remain competitive.**

**Objective 1:** Support the use of electronic technology and the Internet as an efficient and effective means of disseminating research and technology information to clients.

*Key Strategy:*

- ▲ Develop Internet-based electronic information for the main agricultural sectors specifically for farmers.

*Performance Measures:*

*Output measure*

- ▲ A pilot electronic "information access" project is delivered on the ministry's website, resulting in more information being accessed on-line.

*Outcome measure*

- ▲ There is an increase in farmer self-reliance and on-farm adoption of technology, leading to increased farm cash receipts.

**Objective 2:** Support research and development of new enterprises.

*Key Strategies:*

- ▲ Facilitate research and demonstration projects in targeted sectors, including echinacea, hemp, fine seed, seabuckthorn, game birds, mechanical berry harvesting, agroforestry, and elk, ostrich and emu farming.
- ▲ Facilitate leverage of private-sector funding for research and technology transfer.

*Performance Measures:*

*Output measure*

- ▲ There is a greater number of research projects in the targeted sectors, and higher total research expenditures.

*Outcome measure*

- ▲ There is an upward trend in the number of new enterprises established.

*Objective 3:* Support more research in pest management to optimize the use of pesticides and herbicides in ways that are economically and environmentally sound.

*Key Strategies:*

- ▲ Deliver training and expertise on Integrated Pest Management (IPM) methods.
- ▲ Provide advisory support to the Sterile Insect Release (SIR) program board of directors, for control of codling moth in tree fruits.
- ▲ Facilitate leverage of private-sector funding for research and technology transfer.

*Performance Measures:*

*Output measures*

- ▲ Production and technology advice on IPM is provided to producers.
- ▲ Advisory support is provided to the SIR program; there is continued support for and participation in the SIR program by the tree fruit industry and local governments.

*Outcome measure*

- ▲ There is an increase in the number of farms employing IPM concepts; more acres are under IPM use.

*Objective 4:* Participate on several federal/provincial “Canada Committees” to influence federal expenditures on national agricultural research.

*Key Strategies:*

- ▲ Participate on federal/provincial Canada Committees.
- ▲ Facilitate leverage of private-sector funding for research and technology transfer.

*Performance Measures:*

*Output measures*

- ▲ A greater number of research projects are in development or underway in the targeted sectors, and there are higher total research expenditures.
- ▲ New technology and information are accessed, through staff participation on federal/provincial Canada Committees.

*Outcome measure*

- ▲ There is an increase in research funding within British Columbia, resulting in practical solutions relevant to B.C. issues.

**Goal 3: Investment:** Attract new investment and ensure that there is sufficient capital available to take advantage of opportunities for growth and development in the agriculture industry.

**Objective 1:** Encourage and focus new investment in B.C. agriculture, maximize benefits from investment promotion efforts by the federal government and investment representatives abroad, and develop options to improve access to capital for agriculture and agri-food businesses.

*Key Strategies:*

- ▲ Develop promotional and technical materials.
- ▲ Support initiatives by the Investment Agriculture Foundation that provide funding for industry development.
- ▲ Participate in the national Agri-Food Investment Initiative.

*Performance Measures:*

*Output measures*

- ▲ There is increased investment, measured through funding contributed by the Investment Agriculture Foundation, to results-oriented projects.
- ▲ Improved information on B.C.'s agri-food business climate is available for international and domestic investors.

*Outcome measure*

- ▲ Statistics Canada data show positive investment in B.C. agriculture.

**Objective 2:** Implement fish health recommendations from the Salmon Aquaculture Review to foster investment in the sector.

*Key Strategy:*

- ▲ Implement a fish health program at the Animal Health Centre, according to recommendations from the Salmon Aquaculture Review.

*Performance Measures:*

*Output measure*

- ▲ A fish health program is delivered through the Animal Health Centre.

*Outcome measure*

- ▲ Statistics Canada data show positive investment in the B.C. fish sector.



**Goal 4: Industry self-reliance: Help producers become more self-reliant and less dependent on governments for services and financial assistance.**

**Objective:** Identify funding sources for research, development, and skills training, and to support industry initiatives that will lead to increased viability and self-sufficiency, and provide organizational leadership, technical support and strategic planning advice to new industry associations.

*Key Strategies:*

- ▲ Administer industry development trusts to support increased viability and self-sufficiency.
- ▲ Support an industry-initiated “stable funding” process.
- ▲ Implement a renewed Tree Fruit Replant Program and establish an industry revitalization fund.
- ▲ Deliver feeder and bred heifer loan guarantee programs.

*Performance Measures:*

*Output measures*

- ▲ Industry dollars are generated for “stable funding” of farm organizations.
- ▲ Eleven industry development trust fund programs – worth a budgeted \$16 million – are delivered.
- ▲ Renewed Tree Fruit Replant and revitalization programs are delivered.
- ▲ Ongoing loan guarantee programs for feeder cattle and bred heifers are delivered, measured by the number of cattle purchased through loan guarantee programs for feeders and bred heifers.

*Outcome measures*

- ▲ There is increased investment by the industry in development.
- ▲ New industry organizations lead the development of emerging crops and commodities.
- ▲ There is increased livestock-sector growth.
- ▲ More tree fruit acres are replanted, and there are more orchardists participating.

**Goal 5: Skills development and training:** Enhance skills development of farmers, farm workers, managers and service providers to the agriculture sector to increase self-reliance, safety and economic viability.

**Objective 1:** Facilitate and support training programs to help producers become more efficient and competitive.

*Key Strategies:*

- ▲ Resolve the future of the University of British Columbia (UBC) Oyster River Research Farm and explore the potential for development of an agriculture training facility on the site.
- ▲ Support the efforts of the Agriculture Workforce Policy Board to develop human resource development initiatives for the industry.

*Performance Measures:*

*Output measures*

- ▲ A strategy is developed, in conjunction with the University of British Columbia, for the future of the Oyster River Research Farm as a training facility.
- ▲ A process is developed with the Agriculture Workforce Policy Board and the Ministry of Labour for farm-worker management.

*Outcome measure*

- ▲ B.C. has a skilled farm workforce with minimal labour issues.

**Objective 2:** Develop industry leaders for the future and raise awareness of the industry within urban and rural communities.

*Key Strategies:*

- ▲ Support 4-H activities and the 4-H Provincial Council.
- ▲ Support the Agriculture in the Classroom Foundation.

*Performance Measures:*

*Output measures*

- ▲ The Youth Development Program (4-H) is maintained.
- ▲ Support and facilities are provided in ministry offices for the Agriculture in the Classroom Foundation.

*Outcome measures*

- ▲ The number of participants in 4-H is maintained or increased.
- ▲ There is increased use of agricultural educational materials and information in the B.C. school curriculum.

*Objective 3:* Introduce initiatives to reduce accidents on farms and ranches, and reduce Workers' Compensation Board rates for agriculture.

*Key Strategies:*

- ▲ Support the Farm and Ranch Safety and Health Association (FARSHA) in delivering a farm safety program.
- ▲ Support the efforts of the Agriculture Workforce Policy Board and the Ministry of Labour to develop worker safety initiatives.

*Performance Measures:*

*Outcome measures*

- ▲ Farm safety training programs are delivered by FARSHA, the 4-H community, and other agencies.

*Outcome measures*

- ▲ There are fewer accidents on farms.
- ▲ Workers' Compensation Board rates are reduced for B.C. farmers.

*Objective 4:* Resolve issues around access to labour for hand-harvested crops.

*Key Strategies:*

- ▲ Support the efforts of the Agriculture Workforce Policy Board to create human resource development initiatives for the industry.
- ▲ Work with the Ministry of Labour to resolve hand-harvesting issues in the berry sector.
- ▲ Operate a pilot project to house seasonal workers in the Okanagan.

*Performance Measures:*

*Output measures*

- ▲ A process is developed with the Agriculture Workforce Policy Board and the Ministry of Labour for farm-worker management to resolve hand-harvesting issues.
- ▲ An Okanagan transient labour project is funded and implemented.

*Outcome measure*

- ▲ There is adequate labour for agricultural needs, particularly in the hand-harvesting sectors.

**Goal 6: Risk management: Minimize financial risks to farmers from uncontrollable weather hazards and disasters, encourage industry self-reliance while reducing the demand for ad hoc assistance by the farm sector, prevent disease transmission to humans from animal and plant products, and maximize the quality and safety of B.C.'s animal and crop products.**

**Objective I:** Protect B.C. farmers against weather- and market-related disasters, through the B.C. Crop Insurance, the Whole Farm Insurance, the federal Agriculture Income Disaster Assistance, and the Net Income Stabilization Account programs.

*Key Strategies:*

- ▲ Deliver the Crop Insurance, Whole Farm Insurance, Agriculture Income Disaster Assistance, and Net Income Stabilization Account programs; adapt these programs according to review and industry input.
- ▲ Promote increased participation in safety net programs.
- ▲ Re-insure crop insurance coverage.
- ▲ Evaluate alternative crop insurance delivery options.

*Performance Measures:*

*Output measures*

- ▲ The Crop Insurance, Whole Farm Insurance, and Agriculture Income Disaster Assistance programs are delivered.
- ▲ Targets met identifying crop insurance program ratios regarding claims, indemnities, premiums and administrative costs.
- ▲ The Net Income Stabilization Account program is delivered.

*Outcome measure*

- ▲ There is greater participation in safety net programs, greater levels of crop insurance coverage, and participation in the Net Income Stabilization Account program is maintained or increased.

*Objective 2:* Conclude a new national safety net agreement that will increase B.C. funding allocations from the federal government.

*Key Strategy:*

- ▲ Negotiate a new national safety net agreement with the federal government, recognizing British Columbia's proportionate share of national agricultural production.

*Performance Measures:*

*Output measure*

- ▲ A new federal/provincial safety net agreement is approved and in place.

*Outcome measure*

- ▲ Additional funding is allocated to British Columbia.

*Objective 3:* Introduce an agriculture environment enhancement fund to mitigate losses or compensate farmers and ranchers for costs associated with protecting the environment and supporting wildlife values.

*Key Strategy:*

- ▲ Work with the Ministry of Environment, Lands and Parks, and stakeholder agencies, to develop an agriculture and the environment pilot project.

*Performance Measures:*

*Output measure*

- ▲ A pilot project or strategy is in development.

*Outcome measure*

- ▲ Losses to agriculture as a result of environmental or wildlife impacts are minimized, or mitigation funding is made available for losses faced by agricultural producers.

*Objective 4:* Protect B.C. plants, animals and fish from disease outbreaks, prevent the transmission of disease between animals and humans, and assist veterinarians and producers with disease diagnosis.

*Key Strategies:*

- ▲ Deliver animal, fish and plant health protection and regulatory programs through the Animal Health Centre and the Plant Protection Program; research causes and controls of new animal and plant diseases.
- ▲ Participate on government/industry committees to maintain a gypsy-moth-free status.

*Performance Measures:*

*Output measures*

- ▲ Animal Health Centre diagnostic services and animal health programs are delivered to producers and veterinarians.
- ▲ Plant diagnostic services and crop management programs are delivered to producers.
- ▲ Long-term gypsy moth management strategies are developed and implemented.

*Outcome measures*

- ▲ Plant disease outbreaks are prevented.
- ▲ Animal disease outbreaks are prevented.
- ▲ Gypsy moth outbreaks are eradicated.

*Objective 5:* Reduce or minimize the effects on the agriculture industry of disasters such as flooding, earthquakes, or other unexpected natural hazards.

*Key Strategies:*

- ▲ Participate in the Provincial Emergency Program.
- ▲ Coordinate the agriculture and food components of the Provincial Emergency Program plans.

*Performance Measures:*

*Output measure*

- ▲ Effective emergency plans are approved and filed with the Provincial Emergency Program.

*Outcome measure*

- ▲ Financial losses are reduced, and impacts of natural disasters on B.C.'s agriculture sector are minimized.

**Goal 7: Regulatory reform: Reduce regulations that inhibit industry growth and the safety of workers.**

**Objective 1:** Facilitate new, voluntary food quality initiatives.

*Key Strategies:*

- ▲ Conduct a review of food quality and safety responsibilities, to reduce regulation or transfer responsibility to the private sector.
- ▲ Support new, voluntary food quality initiatives that will support industry development.

*Performance Measures:*

*Output measures*

- ▲ An ongoing review of regulations is underway.
- ▲ New, voluntary food quality standards are implemented.

*Outcome measures*

- ▲ Few or no food quality issues are raised.
- ▲ There is public satisfaction with the quality of B.C. food products.

**Objective 2:** Address boiler safety in greenhouse operations.

*Key Strategy:*

- ▲ Work with industry and the Boiler, Gas and Railway Safety Branch of the Ministry of Municipal Affairs to develop standards for greenhouse boilers.

*Performance Measures:*

*Output measure*

- ▲ New boiler standards – enacted by the Ministry of Municipal Affairs – are in effect; a farmer training program on boiler operation safety is offered through Kwantlen University College.

*Outcome measure*

- ▲ There is minimal risk and there are no accidents related to boiler operation in greenhouses.

## Strategic Priority 2: Resource Management

**Goal I: Access to land and water: Maintain access to land and water in the Agricultural Land Reserve for agricultural purposes.**

**Objective I:** Implement the *Farm Practices Protection (Right to Farm) Act* to ensure protection for farmers who use normal farm practices in the Agricultural Land Reserve.

### Key Strategies:

- ▲ Implement a farm practices peer advisors program.
- ▲ Support municipal bylaw reviews.

### Performance Measures:

#### *Output measures*

- ▲ The Strengthening Farming Program and the *Farm Practices Protection (Right to Farm) Act* are delivered.
- ▲ Local government bylaws are reviewed as required.
- ▲ Nuisance complaints are investigated and resolved.

#### *Outcome measures*

- ▲ Bylaws that are acceptable and unrestricting to agriculture are enacted.
- ▲ Nuisance complaints are resolved.



*Objective 2:* Restore grazing lands that have been lost to forest in-growth and encroachment, and mitigate the effects on grazing tenures of strategic land-use plans and increased environmental standards and regulations.

*Key Strategies:*

- ▲ Develop a plan to deal with forest in-growth and encroachment.
- ▲ Deliver the Grazing Enhancement Program.

*Performance Measures:*

*Output measures*

- ▲ Funding is committed to address forest in-growth and encroachment.
- ▲ The Grazing Enhancement Program is delivered, measured by the number of completed Grazing Enhancement Program projects.

*Outcome measure*

- ▲ Grazing capacity is increased on forested range and in the Agricultural Land Reserve.

*Objective 3:* Identify and designate Crown land for future agricultural development and use.

*Key Strategies:*

- ▲ Support and participate in Crown land-use planning amendments and the inclusion of land into the Agricultural Land Reserve.
- ▲ Assess the arability and suitability of Crown land for agriculture.
- ▲ Review government policies on agricultural and grazing leases, government water resources, and wildlife management.

*Performance Measures:*

*Output measure*

- ▲ The area of land that is added to designations for agricultural development.

*Outcome measure*

- ▲ More land is designated for agricultural purposes.

*Objective 4:* Facilitate a partnership of senior government officials and industry leaders to address environmental issues that affect agriculture, including resolution of conflicts between agriculture and wildlife land use, improved access to water for irrigation, and reduced agricultural impacts on watercourses.

*Key Strategies:*

- ▲ Support the Agriculture Environment Partnership Committee.
- ▲ Create an Agriculture Environment Enhancement Fund.
- ▲ Implement a Trans Canada Trail agriculture mitigation initiative.
- ▲ Develop best practices for minimizing wolf predation on livestock.
- ▲ Investigate the potential for elk farming as a solution to elk damage to crops and stored feed.
- ▲ Develop bird control management plans and implement Farm Practices Board recommendations for bird control.

*Performance Measures:*

*Output measures*

- ▲ The Agriculture Environment Partnership Committee is continued.
- ▲ An Agriculture Environment Enhancement Fund is established.
- ▲ A Trans Canada Trail agricultural input and mitigation plan is in place.
- ▲ Bird management plans and expertise are provided to producers.

*Outcome measures*

- ▲ Agriculture environment issues are resolved, and uses are compatible.
- ▲ More farms have bird management plans in place.

*Objective 5:* Sustain agricultural values in First Nations treaty claim areas.

*Key Strategy:*

- ▲ Participate in the treaty negotiation process.

*Performance Measures:*

*Output measure*

- ▲ The ministry participates in treaty negotiation sessions.

*Outcome measure*

- ▲ Agricultural Land Reserve designations are retained within negotiated treaties.

**Goal 2: Resource protection: Protect land and water quality, and support environmental values in ways that keep agricultural businesses viable and productive.**

**Objective I:** Protect riparian zones in agricultural areas.

*Key Strategy:*

- ▲ Implement a riparian stewardship model.

*Performance Measures:*

*Output measure*

- ▲ Riparian stewardship guidelines are developed.

*Outcome measure*

- ▲ B.C. has effective riparian zone management that meets the goals of the *Fish Protection Act* without compromising farm viability.

**Objective 2:** Protect agricultural lands from storm water issues, the disposal of industrial and other waste materials, and infestation by noxious weeds, and protect both land and water from the impact of other resource developments.

*Key Strategies:*

- ▲ Develop a storm water management plan for agricultural areas.
- ▲ Develop guidelines for waste disposal on agricultural lands.
- ▲ Deliver a farm manure storage expansion program.
- ▲ Provide weed control grants to local governments.
- ▲ Support a collection program for obsolete pesticides.

*Performance Measures:*

*Output measures*

- ▲ Storm water management guidelines are developed.
- ▲ Guidelines are developed for waste disposal on agricultural lands.
- ▲ A farm manure storage expansion program is implemented.
- ▲ Weed control grants are provided to local governments.
- ▲ Support is provided for an obsolete pesticide collection program.

*Outcome measure*

- ▲ B.C. uses environmentally responsible farm practices, measured by fewer issues over waste and manure disposal, water management, pesticide management, and weed control.

*Objective 3:* Enhance or maintain grazing capacity on Crown land in land-use planning areas.

*Key Strategies:*

- ▲ Expand the Grazing Enhancement Program to new Land and Resource Management Plan areas.
- ▲ Review and respond to resource development plans.

*Performance Measures:*

*Output measure*

- ▲ The Grazing Enhancement Program is delivered to new Land and Resource Management Plan areas.

*Outcome measure*

- ▲ There is increased grazing capacity on new areas of forested range and in the Agricultural Land Reserve.

*Objective 4:* Reduce the risk of waterborne infections in watersheds where livestock are grazed.

*Key Strategy:*

- ▲ Work with other agencies to identify and control waterborne infections in watersheds where livestock are grazed.

*Performance Measures:*

*Output measure*

- ▲ An animal health and on-farm quality assurance program is delivered.

*Outcome measure*

- ▲ There are no disease outbreaks, and no negative impacts on water quality or use caused by livestock grazing.

## *Food Industry*

The Food Industry Branch promotes growth, diversification, competitiveness, and market-readiness in food, beverage and non-food agricultural processing in British Columbia. Programs and activities enhance consumer-driven food industry opportunities, identify ways to remove constraints on productivity, and focus on developing effective working alliances with industry and other agencies.

The branch's core functions include providing professional guidance and support to industry at firm, sector and cross-sectoral levels. Branch staff provide information, analysis, counsel and contacts to food processing companies, serving as a one-window access to government programs and services for food processors. They also play a valuable advocacy role for the food processing industry within government. Branch staff coordinate and carry out agri-food market and consumer trend research, and they work with industry on export opportunities and to resolve issues related to export readiness.

In fulfilling its mandate, the branch works with industry groups, other ministry staff, and other government agencies. It is a partner with the federal government on the delivery of services through the Canada-B.C. Agri-Food Marketing Centre in Vancouver. It represents the ministry in negotiations and interactions with federal/provincial committees relating to market development, food inspection and technical standards, organics and business climate. The branch is responsible for the *Food Choice and Disclosure Act* and the *B.C. Wine Act*.

The Food Industry Branch's performance planning is organized into three primary goals under the ministry's first strategic priority (industry development).

## *Strategic Priority I: Industry Development*

**Goal I:** Develop and foster a competitive and market-oriented food processing industry that capitalizes on domestic and international market opportunities.

**Objective I:** Promote and increase the sales of B.C. agri-food products to B.C. consumers.

### *Key Strategies:*

- ▲ Extend the Buy BC program, through an enhanced communications strategy – including television and print advertising, a public relations campaign, and an annual tracking study – to increase awareness of and to build consumer preference for B.C. food products over those of competitors.
- ▲ Continue the cost-shared Buy BC Partnership Program with industry.
- ▲ Identify gaps and constraints in food distribution and retail sales which affect local food purchasing.
- ▲ Generate trade participation in promoting B.C. products, especially among major retail grocery chains.

### *Performance Measures:*

#### *Output Measures*

- ▲ A greater number of Buy BC licences are issued.
- ▲ There is full use of the Buy BC Partnership Program, measured by increased sales, market share, and leverage of government funds.
- ▲ More retail grocers participate in the Buy BC program.

#### *Outcome Measures*

- ▲ British Columbians have a greater recognition and awareness of the Buy BC program.
- ▲ Distribution of B.C. products through local food outlets is improved.
- ▲ Where possible, B.C. products replace imported products in B.C. food outlets.

*Objective 2:* Enhance market opportunities for B.C. food companies in markets outside of B.C.

*Key Strategies:*

- ▲ Identify exporting and export-ready firms, and how to access these firms and their markets.
- ▲ Represent the province through marketing bodies outside of the province.
- ▲ Encourage greater B.C. food industry use of federal and provincial export development programs and initiatives.
- ▲ Develop B.C. export market priorities, through the BC Food Group.
- ▲ Maximize the effectiveness of trade shows.

*Performance Measures:*

*Output Measures*

- ▲ An improved and updated database of exporting and export-ready B.C. companies is developed.
- ▲ Export strategies are developed, through the BC Food Group.

*Outcome Measures*

- ▲ More B.C. companies access information on export markets and methods of entering those markets.
- ▲ There are B.C. food industry representatives/participants for the B.C. Ministry of Employment and Investment, and, federally, for Agriculture and Agri-Food Canada, the Department of Foreign Affairs and International Trade, and Western Economic Diversification Canada.
- ▲ More B.C. companies are involved in new or existing export markets.
- ▲ There is greater public and industry attendance at trade shows.

*Objective 3:* Provide industry with timely, accurate and relevant market information and advice that is designed to enhance the competitiveness of B.C.'s agri-food sector.

*Key Strategies:*

- ▲ Identify consumer trends, including those for differentiated food products.
- ▲ Develop processes for collecting, interpreting and disseminating market information.
- ▲ Develop and publish a directory of B.C. food processing firms and associations, including domestic and international buyers.
- ▲ Develop a plan for information-sharing with other agri-food agencies.

*Performance Measures:*

*Output Measures*

- ▲ A market and product trend analysis is distributed to industry and government clients and partners.
- ▲ A market information plan is developed.
- ▲ A food processing directory is produced and distributed.
- ▲ An information-sharing plan is established, and a database exchange is set up with other agri-food agencies.



*Goal 2:* Ensure that sound food legislation and regulations support industry development in B.C.

*Objective I:* Coordinate and lead the ministry's work in food quality and standards to support food industry development.

*Key Strategies:*

- ▲ Coordinate ministry input into post-farmgate Hazard Analysis and Critical Control Point System and other food quality programs.
- ▲ Represent the ministry at federal and provincial food quality and standards tables.
- ▲ Lead the development of provincial food quality standards.
- ▲ Work with health officials as they implement food safety standards, particularly at the small food-processor and retailer levels.
- ▲ Manage initiatives under provincial food-related legislation and regulation.

*Performance Measures:*

*Output Measures*

- ▲ B.C.'s interests at federal and provincial food quality and standards tables are maintained or enhanced.
- ▲ Provincial standards are developed and maintained through the Agreement on Internal Trade on Alcoholic Beverages, the Committee on Voluntary Labelling of Genetically Modified Organisms, and the Federal/Provincial Agri-Food Inspection Committee.
- ▲ Food quality standards are developed that are acceptable to industry and consumers.
- ▲ A more flexible food quality inspection program, which maintains consumer and customer confidence, is developed.
- ▲ Policy analysis is completed on amendments to provincial food-related legislation and regulation; initiatives under the *British Columbia Wine Act* and the *Food Choice and Disclosure Act* are managed.

*Outcome Measure*

- ▲ A greater number of B.C. food processors and retailers adopt Hazard Analysis and Critical Control Point System programs, and program analysis is completed.

*Objective 2:* Influence policy through effective consultation with other jurisdictions, to support food industry development objectives.

*Key Strategies:*

- ▲ Provide advocacy on food industry business needs wherever regional, local, provincial or federal governments are considering regulatory amendments.
- ▲ Disseminate information on regulations and policy functions to affected food industry groups.
- ▲ Identify problems, evaluate impacts and develop options for regulatory amendments.

*Performance Measures:*

*Output Measure*

- ▲ Staff continue to provide ongoing support in the areas of regulatory amendments, policy changes, and the impacts of government decisions on industry.

*Outcome Measures*

- ▲ Communication and coordination networks for the development of intergovernmental policy and regulations are improved.
- ▲ Information is provided to food industry clients who are affected by legislative and regulatory changes, and impact assessments of those changes are completed.
- ▲ Cross-ministry and interministry support is provided for regulatory changes.

**Goal 3:** Encourage investment and economic development in B.C.'s food processing industry.

**Objective I:** Provide a positive business climate that will maintain the current level of food processing business in B.C.

*Key Strategies:*

- ▲ Work with industry to reduce the costs of raw materials, transportation, permits and licences.
- ▲ Review production costs (e.g., labour, fuel, taxes and land) to determine real versus perceived costs of food processing in B.C.

*Performance Measures:*

*Output Measures*

- ▲ An assessment of cost-reduction options for the B.C. food industry is completed.
- ▲ An analysis of food processing costs in B.C., compared with other jurisdictions, is completed.

*Outcome Measures*

- ▲ Reports on cost reduction options are presented to relevant B.C. ministries.
- ▲ A report on the comparative study is presented.

*Objective 2:* Coordinate and develop programs in support of increased research and development capacity within the province.

*Key Strategies:*

- ▲ Improve access to expertise and training, through partnership with private consultants or experts within publicly funded organizations.
- ▲ Improve access to equipment by increasing access to public facilities in education and research institutions, and by encouraging cooperative processing facilities.
- ▲ Improve industry access to relevant information.

*Performance Measures:*

*Output Measure*

- ▲ A searchable resource database is made available electronically.

*Outcome Measures*

- ▲ There is an increase in the number of public-private partnerships.
- ▲ Greater use is made of existing sources of expertise, and of training opportunities for food industry research and development.
- ▲ There is an increase in the number of established and operational co-processing facilities.

*Objective 3:* Encourage and support value-added and differentiated products.

*Key Strategies:*

- ▲ Promote public-private partnerships to establish a standards review and certification agency.
- ▲ Strengthen nutraceutical and biotechnology expertise in B.C.
- ▲ Develop a strategy for increasing the capacity of small- and medium-sized food processing companies.
- ▲ Research the demand for differentiated food products.
- ▲ Analyze the effectiveness of current product development practices within the B.C. food industry.

*Performance Measures:*

*Output Measures*

- ▲ Pilot project reports on dairy and beef are completed, and product differentiation standards are established.
- ▲ Data is made available on consumer demand for differentiated food products.
- ▲ An assessment is completed of companies – including the number of companies – that are exploring natural, organic and other forms of product differentiation.

*Outcome Measures*

- ▲ B.C. nutraceutical and biotechnology companies increase their market share.
- ▲ Benchmark information is established on the number of new products or new marketing channels being explored.

## *Policy and Legislation Services*

**P**olicy and Legislation Services plays a vital support role within the Ministry of Agriculture, Food and Fisheries. Its core functions include taking part in federal/provincial negotiations, policy issue analysis, representing the ministry at key intergovernmental forums, and maintaining a documented policy framework, an effective legislative base, and an information base on the agri-food sector and its resources. Branch staff also contribute program expertise in trade, regulated marketing, First Nations treaty negotiations, and resource and corporate planning.

Policy and Legislation Services' performance planning is organized into two primary goals that straddle both of the ministry's strategic priorities (industry development and resource management).

**Goal I: Achieve a government policy and regulatory environment that supports industry competitiveness and development.**

**Objective I:** Increase the fairness of the provincial share of federal expenditures, particularly in farm safety nets, research and development, adaptation and rural development, food industry development, and export promotion.

### *Key Strategies:*

- ▲ Lead seven provinces in renegotiating the federal allocation of farm safety net expenditures.
- ▲ Document and monitor B.C.'s share of federal programs, and help industry access federal programs by assisting with information and proposals.

### *Performance Measures:*

#### *Output Measures*

- ▲ Inventory and analysis of federal expenditures is completed.
- ▲ The number and quality of B.C. funding and program applications increases by 25 per cent.

#### *Outcome Measure*

- ▲ B.C. receives a larger share of federal safety net expenditures (i.e., from 3 per cent to closer to 5 per cent) and greater access to other programs.

*Objective 2:* Encourage supportive federal trade, tax, investment, and food inspection policies and regulations.

*Key Strategies:*

- ▲ Proactively represent B.C. at critical federal/provincial committee tables.
- ▲ Support the shift in food inspection to outcome-based standards, and maintain flexibility in inspection systems (e.g., equivalency) without compromising food safety standards.

*Performance Measures:*

*Outcome Measures*

- ▲ Greater knowledge at the federal level of B.C. issues.
- ▲ A more cost-effective food quality inspection system is established, measured by rigorous food safety standards to maintain consumer and customer confidence.

*Objective 3:* Establish a policy framework to encourage greater flexibility in regulated marketing systems and to support industry quality programs to provide industry diversification opportunities.

*Key Strategies:*

- ▲ Develop an ongoing consultation process.
- ▲ Finalize and communicate policy statements for regulated marketing (e.g., the *Natural Products Marketing (B.C.) Act*).
- ▲ Finalize new legislation on food quality and develop supporting regulations for industry food quality certification.
- ▲ Attract investment for new products and value-added and downstream processing.

*Performance Measures:*

*Output Measures*

- ▲ A consultation process is developed and implemented, and a forum for discussing industry competitiveness is in place.
- ▲ Regulations are in place to guide the British Columbia Marketing Board and other marketing boards and commissions, and schemes are amended as necessary.
- ▲ Food quality legislation is passed, and regulations are developed or revised as needed.
- ▲ Industry certifications are in place.

*Outcome Measures*

- ▲ There is better understanding and implementation of policies by the marketing boards.
- ▲ Investors recognize the benefits of investing in B.C. food processing.

*Objective 4:* Influence the policies and regulations of other ministries to support agri-food sector development – particularly in land and water resource allocation, First Nations treaties, transportation and taxation.

*Key Strategies:*

- ▲ Act on Agri-Food Policy recommendations from the Select Standing Committee on Agriculture and Fisheries.
- ▲ Lead a review of the property taxation system.
- ▲ Maintain an ongoing, comparative analysis of government policies and regulations, and how they affect industry competitiveness.
- ▲ Lead the development of the provincial negotiating position on the Agricultural Land Reserve, for use in First Nations treaty negotiations.

*Performance Measures:*

*Output Measures*

- ▲ Implement the follow-up to the Select Standing Committee recommendations.
- ▲ Develop an improved information base on how government affects the agri-food sector in B.C., and promote greater industry understanding.
- ▲ There is interagency agreement on preferred options for agriculture.
- ▲ Recommendations for the provincial negotiating position are adopted by Cabinet.

*Outcome Measure*

- ▲ Other agencies develop a better understanding of issues and of how those issues affect policies and regulations.



*Objective 5:* Influence local government policies and planning to support agri-food sector development – particularly local bylaws, property tax and water rates, and planning for agriculture.

*Key Strategies:*

- ▲ Develop a consultation process with local governments on property taxation.
- ▲ Encourage the establishment of local agriculture advisory committees to influence local government policies and planning.
- ▲ Support the Agriculture Division in its planning and bylaw processes.
- ▲ Support the growth of First Nations agriculture by encouraging pilot projects.

*Performance Measures:*

*Output Measures*

- ▲ There is an increase in the number of advisory committees and committee participants.
- ▲ More local farm bylaws are enacted.
- ▲ Pilot projects are developed, implemented and completed.

*Outcome Measures*

- ▲ There is a better understanding, at the local-government level, of the affects of municipal policies on local agriculture.
- ▲ There is a greater awareness and a more positive view of agriculture at the local level.

*Goal 2:* Maintain a future-oriented and effective policy, legislative and planning framework for the ministry, to support its operations in achieving its overall goals and objectives.

*Objective 1:* Maintain a documented set of policies and communicate these throughout the ministry and to other relevant agencies.

*Key Strategies:*

- ▲ Develop an Agri-Food Policy framework that is based on industry consultations and the recommendations of the Select Standing Committee on Agriculture and Fisheries.
- ▲ Communicate policies more effectively throughout the ministry and to other agencies.

*Performance Measures:*

*Output Measure*

- ▲ The Agri-Food Policy framework is finalized, and a documented, accessible policy base is in place.

*Outcome Measure*

- ▲ There is greater awareness of ministry policies within the ministry and among other ministries and agencies.

*Objective 2:* Revise the legislative plan to achieve legislative priorities and modernize and streamline legislation to achieve new ministry directions.

*Key Strategies:*

- ▲ Review the ministry's multi-year legislative plan.
- ▲ Prioritize selected legislation that is essential to achieving new directions.

*Performance Measures:*

*Output Measure*

- ▲ The legislative plan review and initiatives are completed and approved by the ministry executive and central agencies.

*Outcome Measure*

- ▲ Cabinet priority is given to the ministry's legislative initiatives.

*Objective 3:* Influence resource planning through effective representation and improved information.

*Key Strategies:*

- ▲ Ensure that resource policies are refined, documented and communicated, to assist regional and provincial planning.
- ▲ Gradually improve and maintain a resource and industry information base.

*Performance Measures:*

*Output Measure*

- ▲ Information is made available for more effective resource planning and industry development, and participation in planning forums has an impact on interagency planning processes.

*Outcome Measure*

- ▲ There is greater understanding among line staff and other ministries of agri-food resource needs and issues.

*Objective 4:* Lead the corporate planning process within the ministry.

*Key Strategies:*

- ▲ Support the ministry's executive in a review of the strategic plan, taking into account the recommendations of the Select Standing Committee on Agriculture and Fisheries.
- ▲ Continue to develop and refine meaningful performance measures for the strategic plan and the performance plan.

*Performance Measures:*

*Output Measures*

- ▲ An effective strategic planning process is in place.
- ▲ The first iteration of the revised/new performance measures is published in the ministry's *Strategic Plan*.

*Outcome Measure*

- ▲ An assessment of the ministry's performance measures is made available in its *Strategic Plan*.

## RESOURCES

### *Financial Resources*

#### 1999/00

The Ministry of Agriculture, Food and Fisheries continues to meet its budget targets. In 1999/00, this was achieved by Agriculture and Food despite several unplanned initiatives, which included:

- ▲ a comprehensive consultation with the tree fruit industry,
- ▲ mediation between organic and regulated marketing producer groups,
- ▲ emergency preparations in response to the threat of a spring flood on the Fraser and other rivers,
- ▲ the integration of the Federal Agriculture Income Disaster Assistance program into the safety net programs,
- ▲ aerial spraying to eradicate gypsy moth on southern Vancouver Island, and
- ▲ supplementary activities to support the Agriculture Environmental Accord.

#### 2000/01

The ministry budget for the implementation of this Agriculture and Food performance plan in 2000/01 is \$71.55 million. That includes the provincial share of a number of programs that are funded and delivered jointly with the federal government - among which are the safety net programs (e.g., Crop Insurance, the Net Income Stabilization Account [NISA], the Whole Farm Insurance Program, and the Agriculture Income Disaster Assistance program).

Funding of those programs is based on federal/provincial multi-year funding agreements. Cost sharing is based on a formula of 60 per cent federal funding and 40 per cent provincial funding. It is expected that a new long-term funding agreement will be signed this year, which will secure an increased share of federal funding for agricultural safety net programs and address new and emerging issues that threaten the viability of the agri-food sector.

The Whole Farm Insurance Program has been extended for one more fiscal year, to the end of 2000/01. The federal government has approved funding for the next two years for development of a national disaster program, which provides an opportunity to negotiate a permanent farm disaster assistance program for B.C., building on the experience of the Whole Farm Insurance Program and the Agriculture Income Disaster Assistance program.

In addition, other federal funds are available to assist the agri-food sector in British Columbia. The B.C. Investment Agriculture Foundation, an industry development agency in the province, will receive \$4.8 million over the next three years for targeted adaptation and innovation. And the new Canada-British Columbia Farm Business Management Program will continue this fiscal year – the second of a three-year agreement – with \$142,162 in federal funding.

The federal government will provide an estimated \$27 million for four safety net programs: the Whole Farm Insurance Program, the Agriculture Income Disaster Assistance program, Crop Insurance, and the NISA and companion programs.

The ministry is currently involved in renegotiating the federal safety net allocation. If it is successful, additional federal funding of between \$5 million and \$10 million will be forthcoming.

### *Special Funds*

The ministry maintains a number of funds related to Agriculture and Food that enable improved and continuous (i.e., year-round) delivery of programs and support improved accountability for the program initiatives. Since actual program requirements can be highly variable from year to year, particularly for farm safety nets, these funding arrangements play a critical role in managing fluctuating demands.

The major special accounts and funds include:

#### *Grazing Enhancement Fund Special Account*

This account supports the costs of maintaining and enhancing grazing areas in the province which have been affected by provincial land-use decisions. In 2000/01, provision has been made for a total expenditure of \$2.5 million. The program is scheduled to continue until March 31, 2005.

#### *Okanagan Valley Tree Fruit Authority*

This special account covers the costs of delivering the replant program to help revitalize the tree fruit industry. Fiscal 2000/01 was to be the last year for the Okanagan Valley Tree Fruit Authority, but the provincial commitment of an additional \$27 million, five-year replant program will result in the authority's mandate being redefined and extended.

*Crop Insurance*

Since natural hazards cannot be predicted, costs for crop insurance claims can vary considerably from year to year. With this special account, the ministry can both stabilize its budget and cover deficits in any particular year. In the long term, all costs are funded through industry and government premiums.

*Whole Farm Insurance Program*

Just as natural hazards are unpredictable, market risks are also erratic. This trust, established in 1999/00, enables the ministry to meet program commitments and accumulate funds over time to cover large disasters, thereby improving income stability for industry. The fund also allows the ministry to access up-front federal funds that are provided in advance of claims being received.

*Columbia Basin Trust Accord*

This special account funds implementation of the terms of the Columbia Basin Trust Accord. Since the trust reports to the Minister of Agriculture, Food and Fisheries, it is included in the provincial government's Estimates.

*Other Agreements*

The ministry also oversees a number of trust agreements that have been established to support industry development. The largest of these is Investment Agriculture, which is funded by federal allocations leveraged through provincial expenditures under the federal/provincial safety net agreement. In addition, there are 11 other trusts with \$15.8 million on account to support the development of specific commodities. They include sectors such as beef and other livestock, berries, vegetables and grain, and \$2 million in funding has been committed for the creation of a tree fruit trust fund this fiscal year.

*Human Resources*

The Ministry of Agriculture, Food and Fisheries has undergone significant staff reductions in the last several years. It has also made adjustments as a result of the creation of a separate Ministry of Fisheries in 1998, and the establishment of administrative operating agreements with the Ministry of Transportation and Highways, and the Ministry of Small Business, Tourism and Culture. Although the Ministry of Fisheries was brought back under the Agriculture, Food and Fisheries umbrella in March 2000, it remains a distinct entity with its own resources.

For those reasons, and because of the reductions in the Agriculture Division in particular, the ministry has refocused its efforts on two central priorities: industry development and resource management. By doing so, the ministry can concentrate on what can be most readily influenced by government, such as the business regulatory climate and resource planning. For factors that are largely under industry control, the ministry has shifted from providing extensive services to facilitating access to services.

The magnitude of the changes has meant significant reductions of direct service to the agri-food industry. To reduce the impact of those changes, the ministry has provided new tools to help industry undertake the development it needs. These initiatives include some of the special trusts, as well as legislation to support self-funding. More aggressive access to federal funding is also being pursued.

Good progress has been achieved, but an electronic information delivery system and more staff training are still needed. Some additional minor adjustments will also be necessary to accommodate emerging industries and provincial priorities.

The agri-food sector has undergone a significant transformation in recent years, in terms of products as well as in industry composition. Formerly seasonal, the agriculture workforce is now mainly year-round, and the makeup of both the workforce and farm ownership reflect the preponderance of immigration to B.C. from Asian countries over the last several decades. For those reasons, the ministry now provides critical and relevant information in English and other languages. Special efforts will be made over the next several years to expand that initiative to include First Nations people.

Table 1: Agriculture and Food Budget and FTE Summary  
2000/01

	\$Millions	FTEs
<b>Ministry Operations</b>		
<b>Minister's Office</b>	\$0.51	8.50
<b>Corporate Services</b>		
Deputy Minister's Office	0.71	4.00
Policy/Legislation/Trade	1.75	22.00
Communications	0.83	9.00
Administration and Finance	5.09	44.00
Columbia Basin Trust	2.00	-
<b>Food Industry</b>		
Branch Operations	4.22	14.00
Buy BC	1.68	1.00
<b>Crop Insurance (net of recoveries)</b>	6.70	27.50
<b>Net Income Stabilization Account (NISA)</b>	2.60	-
<b>Whole Farm Insurance Program (net of recoveries)</b>	6.80	6.00
<b>Agriculture Programs</b>		
Animal Industry	2.22	30.00
Plant Industry	1.12	12.00
Regional Operations	5.49	81.25
Resource Management	1.09	13.00
Industry Development Support	11.47	36.75
Rent and Amortization Costs	4.31	-
<b>Land Reserve Commission*</b>	3.04	32.00
<b>British Columbia Marketing Board</b>	0.90	7.00
<b>Okanagan Valley Tree Fruit Authority</b>	6.50	-
<b>Livestock Protection</b>	0.02	-
<b>Grazing Enhancement Fund</b>	2.50	-
<b>TOTALS</b>	<b>71.55</b>	<b>348.00</b>

\* Formerly the Provincial Agricultural Land Commission



## SUPPORTING INFORMATION

### *Agriculture and Food Offices*

#### *Minister's Office*

Room 346, Legislative Buildings  
Victoria, B.C. V8V 1X4  
Phone (250) 387-1023 / Fax 387-1522

#### *Victoria headquarters address*

808 Douglas Street, V8W 2Z7  
Phone (250) 387-5121 / Fax 387-5130

#### *Victoria headquarters mailing address*

P.O. Box 9120, Stn. Prov. Gov't., V8W 9E2

#### *Abbotsford Agricultural Centre*

1767 Angus Campbell Road, V3G 2M3  
Toll-free 1-888-221-7141

#### *Regional*

Phone (604) 556-3075 / Fax 556-3030

#### *Resource Management*

Phone (604) 556-3100 / Fax 556-3099

#### *Animal Health*

Phone (604) 556-3003 / Fax 556-3010

#### *Courtenay*

331B 6th Street, V9N 1M2  
Phone (250) 334-1239 / Fax 334-1472

#### *Cranbrook*

42 8th Avenue South, V1C 2K3  
Phone (250) 426-1535 / Fax 426-1546

#### *Creston*

218 Northwest Boulevard  
Box 1980, V0B 1G0  
Phone (250) 428-3255 / Fax 428-3271

#### *Dawson Creek*

1201 103rd Avenue, V1G 4J2  
Toll-free 1-888-398-3322  
Phone (250) 784-2225 / Fax 784-2299

#### *Duncan (Access Centre)*

5785 Duncan Street, V9L 5G2  
Phone (250) 746-1210 / Fax 746-1292

#### *Fort St. John*

350 - 10003 110th Avenue, V1J 6M7  
Toll-free 1-888-822-1345  
Phone (250) 787-3240 / Fax 787-3299

#### *Kamloops*

162 Oriole Road, V2C 4N7  
Toll-free 1-888-823-3355  
Phone (250) 371-6050 / Fax 828-4631

#### *Kelowna*

1690 Powick Road, V1X 7G5  
Crop Insurance (toll-free) 1-888-332-3352  
Phone (250) 861-7211 / Fax 861-7490

### *Oliver*

Court House, Box 940  
9971 350th Avenue, V0H 1T0  
Toll-free 1-888-812-8811  
Phone (250) 498-5250 / Fax 498-4952

### *Prince George*

Experimental Farm Site  
2288 Old Cariboo Highway, V2N 6G3  
Toll-free 1-800-334-3011  
Phone (250) 963-2501 / Fax 963-2520

### *Sidney*

Bldg. 20, 8801 East Saanich Road,  
V8L 1H3  
Phone (250) 655-5649 / Fax 655-5657

#### *Mailing address*

P.O. Box 9099, Stn. Prov. Gov't.  
Victoria, B.C. V8W 9A9

### *Smithers (Access Centre)*

1020 Murray Street  
Bag 5000, V0J 2N0  
Phone (250) 847-7246 / Fax 847-7592

### *Vancouver - Food Industry*

Canada - B.C. Agri-Food Marketing Centre  
2000 - 300 West Georgia Street, V6B 6E1  
Phone (604) 666-5259 / Fax 666-3977

### *Vernon*

4607 23rd Street, V1T 4K7  
Phone (250) 260-3000 / Fax 549-5488

### *Williams Lake*

640 Borland Street, V2G 1R8  
Toll-free 1-800-474-6133  
Phone (250) 398-4500 / Fax 398-4688

### *Other Addresses*

#### *Land Reserve Commission*

133 - 4940 Canada Way  
Burnaby, B.C. V5G 4K6  
Phone (604) 660-7000 / Fax 660-7033

#### *British Columbia Marketing Board*

107 - 1208 Wharf Street  
P.O. Box 9129, Stn. Prov. Gov't.  
Victoria, B.C. V8W 9B5  
Phone (250) 356-8945 / Fax 356-5131

#### *Okanagan Valley Tree Fruit Authority*

4200 Highway 97  
P.O. Box 6000  
Summerland, B.C. V0H 1Z0  
Phone: (604) 494-5021 / Fax 494-5024

# MAP OF REGIONS AND OFFICES

