

BALANCED BUDGET 2007

*Ministry of
Agriculture and Lands*

2007/08 – 2009/10 SERVICE PLAN

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Message from the Minister and Accountability Statement

It is my pleasure to present the Ministry of Agriculture and Lands' 2007/08 – 2009/10 Service Plan. This plan outlines the strategic priorities and key initiatives for the Ministry over the next three years as we continue, under Premier Gordon Campbell's leadership, to contribute to the Five Great Goals for a Golden Decade.

The Ministry is committed to providing high-quality, client-focused Crown land and resource management. To further that goal, the Integrated Land Management Bureau's FrontCounter BC offices give natural resource-based clients a single window to access information on more than 80 different types of natural resource authorizations and permits.

The Bureau is also working on the implementation of the Central and North Coast land-use decision and finalizing four strategic land-use plans for government decisions. In addition, the Bureau is providing leadership in championing the New Relationship initiative with First Nations, incorporating their interests in Land and Resource Management Plan implementation. Another Bureau priority is to revise a number of plans to account for Mountain Pine Beetle impacts.

While working to implement the Northern Spotted Owl decision of last spring, the Bureau is also coordinating the development of species-at-risk recovery plans for the Mountain Caribou and Marbled Murrelet. The Bureau is also working with partner ministries to coordinate the development of a Species-at-Risk Action Plan that shifts the Province's approach to species-at-risk management from a reactive to a proactive model.

The Ministry strives to achieve world-leading stewardship of land, farm and food systems for the health and prosperity of British Columbians.

The factors that affect agriculture are changing and it is important that we adapt to them. An invaluable asset to British Columbia's economy, agriculture is an extremely dynamic industry, with global markets, weather uncertainties and cost pressures. In order to secure the sector's long-term profitability, we must collectively address these challenges. We continue to be guided by three themes in our efforts to do this — improving access to Crown land, enhancing the flow of knowledge, and managing the urban/agricultural divide.

A new Agriculture Plan for British Columbia, based on recommendations from a committee led by Parliamentary Secretary Val Roddick, with input from citizens in all corners of the province, will be complete in 2007. The plan will support the development of a long-term vision for agriculture that will sustain and facilitate the growth and diversification of the agri-food sectors. The Ministry is also looking at agricultural products for uses other than food, that is, textiles and bio-fuels.

A new Bio-containment Level 3 laboratory, to be built as an addition to the Animal Health Centre in Abbotsford, will provide faster identification of potential disease threats to both humans and animals.

Our work with the aquaculture industry will ensure that the industry is competitive and meets B.C.'s rigorous environmental standards. We will continue to focus on open, honest exchanges with environmentalists, industry and First Nations, as we develop a modern and sustainable aquaculture industry in B.C. and work towards our goal of the *best fisheries management, bar none*.

As Minister responsible for the management of Crown land, I am committed to making Crown land decisions based on balancing social, environmental and economic interests. Since 2001, the Province has committed more than \$116 million to identify and cleanup a number of B.C. Crown contaminated sites. We have earmarked an additional \$48 million for this work over 2007–2009.

We have already achieved a number of successes in remediating Crown contaminated sites, including cleanup of an abandoned landfill beside the Pitt River as well as remediation of the historic Britannia Mine site. The Britannia Mine Water Treatment Plant recently won awards from the Canadian Public Private Partnership Association and the Fraser Basin Council. This success story is an example of the strong leadership we will continue to demonstrate in remediation of provincial contaminated sites.

The Ministry of Agriculture and Lands' 2007/08–2009/10 Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of February 12, 2007 have been considered in preparing the plan and I am accountable for achieving the specific objectives of the plan.



Honourable Pat Bell
Minister of Agriculture and Lands

February 12, 2007

Table of Contents

Introduction to the Service Plan	5
Part A: Integrated Land Management Bureau	7
Bureau Overview	7
Purpose of Bureau.....	7
Vision, Mission and Values.....	8
Strategic Context	10
Opportunities and Challenges.....	10
Regional Client Services.....	10
Land and Resource Management Planning.....	11
Species-at-Risk Coordination.....	12
Land and Resource Information.....	13
Core Business Areas	14
New Relationship	17
Goals, Objectives, Strategies and Results	18
Overview.....	18
Bureau Goals.....	18
Linkage to the Five Great Goals.....	19
Cross Ministry Initiatives.....	20
Bureau Performance Plan Summary.....	24
Performance Plan.....	25
Resource Summary — Integrated Land Management Bureau	36
Recoveries and Revenues.....	37

Part B: Ministry of Agriculture and Lands	38
Ministry Overview	38
Purpose of Ministry.....	38
Vision, Mission and Values.....	39
Strategic Context	40
Agriculture, Aquaculture and Food Sectors.....	40
Opportunities.....	40
Challenges.....	41
Crown Land Sector.....	42
Opportunities.....	42
Challenges.....	42
Core Business Areas	44
New Relationship	46
Goals, Objectives, Strategies and Results	47
Overview.....	47
Ministry Goals.....	47
Linkage to the Five Great Goals.....	47
Cross Ministry Initiatives.....	47
Regulatory Reform.....	48
Citizen-Centred Service Delivery.....	49
Performance Plan Summary Table.....	50
Performance Plan.....	51
Changes to 2007/08 – 2009/10 Service Plan.....	61
Resource Summary — Ministry of Agriculture and Lands	62

Introduction to the Service Plan

This service plan sets out priorities and three-year plans for the Integrated Land Management Bureau and the Ministry of Agriculture and Lands:

- Part A presents the Integrated Land Management Bureau's 2007/08 – 2009/10 Service Plan.
- Part B presents the Ministry of Agriculture and Lands' 2007/08 – 2009/10 Service Plan.

The Integrated Land Management Bureau reports through the Ministry of Agriculture and Lands but operates with an independent executive structure.

Part A: Integrated Land Management Bureau

Bureau Overview

Purpose of Bureau

The Integrated Land Management Bureau provides a range of services to the public and to other government agencies involved in utilizing and managing Crown land and natural resources. External clients range from those seeking access for business, community, recreational or other reasons to those interested in the effective environmental stewardship of land and resources. The Bureau assists clients by coordinating access to tenures, permits, licences, Crown land sales and grants; developing and facilitating the implementation of strategic Crown land-use plans; managing and providing land and resource information; and prioritizing and coordinating recovery planning for broad-ranging species-at-risk.

The work of the Bureau helps provide access to natural resources for six important sectors of our economy, which directly account for about 13 per cent of the province's GDP — forestry; tourism; mining; oil, gas and energy extraction; agriculture; and aquaculture.¹ Over 40 per cent of communities outside of Greater Vancouver are dependent on natural resources for more than 30 per cent of their income.² B.C. is Canada's most biologically diverse province and is home to more than half of the fish and wildlife species living in the country.³

Crown lands and resources are major contributors to the economic, social and environmental health of the province. In addition, 94 per cent of the province's land area is publicly owned, and its use and management is intertwined with the province's economy, history and social fabric.

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

¹ When secondary benefits to a range of sectors are included, the figure rises to 36 per cent of GDP (2004 GDP figures at 1997 prices). Source: BC Stats.

² Source: BC Stats.

³ Source: B.C. Ministry of Forests and Range.

The Bureau's services to the public are provided on behalf of numerous provincial ministries, five of which oversee the work of the Bureau as an advisory board. The five ministries are: Agriculture and Lands; Energy, Mines and Petroleum Resources; Environment; Forests and Range; and Tourism, Sport and the Arts. The Bureau also provides corporate leadership and coordination on behalf of government regarding the sustainable use and management of natural resources and related information. Established in 2005, the Bureau is hosted by the Ministry of Agriculture and Lands. While the Bureau is formally accountable in financial and performance terms to the Minister of Agriculture and Lands, it operates relatively independently of the Ministry.

The Bureau's regionally-based FrontCounter BC service expands the range of natural resource authorizations and integrates Crown land use, land-use planning and the provision and analysis of land and resource information. This consolidation of services at the regional level is part of a government-wide initiative to become more "citizen-centred". This service will improve effectiveness and efficiency by providing a "one-stop shop" for people and businesses requiring access to provincial natural resources. FrontCounter BC assists these clients and provides a single-window access point for over 80 different types of authorization applications concerning natural resources on behalf of the ministries and other agencies it serves.⁴ Similarly, on behalf of the natural resource sector, the web-based Integrated Land Management Bureau's Natural Resource Information Centre provides a single window to the province's common land and resource information products and services on the Internet.

Vision, Mission and Values

Vision

World-leading natural resource service delivery that exceeds expectations and provides business certainty for our clients.

Mission

Deliver integrated natural resource information and services that are leading edge, timely, client-friendly and responsive, and that support a vibrant B.C. economy, healthy communities and a sustainable environment.

Values

- Professionalism and courtesy
- Innovative and creative — challenge the status quo
- Accountability and transparency

⁴ The ministries have a mandate to adjudicate non-*Land Act* natural resource authorizations. They review and make decisions on the applications. The Bureau tracks the progress of applications and communicates the results to the client. In the case of applications for new and replacement land tenures under the *Land Act* or Crown land sales, the Bureau also adjudicates these applications on behalf of the Ministry of Agriculture and Lands.

- Responsiveness and reliability
- Timely service delivery
- Demonstrated excellence in communication, facilitation and mediation

The values which guide staff are reflected in the strategies that have been developed to ensure the Bureau reaches its goals and objectives. For example, one key strategy of FrontCounter BC involves the provision of professional, knowledgeable support to natural resource clients. Another strategy is to provide FrontCounter BC services in a fair and transparent manner. The Bureau demonstrates it can provide this support timely and efficiently through the use of client surveys and Bureau — Agency/Ministry agreed-to application processing time performance measures.

Strategic Context

Three factors are anticipated as key drivers for the Bureau over the next three years.

- The requirement that provincial ministries and agencies work corporately to achieve government goals. This includes economic development that addresses cumulative impacts and is balanced with sustainable environmental management. The Bureau, along with many provincial government agencies, is engaged in achieving a number of cross government priorities, such as preparing for the 2010 Olympic and Paralympic Winter Games, responding corporately to the Mountain Pine Beetle infestation, assisting with advancing provincial tourism, water management and air quality goals, and furthering provincial economic investment objectives targeted at making B.C. Canada's Asia Pacific gateway.
- The continued demand from North American and international markets for B.C. natural resources. This results in requests to the Bureau to facilitate responsible access to a wide range of natural resources, work to provide certainty for investors, and plan for and allocate Crown land to meet the needs of communities, First Nations and economic development.
- Government's commitment to implementing the New Relationship with First Nations. This will provide opportunities to improve the well-being of First Nations and non-First Nations in British Columbia.

Opportunities and Challenges

These key drivers present the Bureau with a number of opportunities and challenges in each of its core businesses. Strategies to realize these opportunities and to address and manage the challenges are described under the section on Goals, Objectives, Strategies and Results.

Regional Client Services

Opportunities

Clients seeking access to provincial natural resources have indicated a need for a "single-point-of-contact" to ensure full disclosure of the process, steps and costs they face in order to reduce runaround times between agencies and to streamline and integrate application processes. Different clients require different service channels (face-to-face, phone, fax, e-mail, web and mail). Interviews with representatives of related government organizations in other jurisdictions have also identified clear benefits from such single-point-of-contact services and cross government integration to both clients and government.

Identified benefits to government include an enhanced business-friendly reputation; streamlined measures that reduce government costs and frustrations; reduced time that

regulatory agencies have to spend responding to general enquiries; and economies of scale and scope from clients being assisted by FrontCounter BC staff who are experienced in translating technical information and requirements into plain language.

FrontCounter BC delivers the following outcomes:

- reduced duplication of information requests;
- full disclosure of requirements, process steps and costs, and hence better-informed applicants;
- higher levels of satisfaction with government agencies dealing with natural resources;
- better informed resource-use proposals from clients;
- better access to, and use of, existing public resource data and information; and
- timely resource-use decisions resulting in greater certainty for investors.

Challenges

The principal challenge is developing and maintaining coordination of client-centred service with sponsoring ministries, including staff training, supporting information technology and work processes. The Integrated Land Management Bureau has negotiated service-level agreements with all partner agencies to address this challenge.

Land and Resource Management Planning

Opportunities

The completion and implementation of strategic land and resource management plans continue to be of strong interest to First Nations, industry sectors, businesses and individuals desiring certainty of access to natural resources and/or to protect the environmental values of specific areas. Regional stakeholder planning tables have concluded their work on three strategic-level plans: Lillooet, Sea-to-Sky Phase II and Haida Gwaii/Queen Charlotte Islands. These plans are nearing the end point of the provincial government-to-First Nation (“government-to-government”) discussion stage. It is anticipated that all three will have moved into the implementation stages by the end of 2007-08.

Government has completed a comprehensive internal review of strategic land-use planning processes. The overall goal is more efficient, target planning efforts within available resources and to engage First Nations so that their interests and values can be better incorporated. Government has also continued to direct some resources to the review of existing approved strategic land and resource management plans where there is a demonstrated need (e.g., to address Mountain Pine Beetle).

Challenges

Approval dates for government decisions on desired land-use plans may need to be extended due to the need to consult with First Nations and/or continue to work with First Nations in the spirit of the New Relationship. The extent to which existing government-approved plans are reviewed and amended is directly related to the resources available to take on these tasks. The Bureau worked closely with partner agencies to address the challenges in the land-use planning policies and process review completed last year.

Species-at-Risk Coordination

Species-at-risk are an indicator of the environmental health of the province. B.C.'s geography and diversity of ecosystems support a wide variety and diverse range of plant and animal species. Although B.C. has had some success in managing species-at-risk and recently received the federal government's endorsement for recovery efforts to address the decline of the Northern Spotted Owl, the province believes a more coordinated effort may provide better results and best value for its investments in addressing this complex issue. Species-at-risk are not generally the end result of just one issue. Species-at-risk management issues cut across all sectors of the province's resource economy — forestry, oil and gas, mining, tourism, wildlife harvesting, First Nations interests, international trade — and affect B.C.'s ability to attract and support investment.

Opportunities

Provincial efforts to reduce the number of species-at-risk and/or manage and recover species-at-risk have primarily been reactive. The province responds to federal species-at-risk legislation, to advocacy campaigns by some stakeholder groups or to outcomes from broader land and resource decision-making processes like land-use plans. Through management tools made available in legislation, such as the *Wildlife Act* and *Forest and Range Practices Act*, the province has taken significant steps to implement sustainable wildlife harvesting, mining, tourism and results-based forestry practices that address and help manage species-at-risk. There remains a need, however, for effective cross government coordination, particularly for a number of broad-ranging species that utilize large land areas and for which recovery requires coordination of management activities across many government organizations, businesses and industry.

The Bureau is accountable for coordinating development of a government-wide, science-based approach to the management and recovery of broad-ranging species-at-risk, specifically the Northern Spotted Owl, Mountain Caribou and Marbled Murrelet. The Bureau works closely with partner ministries and agencies to compile the science and craft strategies for review by key interests and stakeholders. Further, the Bureau is developing strategies to shift the province's approach to species-at-risk management from a reactive to proactive model by working with partner ministries in developing a corporate species-at-risk action plan that will, in part, provide stability to resource management and development companies.

Challenges

While recovery and management options have been developed and/or endorsed by the scientific community and other levels of government, some management options being considered for the remaining regional populations of the three species noted above may not meet the expectations of all stakeholders. It is anticipated there will be direct and indirect economic impacts to some industries, such as forestry, that are a direct outcome of certain recovery strategies. Further, other large issues like the Mountain Pine Beetle epidemic and a warming climate may also challenge provincial efforts for the management and recovery of species-at-risk.

Land and Resource Information

Opportunities

Industry, businesses, individuals and various levels of government need access to relevant, reliable land and resource information and related services to support informed, science-based decision-making. Access to land and resource information needs to be seamless, easy-to-understand and timely. The Bureau is reviewing options for expanding and simplifying how natural resource information is made available to clients outside the provincial government.

Government uses a number of information technologies and management (IT/IM) applications that are agency or ministry-specific to manage information concerning applications for natural resource-use authorizations (e.g., permits, tenures, licences) and for related compliance and enforcement activities. Finding synergies between these different applications should produce significant efficiency gains.

Challenges

Managing client expectations, setting priorities and coordinating information sources across government within available resources is an ongoing challenge. One major reason is that the Bureau is not the steward of most of the natural resource information held by government.⁵ Its role is restricted to managing all of the natural resource information after it has been collected and quality assured by other agencies, and then providing mechanisms to disseminate this information to users.

There are many different information technology applications being used by the Bureau to manage land and resource information.⁶ While considerable progress on systems integration has been made over the last four years, additional work is being done to create a more seamless system.

⁵ Agencies with the natural resource mandate retain this accountability (e.g., the Ministry of Environment manages the collection of fish and wildlife inventory information).

⁶ These applications are supported by the Corporate Services Division, which supports the Bureau's information management and dissemination accountabilities.

Core Business Areas

To achieve its goals and objectives, the Bureau provides services through five core business areas.

1. Regional Client Services

The Bureau provides clients throughout B.C.'s eight major geographic regions with coordinated information and access to provincial natural resources on behalf of a number of provincial ministries and agencies. It does this through four broad but integrated approaches, including:

- providing technically knowledgeable staff, through FrontCounter BC, to assist clients with, and accept applications for, land and resource-use authorizations, and monitoring and facilitating efficient, timely processing of applications;
- making decisions on tenures and sales of Crown land under the *Land Act* on behalf of the Ministry of Agriculture and Lands;⁷
- providing land and resource information and analytical services to internal and external clients; and
- developing landscape-level land and resource-use plans and facilitating implementation of strategic land-use plans to support the sustainable economic development of provincial natural resources.

This core business area is coordinated and delivered by the Bureau with input from regionally-based Inter-Agency Management Committees or sub-regional managers committees, chaired and managed by senior regional Bureau staff.

(192 FTEs, net operating budget \$23.4 million)

2. Strategic Land and Resource Planning

The Bureau focuses on high-priority strategic land and resource management planning. Four main functions are involved, each of which incorporates and supports the New Relationship with First Nations, including:

- finalizing strategic land and resource plans for government decision, an outcome of concluding government-to-government negotiations with First Nations;
- reviewing and amending strategic land and resource plans, where partner agencies have agreed that the work is a priority and resources are available to address the task or government has directed that the work be undertaken to address new issues or environmental factors (e.g., the impacts of the Mountain Pine Beetle epidemic);

⁷ 96 FTEs are temporarily assigned to the Bureau from Crown Land Administration in the Ministry Operations Vote for *Land Act* adjudication purposes, and \$8.4 million is recovered by the Bureau from the Ministry for this purpose. These FTEs are shown in the Ministry's resource table in Part B of this document.

- undertaking related strategic plan implementation projects at the request of government; and
- leading marine coastal planning in B.C.

(13 FTEs, net operating budget \$7.5 million)

3. Species-at-Risk Coordination

The Species-at-Risk Coordination Office works with other agencies to manage the province's globally significant, broad-ranging species-at-risk and provides responsible, balanced access to Crown land and resources.⁸ The Bureau coordinates corporate development and implementation of recovery plans for three priority species: Mountain Caribou, Northern Spotted Owl and Marbled Murrelet.

(5 FTEs, net operating budget \$0.8 million)

4. Corporate Resource Information Management

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

These functions are provided through the Chief Resource Information Office for natural resource ministries as a single-window access to land and resource information (Land and Resource Data Warehouse,⁹ Integrated Land and Resource Registry,¹⁰ GIS analysis services and the Integrated Cadastral Initiative¹¹). The Bureau is also the provincial government agency accountable for providing spatial base mapping,¹² land survey control, global-positioning quality control systems and air and ortho-photo management to a wide range of internal and external users of landscape information across all sectors.

(134 FTEs, net operating budget \$16.5 million)

⁸ The management of species-at-risk is traditionally a Ministry of Environment-led function as the vast majority of the science-supporting implementation tasks and actions to address species-at-risk are accomplished cooperatively with leadership from that Ministry. However, government has recognized that actions and resources required to address broad-ranging species-at-risk need to be coordinated and corporate in nature. The Bureau has been given a mandate to develop recovery plans for broad-ranging species-at-risk on behalf of the partner agencies to which it provides service.

⁹ The Land and Resource Data Warehouse is the corporate repository for integrated land, resource and geographic data that support a variety of business requirements for the natural resource sector, other government agencies, industry and the public.

¹⁰ The Integrated Land and Resource Registry is a web-based query and access tool that provides an integrated view of over 250 different legal land and resource tenures, licences and leases on Crown land.

¹¹ Includes the Integrated Cadastral Fabric, the result of a partnership between the provincial government and local government that provides an integrated and geo-referenced link between privately-owned property and Crown land.

¹² Base mapping services provide critical map data utilized by all sectors of the economy, including mining, oil and gas exploration, forestry, utilities and transportation. It is a critical foundation geographic tool that is essential for resource management, other provincial government services such as emergency response, community planning and development, and First Nations treaty development.

5. Bureau Management

This business unit includes the Office of the Associate Deputy Minister and a portion of Corporate Services Division (finance, facilities, etc.). The latter is a shared service and also serves the Ministries of Agriculture and Lands, and Environment. The Bureau Management unit includes the Project Management Office, a small team of headquarters-based Bureau staff who provide project management services, corporate project management, strategic business planning, website oversight, performance monitoring and issues management.

(19 FTEs,¹³ net operating budget \$14.1 million)

The Information Resource Management Plan was developed through the Bureau Management core business area. The information management and information technology direction and strategies contained in the plan support all Bureau core businesses.

The overview can be viewed at:

<http://ilmbwww.gov.bc.ca/relatedinitiativesandplanningprocesses/overview.html>.

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

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

¹³ This does not include the FTEs in Corporate Services Division servicing the Bureau. These are shown under the Ministry of Environment service plan. However, the operating budget for Corporate Services Division support of the Bureau is shown here.

New Relationship

The Government of British Columbia is leading the nation in developing a New Relationship with First Nations and Aboriginal people. Guided by a principle of trust and by recognition and respect of First Nations' rights and title, we are building a stronger and healthier relationship between government and Aboriginal people. By working together, we will bring tangible social and economic benefits to Aboriginal people across the Province and narrow the gap between Aboriginal people and other British Columbians. The Bureau is working to support the New Relationship in the following ways:

- work directly with First Nations' representatives to lead the development and implementation of new strategies for strategic land-use planning, revisions to existing plans and/or new planning exercises that incorporate and support the New Relationship initiative;
- will also conduct consultations and, where appropriate, negotiate accommodations with First Nations to provide responsible Crown land development that furthers high-priority provincial initiatives;
- serve as a key partner to the Ministry of Aboriginal Relations and Reconciliation in providing geographic information and analytical support services (land and resource information) at all stages of the treaty negotiation process;
- facilitate, through its role as Inter-Agency Management Committee coordinator, the corporate development of government — First Nation agreements to simplify and make inter-governmental natural resource development or use referral processes more streamlined and efficient;
- develop a consolidated process and virtual warehouse for all natural resource management agency government — First Nation memoranda or letters of understanding, agreements and/or protocols. All of these documents will reside in one place in government, thereby facilitating decision-making;
- work closely with First Nations to build reciprocal expertise and infrastructure for the successful FrontCounter BC initiative whereby First Nations have the means to better coordinate their input into government natural resource decision processes; and
- develop, through its Species-At-Risk Coordination Office role, options for recovery of broad-ranging species-at-risk that are informed by First Nations' interests and values.

Goals, Objectives, Strategies and Results

Overview

Bureau Goals

Goal 1: Citizen-centred delivery of natural resource application and information services.

The Bureau provides British Columbians with single-point-of-contact services to access natural resources via permits, licences, tenures, Crown land sales and grants or to obtain natural resource information. Achievement of this goal will support the government-wide priority to provide better services to British Columbians, help reduce the regulatory burden and result in responsible economic development while respecting social and environmental values.

Goal 2: Sustainable natural resource management through streamlined planning, coordination and decision-making.

The Bureau is focused on achieving an effective balance between providing certainty for resource developers, supporting the needs of non-Aboriginal and First Nation communities, furthering responsible economic development and sustaining the environment. Land and resource-use plans and the facilitation of the implementation of government-approved plans are key mechanisms used to deliver the above goal. The Bureau provides strategic leadership and corporate coordination of efforts for the recovery and management of three broad-ranging species-at-risk. The Bureau is also the major *Land Act* decision-maker for Crown land tenures or sales and has an administration and management responsibility for Crown land.

Goal 3: Integrated land and resource information.

Widely available, high quality, correctly interpreted and easy-to-understand information is key to effective, efficient, balanced and equitable planning and management of Crown land and resources. The Bureau integrates resource information from various sources and provides natural resource information to external users and to internal provincial natural resource managers. This goal also recognizes the Bureau's role in providing corporate leadership and overall governance of land and resource information for all of government.

Linkage to the Five Great Goals

The Bureau directly assists and supports the effective delivery of Goals 4 and 5 of the province's Five Great Goals for a Golden Decade. These two goals are identified below along with a brief description of the Bureau's key supporting initiatives.

Goal 4: Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none.

The Bureau's land and resource management planning, client-centred natural resource authorization access services, access to Crown land, and resource information services provide significant opportunities to balance responsible economic and community development with proactive mechanisms to achieve a sustainable environment. These functions directly support government's goal of world-leading sustainable environmental management.

The Bureau's contribution to a number of cross ministry initiatives supports Goal 4 (see next section for details). In summary, these are:

- development of recovery plans for broad-ranging species-at-risk;
- landscape-level and sustainable resource management planning:
 - Planning that can result in the establishment of legal objectives¹⁴ for Old Growth Management Areas and other biological targets required to implement the *Forest and Range Practices Act* (Goals 4 and 5);
- land and resource management planning with First Nations that balances economic development and sustainable environmental management:
 - Strategic land and resource management planning that furthers the New Relationship with First Nations (Goals 4 and 5);
- coordination of marine and coastal planning projects and participation in federal marine planning initiatives;
- integrated resource information management:
 - By improving access to land and resource information, the Bureau facilitates timely and transparent natural resource decision-making for business, governments and the public (Goals 4 and 5);
- coordination of Inter-Agency Management Committees to provide a forum through which government agencies can consult, collaborate and integrate their land and resource functions;
- Mountain Pine Beetle planning initiatives which address such issues as habitat conservation values in impacted areas; and

¹⁴ Examples of legal objectives include access, forest retention, forest health, recreation, riparian management, visual quality and wildlife.

- planning and provision of Crown land to support the 2010 Olympic and Paralympic Winter Games, thereby facilitating economic development while addressing a number of environmental interests such as incorporating Crown land habitat for the Northern Spotted Owl to assist in its recovery (Goals 4 and 5).

Goal 5: Create more jobs per capita than anywhere else in Canada.

All of the Bureau's major functions support this government goal by fostering greater investment confidence and responsible economic development.

- The Bureau provides integrated, timely, lower cost and more certain access to Crown land and resources through:
 - FrontCounter BC single-point-of-contact offices for clients seeking access to natural resources;
 - land and resource management planning activities; and
 - improved access to land and resource information.
- First Nations' involvement, consultation and accommodation enhance their participation in the provincial economy through the development and implementation of land and resource-use plans that will improve investment certainty.
- The Bureau provides access to Crown land through a range of tenure mechanisms and strategic Crown land sales and grants.

The Bureau will also support this government goal by facilitating strategic land and resource management planning through:

- finalizing the "First Nation to Province" government-to-government negotiations phase of four key strategic land-use plans and presenting the final plans to government for decision;
- completing sustainable resource management plans and facilitating their implementation with First Nations; and
- discussing new strategic land-use planning requests with partner agencies, key interests, other levels of government and stakeholders and making recommendations to government on the priority of this work.

Cross Ministry Initiatives

The provincial government has identified priorities for action that will require concerted efforts across government. Several of these initiatives and the Bureau's contribution are identified below.

2010 Olympic and Paralympic Winter Games

All provincial ministries, agencies and Crown corporations have been working together to ensure every available opportunity to develop sustainable economic legacies is explored and

pursued so that businesses and communities in British Columbia receive benefit from the Games. The Bureau supports the 2010 Olympics by:

- providing corporate leadership through the Sea-to-Sky Land Use Coordination Strategy to ensure First Nations, community, business and environmental interests are adequately addressed so that Olympic venues can be constructed on time and on budget;
- working with representatives of VANOC, the 2010 Vancouver Olympic organizing committee, on Northern Spotted Owl recovery strategies, one of the key broad-ranging species-at-risk resident in the Whistler area;
- facilitating the corporate implementation of the Sea-to-Sky strategic land and resource-use plan with partner First Nations; and
- guiding inter-agency coordination via the Sea-to-Sky Inter-agency Working Group through the provision of Crown land for Olympic and Olympic-related venues, Nordic venue trails assessment, agreements on highway development, and supporting the Ministry of Aboriginal Relations and Reconciliation in the delivery of the Shared Legacies Agreement.

The Bureau will also work with the federal government to assist with planning Olympic event security.

Mountain Pine Beetle

Projections indicate the Mountain Pine Beetle infestation could kill 80 per cent of the pine forest in British Columbia by 2013. Pine forests dominate the B.C. interior, and their loss has significant implications to the forest environment, economy and the communities that depend on those forests for sustainability. The B.C. government, through coordination by the Ministry of Forests and Range and the Provincial Mountain Pine Beetle Action Plan, is working across a number of ministries to minimize and mitigate negative environmental and socio-economic impacts of the infestation, while recovering the greatest value and protecting public health, safety and infrastructure. During 2007/08, the Bureau will, in teamwork with other provincial ministries, lead and/or support implementation of the action plan in the following ways:

- where partner agencies have indicated that the planning task is a high priority, review and amend approved strategic land-use plans in areas impacted by Mountain Pine Beetle to ensure that all plan requirements, including timber availability, tourism, recreation, road access development and habitat conservation values, are addressed to the greatest extent possible given the scale of the infestation while facilitating new economic development opportunities;
- consistent with the evolving New Relationship with First Nations, engage interested First Nations participation in strategic land-use plan reviews and implementation in Mountain Pine Beetle-impacted areas; and

- provide base mapping standards and quality control for new ortho-imagery and air photography to identify wildfire stands and Mountain Pine Beetle-damaged stands as part of planning support to:
 - salvage activities;
 - silviculture activity scheduling and monitoring; and
 - timber supply reviews.

Asia Pacific Initiative

The British Columbia *Asia Pacific Initiative* ensures the province has a coordinated and targeted strategic plan in place that takes full advantage of B.C.'s Pacific Gateway advantages and Asian cultural and language base. The *Asia Pacific Initiative* defines B.C.'s future role in the Asia Pacific economy and identifies the immediate priority actions that must be taken to further integrate the province into Asian markets.

In cooperation with the Ministry of Economic Development, the Bureau will market support for the *Asia Pacific Initiative* by highlighting investment opportunities. The Bureau is also preparing a multilingual DVD that showcases B.C.'s land and resource development information with the goal of encouraging more international investment in the province.

Regulatory Reform

British Columbia continues to make regulatory reform a priority across government, making it easier for businesses to operate and succeed in British Columbia, while still preserving regulations that protect public health, safety and the environment. A citizen-centred approach to regulatory reform will reduce the number of steps it takes to comply with government requirements or access government programs and services.

The Bureau will support government's regulatory reform initiatives by committing to controlling regulatory burden and improving regulatory quality. Maintaining the success achieved in reducing the regulatory burden over the last three years is a desired outcome. During the next three years the Bureau will continue seeking opportunities for regulatory reform, including:

- exploring new efficiencies to be achieved through the FrontCounter BC offices (e.g., coordinated inter-governmental referrals, making low-risk resource-use decisions on behalf of other agencies, implementing authorization-specific target turnaround times for processing new applications, developing associated business process amendments and deregulation initiatives);
- working with natural resource authorization issuing agencies and staff from the Service Delivery Initiative Office (Ministry of Labour and Citizens' Services) to build common authorization information management and technology solutions; and
- supporting further shifts towards results-based regulations, including establishing recovery plans for broad-ranging species-at-risk.

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

Citizen-Centred Service Delivery

Citizen-centred service delivery is a government-wide initiative to coordinate information, programs and services so that they can be presented to citizens in a way that takes their needs into account from beginning to end. The vision is to make it possible for citizens to access the government information and services they need in a simple and timely manner with a phone call, a mouse click or a visit to a service centre, no matter how many programs or ministries are involved in their request.

- The Bureau has partnered with key natural resource management ministries and agencies to provide FrontCounter BC services from eight major regional centres for clients seeking information and assistance in making applications for natural resource permits, licences, approvals and Crown land tenures, sales and grants. These services will be available on a multichannel basis to all British Columbians.
- The Bureau has also worked with the Ministry of Labour and Citizens' Services to coordinate FrontCounter BC regional service delivery, with those services offered from the more widely dispersed Government Agents/Service BC locations.
- The Bureau is working closely with the Ministry of Labour and Citizens' Services and natural resource management agencies on the development of cooperative IT/IM systems for land and resource information and natural resource authorization management.
- The Bureau will also be working with the Ministry of Small Business and Revenue to ensure linkages between natural resource authorization processes and deregulation initiatives.

Bureau Performance Plan Summary

Five Great Goals	Bureau Mission Deliver leading edge, timely, client-friendly and responsive integrated natural resource information and services that support a vibrant B.C. economy, healthy communities and a sustainable environment.		
	Bureau Goals	Bureau Objectives	Performance Measures
4. Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none. 5. Create more jobs per capita than anywhere else in Canada.	1. Citizen-centred delivery of natural resource application and information services.	1.1 Service excellence for clients seeking natural resource authorizations. 1.2 Provision of FrontCounter BC services in accordance with service agreements with partner agencies.	1-1. Client satisfaction rating as determined by client survey. 1-2. Percentage of natural resource applications prepared for adjudication that are processed under agreed turnaround times with partner agencies. 1-3. Percentage of new <i>Land Act</i> applications adjudicated within timelines communicated to clients.
	2. Sustainable natural resource management through streamlined planning, coordination and decision-making.	2.1 Meet commitments to finalize strategic land-use decisions for areas without government approved land-use plans. 2.2 Help advance the New Relationship with First Nations. 2.3 Further government's efforts to manage species-at-risk.	2-1. Land-use decisions finalized by government and plan implementation initiated. 2-2. Number of land and resource management partnerships or agreements achieved with First Nations. 2-3. A new approach to managing species-at-risk and broad-ranging species-at-risk recovery plans advanced for consideration by government.
	3. Integrated land and resource information.	3.1 Excellence in the provision of provincial land and resource information to (i) clients external to government and (ii) internal clients.	3-1. Percentage growth in the number of times the Natural Resource Information Centre is used to access land and resource information over 2006/07 base.

Performance Plan

This section outlines how each of the Bureau's six objectives, its strategies and seven performance measures and targets help achieve the organization's three goals. The performance measures are mostly at the objective level and, for simplicity, have been placed at the end of the description of each goal, its objectives and strategies.

Goal 1: *Citizen-centred delivery of natural resource application and information services.*

In striving to achieve this goal, the Bureau is providing its clients with responsive and timely services concerning natural resources that integrate resource information and access to a wide range of authorizations previously provided by many ministries and agencies. FrontCounter BC offices provide integrated, single-point-of-contact services for clients seeking access to land and resource information, permits, licences, approvals and Crown land tenures, sales and grants in each region of the province. During 2006/07 more offices opened, and FrontCounter BC is now delivering services in Nanaimo, Surrey, Cranbrook, Kamloops, Williams Lake, Prince George, Smithers, Fort St. John and Victoria.

Objective 1: *Service excellence for clients seeking natural resource authorizations.*

Citizens and the business community expect public services that are timely, accessible, transparent and efficient and provided by knowledgeable, courteous staff. Bureau clients have indicated a need for single-point-of-contact service for natural resources that ensures accurate up-front information, full disclosure of the steps and costs to proceed, reduces runaround time between agencies, and streamlines application processes. These clients also expect the convenience of multiple access options. Achieving the objective will ensure that the Bureau's FrontCounter BC services are strongly citizen-driven with a consequent impact on all its business under Goal 1 and, indeed, its other goals.

Core Business Area: *Regional Client Services.*

Strategies

- Co-locate regional Bureau staff with other natural resource ministries and/or other government services where practical;
- enhance accessibility by providing multichannel service delivery (face-to-face, telephone, 1-800 number, fax, e-mail, mail and web-based);
- implement full FrontCounter BC services at specified locations using a staged approach concluding in 2007/08 that provides opportunities to select and train staff, and implement new authorization tracking and management systems;

- market Bureau services and tailor their delivery method at each FrontCounter BC location to the specific needs of businesses, communities and the public;
- actively support and respond to First Nations, community development opportunities and growth in new and emerging regional business sectors. Build market-based partnerships with the business community, local governments and First Nations; and
- provide professional, knowledgeable, FrontCounter BC support to clients applying for, or seeking guidance about, natural resource-related tenures, permits, licences, Crown grants, sales and information. Also, ensure FrontCounter BC services are provided in a fair and transparent manner.

Objective 2: *Provision of FrontCounter BC services in accordance with service agreements with partner agencies.*

The Bureau pursues this objective in order to provide FrontCounter BC services to its clients in the most efficient manner. Service agreements are being developed with partner agencies to ensure quick turnaround times for natural resource applications, which will continue to be required to meet guidelines aimed at ensuring balance, respect for environmental values, transparency and other factors. Meeting application processing and adjudication timelines on land and resource applications is critical, particularly for the business community.

Core Business Area: *Regional Client Services.*

Strategies

- In collaboration with client ministries, develop service agreements, monitor performance measures and targets, and champion innovative business strategies that continue to improve services to clients;
- work with other provincial natural resource agencies and levels of government to streamline authorization application processes and IT/IM systems, implement deregulation initiatives and achieve seamless delivery of natural resource authorization services;
- adapt the FrontCounter BC business model over the plan period based on an evaluation of differing strategies being pursued in different locations, as well as the demand for services;
- facilitate the availability of Crown land for community development; and
- ensure Crown land tenuring, sales and grants are undertaken in a timely and balanced manner to ensure conservation of environmental values, development and implementation of the New Relationship with First Nations, protection of social and community values, promotion of economic development and transparency of the process.

Performance Measures¹⁵

Client satisfaction rating as determined by client survey. The Bureau is primarily a client service agency. Surveys are one way to measure the satisfaction of clients with the service performed. This information is crucial to operational effectiveness.

Turnaround time for preparing natural resource applications by FrontCounter BC staff for adjudication by partner agencies. This measure will reflect FrontCounter BC's success in assisting businesses and individuals to prepare more complete applications for natural resource-use authorizations and in streamlining the processes in other ways so that less time is required by the partner agency adjudication staff to review and decide on applications.

Timely processing of applications for new Crown land use authorizations under the Land Act by the Bureau and the Ministry of Agriculture and Lands. This measure specifically addresses the timeliness of application processing from the time a client's application is accepted and fees received to the notification of an adjudication result and/or offer of a Crown land tenure or sale from the Bureau to the client.

Performance Measures	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target	2009/10 Target
1-1. Client satisfaction rating as determined by client survey.	N/A	65% ¹ for FCBC pilot	Baseline for FCBC program	70%	70%
1-2. Percentage of natural resource applications prepared for adjudication that are processed under agreed turnaround times with partner agencies.	N/A	80%	85%	90%	90%
1-3. Percentage of new Land Act applications adjudicated within timelines communicated to clients.	90% in 140 days	90% in 140 days	90% in 120 days	90% in 120 days	TBD

¹ The 2006/07 target is for the Kamloops FrontCounter BC office pilot project only. The project survey, conducted in the summer of 2006, resulted in responses from 205 FrontCounter BC clients, yielding a margin of error of plus or minus 1.2 percentage points at the 95% confidence level. The province-wide baseline for client satisfaction will be established in 2007/08 through a provincial survey once the remaining offices have had one full year of operation.

¹⁵ Performance information on all Bureau measures comes from internal sources.

Goal 2: *Sustainable natural resource management through streamlined planning, coordination and decision-making.*

This goal focuses the core businesses of the Bureau on achieving an effective balance between furthering economic development, sustaining viable communities and sustaining environmental values. Such balance is vital if the well-being of the province's citizens is to be maximized in perpetuity. Four Bureau activities are specifically directed towards achieving this goal:

- strategic land and resource-use planning conducted at various scales and involving extensive stakeholder and First Nations consultation, as well as negotiations on a government-to-government basis with First Nations;
- leadership of provincial and regional scale inter-agency committees and other activities aimed at integrating decision-making and regional program delivery across all government natural resource agencies;
- strategic leadership and corporate coordination of programs for the recovery and management of some broad-ranging species-at-risk assigned to it; and
- reviewing these first three activities to ensure they contribute to, and build on, the New Relationship with First Nations, as well as streamlining them to improve their effectiveness and efficiency.

Each of these activities should result in reduced resource-use conflicts, improved certainty in the use of Crown natural resources, improved environmental sustainability and more efficient delivery of these outcomes.

Objective 1: *Meet commitments to finalize strategic land-use decisions for areas without government approved land-use plans.*

The Bureau is tasked by government and the natural resource management agencies it serves to facilitate completion and finalization of strategic land and resource management plans and to consult and engage First Nations throughout the planning process. Strategic-level plans and the implementation strategies that accompany them are the highest-level land and resource management plans undertaken by government. Finalization of these plans will help ensure resource management decisions take into account the needs of communities, the economy and the environment, as well as First Nation values and concerns, now and into the future.

Sustainable resource management plans¹⁶ that address economic development and/or address resource-use conflicts are also important to achieving Goal 2. These plans identify where and how land and resources should be allocated and managed to promote resource-use certainty and economic activity and to sustain environmental values, including maintaining critical habitat for specific species and identifying areas for commercial and public recreation. Their scope and planning boundaries are driven by these specific resource issues, conflicts and opportunities under study. Completion and implementation of sustainable resource management plans will involve joint planning and new partnerships with interested First Nations and will contain policies and guidelines supporting sustainable resource management.

In addition to sustainable resource management plans, the Bureau will undertake other specific initiatives under this objective, such as supporting amendments to government policies to ensure sustainable access to Crown land or resources for development.

Core Business Area: *Strategic Land and Resource Planning.*¹⁷

Strategies

- Advance unapproved land and resource management plan recommendations from planning tables to the finalization of government-to-government negotiations with First Nations who have engaged in discussions. To date, two land and resource management plans are at this stage: Lillooet and Haida Gwaii/Queen Charlotte Islands. The Bureau continues to facilitate implementation of the February 2006 Central and North Coast land-use decision;
- oversee implementation and revision of approved strategic-level land and resource-use management plans to maintain their effectiveness. Also, review and update strategic land and resource management plans in areas impacted by Mountain Pine Beetle as increased logging of killed timber has in many cases affected the timber supply projections on which these plans were based and other resource values. This strategy will also assist in increasing public awareness of this important issue;

¹⁶ Sustainable resource management plans include a number of specific plan types, including local strategic plans, recreation conflict management plans, oil and gas pre-tenure plans, economic opportunity plans and coastal plans. Some other ministries develop resource plans, but these are usually more operational in nature and focused on delivering a specific program. They cover a much smaller area than land and resource management plans, sustainable resource management plans or regional land-use plans, and tend to focus on a specific activity. Examples include park management plans, fire management plans and forest health plans.

¹⁷ Land-use planning aspects of this core business are supported by the Forest Investment Account and, in particular, the Crown Land Planning Enhancement Program, for which the Bureau has delegated responsibility.

- review and amend land and resource-use planning processes to make them more efficient and to involve First Nations on a government-to-government basis, thus furthering the New Relationship with First Nations;
- lead regionally based Inter-Agency Management Committees to coordinate government interests in the management of provincial natural resources;¹⁸
- establish and facilitate regional strategic land and resource plan implementation committees to maintain community and stakeholder involvement in the plans. Also, publicly communicate the provisions and benefits of each of these strategic land and resource-use plans and, more generally, the benefits of balanced utilization of natural resources in collaboration with work under other objectives and programs; and
- under the Headwaters to Oceans Strategy, coordinate marine and coastal planning projects, participate in federal planning initiatives and lead the provincial planning component of the proposed federal-provincial marine protected areas strategy.

Objective 2: *Help advance the New Relationship with First Nations.*

Under this objective the Bureau will seek greater engagement of First Nations in land and resource-use planning, with particular emphasis on the strategic level. *The New Relationship, Vision and Principles* document makes clear that land and resources are vital to First Nations. It commits both parties to mutually develop “integrated intergovernmental structures and policies to promote cooperation, including practical and workable arrangements for land and resource decision-making and sustainable development” (p. 3). The first item in the New Relationship action plan is to “develop new institutions or structures to negotiate Government-to-Government Agreements for shared decision-making regarding land-use planning, management, tenuring and resource revenue and benefit sharing” (p. 4).

The Bureau will work with the Ministry of Aboriginal Relations and Reconciliation, Ministry of Agriculture and Lands, and First Nations bodies to develop these new institutions or structures. It will be an evolving process. In the meantime, continued and improved

¹⁸ Successful implementation of government’s strategic directions and priorities for resource management requires a collaborative and coordinated approach within a cross ministry structure. This approach is occurring at the executive level through the Deputy Ministers’ Committee on Natural Resources and the Economy and at the Deputy Ministers’ Committee on Integrated Land Management. The latter committee essentially serves as the advisory Board of Directors for the Integrated Land Management Bureau. As defined by three geographic areas, there is a similar regional inter-ministry governance structure across B.C. Each of these regions has an Inter-Agency Management Committee which is provided Executive support through the Bureau’s Regional Executive Director, who is the committee chair, and through the Bureau hosting the corporate resources such as the Inter-Agency Management Committee Manager. The Inter-Agency Management Committees and their associated Sub-regional Managers Committees provide the regional-level forum through which the agencies consult, cooperate and integrate their respective functions to deliver government’s resource management programs. The committees provide a level of governance and regional prioritization to Bureau business areas and develop regional strategic plans to address the major cross ministry land and resource-use issues.

engagement of First Nations in the provincial land and resource-use planning processes will be an important indicator of New Relationship implementation.

Core Business Area: *Strategic Land and Resource Planning.*

Strategies

- Consistent with the New Relationship, engage First Nations in land and resource management planning by undertaking a number of exploratory initiatives which build on existing relationships in government-to-government forums and, where appropriate, at regional planning tables and committees;
- in collaboration with Ministry of Agriculture and Lands and Ministry of Aboriginal Relations and Reconciliation, develop more effective mechanisms to fulfil the Crown's duty to consult and accommodate for *Land Act* dispositions;
- assist Ministry of Aboriginal Relations and Reconciliation with negotiating accommodation on high-priority plans and projects;
- assist Ministry of Aboriginal Relations and Reconciliation with cross government coordination of New Relationship implementation in the resource sector through regional Inter-Agency Management and Sub-regional Managers Committees; and
- simplify development referrals to First Nations, participate in pilot projects to realize new efficiencies to address First Nations and develop a single-window approach for the management and dissemination of Province—First Nations agreements and related information.

Objective 3: *Further government's efforts to manage species-at-risk.*

The Bureau will work with partner agencies and make best efforts to facilitate proactive efforts that will address issues with species-at-risk while providing certainty for investment.

To achieve these outcomes, the Bureau will work with the Ministry of Environment and other natural resource ministries in development of an outcomes-based, proactive, coordinated, scientifically credible and defensible approach to the management and recovery of species-at-risk in BC. The Bureau's principal focus will be on coordinating:

- the development of thorough options for management and recovery of B.C.'s complement of globally significant broad-ranging species-at-risk; and
- corporate investments in recovering species-at-risk and their critical habitats.

The aim of this coordination will be to change from a reactive approach to a proactive one and to maximize the effectiveness of our investments.

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

Strategies

- Develop a corporate species-at-risk action plan with partner ministries that benefits the economy by creating a predictable management framework around which resource development companies can depend and which shifts the province's approach to species-at-risk management from a reactive to proactive model;
- implement government-approved actions to better coordinate a corporate approach to managing species-at-risk;
- coordinate implementation of the Northern Spotted Owl recovery strategy;
- work with partner ministries — specifically the Ministries of Environment and Forests and Range — on the review and assessment of the *Forest and Range Practices Act* Identified Wildlife Management Strategy. In addition, Bureau staff will participate in the review of the Old Growth Management Area orders to implement management decisions for some species-at-risk as required (e.g., Marbled Murrelet); and
- work with key provincial agencies, First Nations and non-government stakeholders to develop recovery options for two key broad-ranging species — Mountain Caribou and Marbled Murrelet — and bring forward these options to government for decision.

Performance Measures

Land-use decisions finalized by government and plan implementation

initiated. Three strategic land-use plans are currently nearing the end of the government-to-government negotiation phase with First Nations (Sea-to-Sky Phase II, Lillooet and Haida Gwaii/Queen Charlotte Islands). This measure tracks progress in advancing these plans to government decision. Government-approved land-use decisions are then implemented by agencies with the appropriate resource mandate.

Number of land and resource management partnerships or agreements with

First Nations¹⁹ achieved. This measure will indicate the growth of partnerships or agreements between the Bureau and First Nations on issues such as land and resource planning, FrontCounter BC services, and resource information. It is a basic measure of the New Relationship as it applies to natural resource management.

Advance a new approach and broad-ranging species-at-risk recovery plans for

consideration by government. This measure indicates progress made in developing and presenting to government recovery plans for key, broad-ranging species-at-risk that require broad, cross government action and leadership. For this reason they have been assigned to the Species-at-Risk Coordination Office. The currently assigned species for which recovery plans are to be brought forward to government for decision are Mountain Caribou and Marbled Murrelet.

¹⁹ By Nation, Tribal Council or group.

Performance Measures	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target	2009/10 Target
2-1. Land-use decisions finalized by government and plan implementation initiated.	North Coast Central Coast	Morice Sea-to-Sky Phase I	Sea-to-Sky Phase II Lillooet Haida Gwaii	TBD	TBD
2-2. Number of land and resource management partnerships or agreements achieved with First Nations.	N/A	47	TBD ¹	TBD ¹	TBD ¹
2-3. A new approach to managing species-at-risk and broad-ranging species-at-risk recovery plans advanced for consideration by government.	Spotted Owl		Mountain Caribou	Marbled Murrelet	TBD

¹ Natural resource ministry targets are under development.

Goal 3: *Integrated land and resource information.*

Integration of resource information from various sources and its effective delivery is fundamental to achieving the effective, efficient and balanced management of Crown land and resources. The Bureau has a pivotal role to play in this task. The Bureau manages and provides natural resource information to external users such as other governments, businesses, communities, industry and the public and to other provincial ministries and agencies. The Bureau also provides corporate leadership and overall governance across the province concerning standards, systems and pricing for the management, storage and delivery of land and resource information. It is also responsible for providing base-mapping products and related services that assist all sectors of the economy.

Growth in the provision of spatially referenced information to both the public and to government clients is seen as a key performance measure for this goal. It captures the significance of integration and delivery, as well as the importance of the Bureau's base-mapping function.

Objective 1: *Excellence in the provision of provincial land and resource information²⁰ to (i) clients external to government and (ii) internal clients.*

This objective concerns the effective management and delivery of resource information to clients across the provincial government and on a province-wide basis, largely through

²⁰ Includes base mapping, registry, air and ortho-photography, survey control points, global positioning systems support, geographical (place) names and related resource information.

integrated web-based systems.²¹ The same information, and local derivatives and analyses developed from it, is also delivered regionally. Understanding and meeting the needs of clients is crucial to achieving this objective.

Bureau regional staff deliver the same land and resource information through FrontCounter BC offices as well as in information packages to support strategic and land and resource-use planning projects. Providing effective land and resource information, services and related analysis leads to more fully informed regional clients, better decision-making and reduced application processing times.

The Bureau's programs also focus on providing overall governance across the province concerning standards, systems and pricing for the collection, storage and delivery of land and resource information.

Core Business Area: *Corporate Resource Information Management and Regional Client Services.*

Strategies

- Improve the marketing of corporate resource information services to both internal and external clients through better communication and consultation. The intent is to ensure products and services provided are client-driven and meet client needs and business goals. This strategy will help to ensure the Bureau focuses on clients and builds its products and services in response to their feedback;
- manage and deliver information and related products and services fundamental to government, industry, business and public needs while providing internal and external clients with value-added information and support;
- manage and maintain land and resource data holdings. This is to ensure that the provincial data the Bureau is responsible for are adequately maintained to meet both government and public needs. Within this scope is base-mapping data, warehoused information and repository (catalogue and related metadata) information;
- deliver self-service web-based access and analytical tools that meet client needs and undertake analyses concerning natural resources for business or individual clients using geographic and other information systems. Also, support regionally managed land and resource planning projects as prioritized by regional Inter-Agency Management Committees;
- coordinate regional land and resource data collection issues, including setting standards, performing quality control, liaising with information providers and building land and resource information partnerships;

²¹ These include the Land and Resource Data Warehouse and the Integrated Land and Resource Registry.

- establish a sector-level Land and Resource Information Council with membership from government, industry and the public to address business, information and system issues/ needs from a sector-level perspective; and
- improve public access to provincial land and resource information by establishing a single gateway to resource sector information products and services. Also, improve the usability of land and resource information products and services by establishing the necessary common information policy, standards, procedures and best business practices that are needed to ensure data from different sources can be integrated.

The Bureau participates on the Inter-ministry Research and Innovation Committee, which is led by the Ministry of Advanced Education. The committee serves to enhance linkages and communication about key research and innovation initiatives among ministries.

Performance Measure

Growth in the utilization of land and resource data, products and related services by public and government clients. This is an indicator of the usefulness of the land and resource services to the Bureau’s clients. The measure reflects the usage of an extensive set of tools available through the Natural Resource Information Centre to access land and resource information. A growing list of resource information data sets and tools are being made available online to the public.²²

Performance Measures	2005/06 Baseline	2006/07 Baseline	2007/08 Target	2008/09 Target	2009/10 Target
3-1. Percentage growth in the number of times the Natural Resource Information Centre is used to access land and resource information over 2006/07 base.	N/A	14,500 sessions ¹ per month	20 per cent increase over 2006/07 base	20 per cent increase over 2007/08	10 per cent increase over 2008/09

¹ Sessions are defined as when a user has accessed the Natural Resource Information Centre main page and one of the following key tools providing cross ministry information within it: iMapBC, Integrated Land and Resource Registry, Distribution Service and Base Map Online Store.

Changes to Service Plan Objectives and Performance Measures

The Bureau reduced the number of service plan objectives and performance measures this year in order to more accurately reflect and report on the services the Bureau provides.

²² Currently some 57% of data sets in the Land and Resource information data base are downloadable by the public (62% by partners who subscribe or who have contributed through data-sharing agreements).

Resource Summary — Integrated Land Management Bureau

The Resource Summary outlines the estimated expenditures by core business area. The Integrated Land Management Bureau operates under its own vote within the Ministry of Agriculture and Lands (see Part B) as specified in the *Estimates*.

Core Business Areas	2006/07 Restated Estimates ¹	2007/08 Estimates	2008/09 Plan	2009/10 Plan
Operating Expenses (\$000)				
Regional Client Services	20,881	23,360	21,916	22,164
Strategic Land and Resource Planning ²	8,987	7,537	1,203	1,219
Species-at-Risk Coordination	1,253	752	756	761
Corporate Resource Information Management	19,111	16,534	17,190	17,386
Bureau Management ³	13,319	14,128	14,746	14,800
Total	63,551	62,311	55,811	56,330
Full-time Equivalents (Direct FTEs)				
Regional Client Services	189	192	191	191
Strategic Land and Resource Planning	11	13	14	14
Species-at-Risk Coordination	4	5	5	5
Corporate Resource Information Management	125	134	134	134
Bureau Management ⁴	17	19	19	19
Total	347	363	363	363

Core Business Areas	2006/07 Restated Estimates ¹	2007/08 Estimates	2008/09 Plan	2009/10 Plan
Bureau Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Regional Client Services	765	216	135	135
Strategic Land and Resource Planning ...	—	—	—	—
Species-at-Risk Coordination	—	—	—	—
Corporate Resource Information Management	6,319	3,149	2,988	2,988
Bureau Management	1,678	3,211	3,011	3,011
Total	8,762	6,576	6,134	6,134

¹ These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2007/08 *Estimates*. Schedule A of the 2007/08 *Estimates* presents a detailed reconciliation.

² The budget for Strategic Land and Resource Planning reflects a special three year Treasury Board allocation for completion of strategic land-use plans that was initiated in 2005/06 and terminates in 2007/08.

³ Bureau Management includes the Office of the Associate Deputy Minister, Project Management Office, and a portion of Corporate Services Division (finance, facilities, etc.). Please see the complete description of this core business on page 16.

⁴ This does not include the FTEs in Corporate Service Division servicing the Bureau. These FTEs are shown in the Ministry of Environment service plan.

Recoveries and Revenues

Through partnerships and other arrangements with various organizations, the Bureau provides services and then recovers some or all of the costs. These recoveries are expected to amount to \$24 million in 2007/08. Principal items include approximately \$4.875 million in funding from the Forest Investment Account for land and resource-use planning and information services and \$8.424 million from Crown Land Administration in the Ministry Operations Vote for regional adjudication services in Regional Client Services.

The Bureau expects to collect revenues of about \$.2 million from a number of sources, including map and air-photo sales.

Part B: Ministry of Agriculture and Lands

Ministry Overview

Purpose of Ministry

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

- promote economic development and environmental sustainability for the agriculture, aquaculture and food sectors, supporting them in delivering safe, healthy and high-quality food; and
- manage Crown land in a manner that contributes to the economic, societal and environmental goals of government.

The agriculture, aquaculture and food sectors are diverse and vibrant, contributing \$21.9 billion in annual sales and over 280,000 jobs to B.C.'s economy. The Ministry plays a vital role in fostering an environment which allows the sectors as a whole to be safe, profitable and sustainable. The Ministry provides a wide-range of programs and services that are designed to facilitate long-term business stability, promote environmental stewardship on farms, and enhance and protect the health of all British Columbians.

The Ministry is also responsible for administration of Crown land, which comprises 94 per cent of the provincial land base. Its primary activities in this area are to develop policy to guide the allocation of Crown land and to support implementation, including developing policy to promote effective involvement of First Nations. This focus is essential to improving the global competitiveness of British Columbia, enhancing our ability to attract private investment and stimulating economic growth, while balancing environmental and societal values. As part of this mandate, the Ministry is also responsible for managing those contaminated sites that are the responsibility of the Province. Crown land adjudication services are provided by the Integrated Land Management Bureau.

Key to the Ministry's success is its partnerships with agencies at the local, provincial and federal levels, First Nations, industry and industry associations. With respect to the agriculture and food sectors, federal and provincial governments have a shared mandate and this relationship is formalized through the Agricultural Policy Framework (APF) agreement. For aquaculture, the Province is responsible for licensing operations and tenuring decisions on Crown land while the federal government is responsible for fisheries management and navigation.

The Ministry also relies on other government ministries — primarily Health, Forests and Range, and Environment — local governments and First Nations to fulfill its mandate. The mandates of these agencies and groups connect in key areas such as food safety and

quality, public health and safety, land and resource use, water management, invasive plant and pest management, and environmental issues.

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

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

Vision, Mission and Values

Vision

World-leading stewardship of land, farm and food systems for the health and prosperity of British Columbians.

Mission

The mission of the Ministry of Agriculture and Lands is to promote sustainable agriculture food systems and to provide a balanced approach that promotes the sustainable use of Crown land resources.

Values

The Ministry's five key values defined below are consistent with government's values and guide our business practices.

People

We value the health and well-being of our people. We treat each other with respect, dignity and value individual and cultural differences. We communicate our expectations, listening to each other regardless of level of position. We seek the very best talent, recognize achievements and ensure the appropriate skills through continuous learning.

Integrity

We are ethical in our business dealings, starting with how we treat each other. We will conduct our business in a manner that is consistent with the government's code of conduct. We strive for excellence in ensuring effective and efficient use of public resources.

Quality Service

We strive for service quality in all that we do.

Innovation and Leadership

We believe innovation is the principal driver that will help us provide value to our clients. We embrace creativity, a culture of continuous improvement, and encourage our staff to be leaders.

Teamwork

Our culture supports a spirit of teamwork within the Ministry and with others to advance our shared interests.

Strategic Context

Over the past several years, B.C.'s agricultural industry has faced significant challenges affecting overall competitiveness and profitability. Events such as avian influenza outbreaks, BSE, drought, hail, a stronger Canadian dollar and the rising costs of energy and other inputs have all placed downward pressure on farm income. During this time, the focus of the Ministry has been to respond to these issues and help the sector maintain stability.

To help position the industry for success in the future, government is leading the development of a long-term Agriculture Plan for B.C. and a study of sustainable options for aquaculture. Industry specific strategic plans for the tree fruit, cattle and grain sectors as well as a science and innovation strategy are also underway to support these planning initiatives. Increasingly, it is expected that Ministry programs and services will reflect a greater emphasis on:

- industry self reliance and profitability from the marketplace;
- societal and environmental values;
- promoting innovation throughout the full value chain; and
- collaboration across government.

The focus for Crown land administration is also on developing longer-term solutions to how British Columbia's Crown lands can be used to sustain a flow of economic, environmental and social benefits. The Ministry is adopting a client-focused approach to the administration of Crown land to ensure that communities, First Nations, other government agencies and businesses can more easily and quickly navigate their way through government. This client focus is accompanied by a broader review of policy and our approach to the administration of Crown land that is expected to more clearly define the government objectives and the public interest and provide communities, First Nations and others secure access to Crown land under fair terms.

Key opportunities and challenges related to the strategic shifts are identified below.

Agriculture, Aquaculture and Food Sectors

Opportunities

Strategic Growth: More than 200 commodities are produced on the land and some 30 species of fish, shellfish and marine plants from B.C. waters. There are strong opportunities for growth and there is industry-government commitment to diversify into higher-value products and new niche markets, improve market access and strengthen the agri-food value chain.

A Focus on Health: Awareness regarding the benefits of healthier lifestyles is growing and this is leading to changes in eating habits and consumer demands. B.C. can respond to these opportunities by producing specialty, higher valued products to meet consumer interest in making healthy food choices.

Development and Adoption of Technologies: Advancements in science and technologies provide opportunities to expand into new markets, improve productivity and reduce costs. Given the competitive nature of the industry, the extent to which businesses can develop or adopt new products and technologies will affect overall industry profitability and long-term sustainability.

A Sustainable Environment: In general, farms contribute to environmental values. The use of buffers and protection of stream sides and other practices can preserve and create habitat for the plants and animals that we value on our natural landscape. New growth opportunities into products such as bio-fuels can also support environmental objectives.

A Good Neighbour and Net Contributor: The implementation of farm practices that minimize conflicts with other interests and the use of proactive Agricultural Advisory Committees helps to maintain a strong positive relationship with communities.

Quality and Safety Control Systems: The implementation of quality and safety food systems is well underway in B.C. This contributes to environmental and human health and provides new marketing opportunities. Identifying the country of origin, labeling and providing assurance that products are created through sustainable and safe practices are in the public interest and they contribute to market promotion of farm products.

Challenges

Strong Global Competition: B.C.'s agriculture and seafood industries compete in international markets where competitors with similar or lower cost structure enjoy greater economies of scale and create downward pressures on food commodity prices.

Competition for Inputs: Intense competition for key inputs, that is, labour, land and energy is driving up costs affecting producers' ability to remain profitable and compete globally. This is compounded by the growing economy and changing demographics which have created farm worker shortages at critical harvest times.

Regulatory Requirements: In areas where government regulations are necessary, that is, public health and safety, the Ministry continues to work on streamlining these processes and assist industry in adapting to new outcome-based frameworks.

Urbanization and Growing Development Pressures: As populations grow, urbanization in many B.C. cities and towns is encroaching upon areas that were once predominantly rural and agricultural in nature. This places greater pressure on the agricultural land base.

Disease Outbreaks and Extreme Weather: The agriculture and food industries are challenged by significant and unpredictable weather conditions and disease crises. These conditions can lead to instability for farmers and overall industry performance in the long run.

Crown Land Sector

Opportunities

Strategic Investment and Contributor to Societal Values: Informed citizens, diverse landscapes and ecosystems and resource wealth provide the province with an opportunity to approach the administration and allocation of Crown land in a manner that ensures strategic investment and sustainable use for the greatest benefit of all citizens. These benefits encompass a whole range of economic, environmental and societal values that contribute to health and prosperity for communities, First Nations and the province.

Growing Interest and Demand for Crown Land: Demand for access to Crown land continues to be high. With strong demand, the Province has an opportunity to maximize the value it receives from the Crown land base, resulting in higher revenues and greater flexibility in meeting environmental and societal objectives.

Challenges

Complexity of Crown Land Issues: Advancing the public interest in Crown land management and allocation necessitates a balance of environmental, societal and economic values. This balancing act is always challenging and made more complex as new technologies, market demands, and societal interests create changing economic opportunities and demands.

Maintaining a Client-focus and Timely Access: While there are opportunities to streamline and improve our client focus, the diversity of clients groups (over 20 different sectors currently have an interest in Crown land access) and the complexity of Crown land issues affects the speed at which improvements can be made.

Capacity

The Ministry relies on partnerships with the federal government, First Nations, industry and other government agencies, in terms of funding, collaboration and service delivery to implement the Ministry's strategies. One of the most significant partnerships is represented by the federal/provincial/territorial Agricultural Policy Framework and accompanying implementation agreement. The agreement, which expires in March 2008, contributes about \$60 million annually to Ministry programming. At present, most of B.C.'s agricultural programs and services are delivered with some federal funding provided through the

agreement. The Ministry is currently working with federal-provincial-territorial partners to identify opportunities to improve future arrangements with the federal government.

In addition, the Ministry relies on maintaining effective relationships with First Nations to achieve the goals of government. The Province has made a commitment to strengthen its relationship with First Nations based on respect, recognition and accommodation of Aboriginal title and rights. The Ministry is committed to supporting the government in fulfilling its goals.

Other Ministry partners include the British Columbia Investment Agriculture Foundation and the BC Agriculture Council, which deliver a broad range of industry development and environmental programs.

Core Business Areas

Services and programs delivered by the Ministry are divided into five core business areas.

Food Industry Development

Food Industry Development facilitates research and innovation in partnership with the agriculture, aquaculture and food sectors; provides advice and information services on issues affecting the development, production, marketing and business management of the sectors; promotes youth leadership programs; and provides animal and aquatic health surveillance and disease diagnostic services.

Food Industry Development is also responsible for aquaculture development and policy and coordinating province-wide land and water policies and programs as they relate environmental management on farms. The business area works with industry, local governments and others to promote public awareness of the agriculture and aquaculture sectors and address and resolve urban/agricultural issues (157 FTEs, net operating budget \$18.9 million).

Agriculture and Aquaculture Management

Agriculture and Aquaculture Management provides legislation and policy leadership for the agriculture and food sectors. This includes strategic and policy support to the regulated marketing systems, Farm Industry Review Board and Agricultural Policy Framework agreement as well as for reducing regulatory burden and barriers to international and inter-provincial trade.

In addition, Agriculture and Aquaculture Management coordinates invasive plant management for the Province, manages plant health and diagnostics as well as food safety and quality initiatives, and is the lead for licensing, compliance and enforcement of aquaculture and for licensing of livestock (84 FTEs and \$10.7 million).

Risk Management

Risk Management is responsible for the administration and delivery of Production Insurance and supports the federal administration and delivery of Canadian Agricultural Income Stabilization (CAIS) programs, which help stabilize farm businesses against risks such as severe weather, diseases and low market prices. Both programs are cost-shared by the federal government, provincial government and producers (35 FTEs and \$38.1 million).

Crown Land Administration

Crown Land Administration works to achieve greater value for the public and continued access to public lands and resources by ensuring that it is responsive to the changing needs and demands of communities, sector interests, and the Province as a whole. The business area develops and maintains the policy framework for the administration of Crown lands;

provides expert advice, and develops operational procedures and guidelines, tenure documents and training for implementation of the policy. In some cases, this includes providing hands-on support for land disposition decisions. Undertaking strategic analysis to identify sectoral trends, forecast societal demands and identifying how B.C.'s Crown lands can be best used is a critical underpinning of this work.

Crown Land Administration provides leadership in the management of B.C.'s contaminated sites program by coordinating the identification and remediation of priority sites that are the responsibility of the Province (148 FTEs and \$38.4 million).

Executive and Support Services

Executive and Support Services includes the offices of the Minister, Deputy Minister and Corporate Services Division which provides financial support services, human resources, performance strategies, freedom of information and records management and information technology to the Ministry of Agriculture and Lands, including the Integrated Land Management Bureau, as well as the Ministry of Environment (10 FTEs and \$8.0 million).

The Information Resource Management Plan developed through Executive and Support services can be viewed at <http://www.agf.gov.bc.ca/ministry/planning/irmp.pdf>.

New Relationship

The Government of British Columbia is leading the nation in developing a New Relationship with First Nations and Aboriginal people. Guided by principles of trust, and by recognition and respect of First Nations' rights and title, we are building a stronger and healthier relationship between government and Aboriginal people. By working together, we will bring tangible social and economic benefits to Aboriginal people across the Province and narrow the gap between Aboriginal people and other British Columbians.

In support of the New Relationship, the Ministry of Agriculture and Lands is engaged in a broad range of activities.

Business Ventures and Economic Opportunities

- Engage with First Nations in identifying opportunities in shellfish farming and promoting aquaculture development that supports First Nations and Aboriginal people;
- support efforts of First Nations 2010 Agriculture Initiative Working Group to identify and capture business opportunities from the 2010 Olympic and Paralympic Winter Games; and
- assist in the establishment of Sustainable Agricultural Development Councils to provide leadership in Agricultural Planning for First Nations communities.

Training and Skill Development

- Support Gitksan Government Commission in establishing an Agriculture Training Centre in Hazelton, B.C.;
- establish intern positions for technical areas such as biological reviews, inspections and compliance with aquaculture regulatory requirements;
- encourage establishment of 4-H clubs within First Nations and participate in First Nations schools career fairs;
- in partnership with the Ministry of Energy, Mines and Petroleum Resources, continue to support the Reclamation and Prospecting Project which provides training opportunities in prospecting and environmental assessment for First Nations youth; and
- provide extension services including workshops on production agriculture issues and one-on-one information and skill development sessions as requested.

Consultation and Accommodation

- Continue to improve consultation processes for aquaculture applications by ensuring consultations are handled in a timely manner; and
- with First Nations and the Integrated Land Management Bureau, determine more strategic, efficient and effective approaches to consultation on land dispositions.

Healthy Living

- Support the ActNow BC initiative *First Nations Community Food Systems Project for Healthy Living* aimed at raising awareness and improving access to healthy foods as well as encourage agri-food business development.

Goals, Objectives, Strategies and Results

Overview

Ministry Goals

The Ministry's service plan is organized around its three long-term goals.

- Competitive, world class agriculture, aquaculture and food sectors.
- Agriculture, aquaculture and food systems that are environmentally sustainable and promote human, plant and animal health.
- Administration of Crown land that promotes sustainability and the greatest benefits for British Columbians.

Linkage to the Five Great Goals

Ministry work directly contributes to three of the government's Five Great Goals for a Golden Decade.

- The Ministry's ActNow BC initiatives contribute to government's goal to *lead the way in North America in healthy living and physical fitness*.
- Ministry goals regarding environmental sustainability of the agriculture, aquaculture and food systems and sustainability through the administration of Crown land support government's goal to *lead the world in sustainable environmental management, with the best air and water quality and the best fisheries management, bar none*.
- Ministry goals to achieve competitive, world class agriculture, aquaculture and food sectors, and the greatest benefits for British Columbians through the administration of Crown land contribute to government's goal to *create more jobs per capita than anywhere else in Canada*.

Cross Ministry Initiatives

The Province has identified priorities that will require collaborative efforts across all of government: The Ministry of Agriculture and Lands makes an important contribution.

Mountain Pine Beetle

Projections indicate the mountain pine beetle infestation could kill 80 per cent of the pine forest in British Columbia by 2013. Pine forests dominate the interior of B.C., and their loss has significant implications to the forest environment, economy and the communities that depend on those forests for sustainability. The B.C. Government, through coordination by the Ministry of Forests and Range and the Provincial Mountain Pine Beetle Action Plan, is working across a number of ministries to minimize and mitigate negative environmental and socio-economic impacts of the infestation, while recovering the greatest value and protecting

public health, safety and infrastructure. The Ministry contributes to this initiative by pursuing opportunities for increasing forage and grazing land, agroforestry and bio-products.

ActNow BC

ActNow BC, led by Ministry of Tourism, Sport and the Arts, combines cross government and community-based approaches to promote healthy living choices for British Columbians. The programs and initiatives champion healthy eating, physical activity, ending tobacco use, and healthy choices during pregnancy. The Ministry contributes to ActNow BC through programs such as Agri-food Partners in Healthy Eating, School Fruit and Vegetable Snack, Growing Healthy Kids One Snack at a Time, First Nations Community Food Systems for Healthy Living, and Healthy Dining.

2010 Olympic and Paralympic Winter Games

All provincial ministries, agencies and Crown corporations have been working together to ensure every available opportunity to develop sustainable economic legacies are explored and pursued so that businesses and communities in British Columbia receive benefit from the Games. The Ministry contributes by supporting the development and implementation of an agri-food industry strategy for capturing 2010 opportunities.

Asia Pacific Initiative

The British Columbia *Asia Pacific Initiative* ensures the province has a coordinated and targeted strategic plan in place that takes full advantage of B.C.'s Pacific Gateway advantages and Asian cultural and language base. The *Asia Pacific Initiative* defines B.C.'s future role in the Asia Pacific economy and identifies the immediate priority actions that must be taken to further integrate the province into Asian markets. The Ministry supports this initiative by working with the federal government to encourage foreign investment into B.C. and developing capacity for expansion into Asia Pacific markets.

Regulatory Reform

British Columbia continues to make regulatory reform a priority across government, making it easier for businesses to operate and succeed in British Columbia, while still preserving regulations that protect public health, safety and the environment. A citizen-centred approach to regulatory reform will reduce the number of steps it takes to comply with government requirements or access government programs and services.

The Ministry supports the government's Regulatory Reform Initiative by committing to maintaining a zero net increase in regulatory requirements through 2009/10 and continuing to identify further regulatory reduction and regulatory reform opportunities.

Three-year regulatory reform initiatives include:

- reviewing of traceability standards and requirements to encourage industry-led quality control programs;

- examining livestock containment, licencing and tracking requirements for alternative approaches and to ensure obsolete requirements are eliminated;
- aligning animal disease management and health regulatory requirements to address zoonotic diseases such as avian influenza;
- ensuring the plant health requirements are harmonized with federal plant health requirements and explore a move towards a risk assessment model; and
- updating and streamlining the *Muskwa-Kechika Management Area Act* and associated Regulation.

Citizen-Centred Service Delivery

Citizen-centred service delivery is a government-wide initiative to coordinate information, programs and services so that they can be presented to citizens in a way that takes their needs into account from beginning to end. The vision is to make it possible for citizens to access the government information and services they need in a simple and timely manner with a phone call, a mouse click or a visit to a service centre, no matter how many programs or ministries are involved in their request.

The Ministry promotes a citizen-centred approach to service delivery that reduces the number of steps and time required by citizens, businesses and industry to access government services and comply with government requirements. A key initiative underway in the Ministry of Agriculture and Lands is the InfoBasket Expansion.

InfoBasket is a web-based agri-food information portal accessible by farmers and the broader public on a 24/7 basis. The major focus of InfoBasket is to enable access by industry to a wide range of information to make better business decisions to support improved profitability and competitiveness. At present, information is available for 26 Communities or sectors and an additional two Communities will be added in 2007/08. The information encompasses production and processes, business management and finance, marketing and trade, regulations and legislation, directories and industry statistics.

Performance Plan Summary Table

Five Great Goals	Ministry's Vision World-leading stewardship of land, farm and food systems for the health and prosperity of British Columbians		
	Ministry Goals	Ministry Objectives	Performance Measures
<p>Goal 2: Lead the way in North America in healthy living and physical fitness.</p> <p>Goal 4: Lead the world in sustainable environmental management, with the best air and water quality and the best fisheries management, bar none.</p> <p>Goal 5: Create more jobs per capita than anywhere else in Canada.</p>	<p>1. Competitive, world class agriculture, aquaculture and food sectors.</p>	<p>1.1 Strategic growth of the agriculture, aquaculture and food sectors.</p>	<ul style="list-style-type: none"> Dollar value of industry investment. Net cash income.
		<p>1.2 Effective management of farm business and income risks.</p>	<ul style="list-style-type: none"> Extent of coverage under business risk management programs. Processing time for claims under Production Insurance.
		<p>1.3 British Columbians value and support agriculture and aquaculture.</p>	<ul style="list-style-type: none"> Communities with Agricultural Advisory Committees.
	<p>2. Agriculture, aquaculture and food systems that are environmentally sustainable and promote human, plant and animal health.</p>	<p>2.1 Effective management of environmental risks.</p>	<ul style="list-style-type: none"> Industry compliance with aquaculture licensing and regulatory requirements. Farms using Environmental Plans.
		<p>2.2 Effective management of the risks impacting human, plant, animal and fish health and food safety.</p>	<ul style="list-style-type: none"> National on-farm food safety and quality programs implemented. Compliance with Fish Health Management Plans. Processing time for diagnostic samples.
	<p>3. Administration of Crown lands that promotes sustainability and the greatest benefits for British Columbians.</p>	<p>3.1 Effective, modern Crown land policy and administration that is accessible, efficient and client-oriented.</p>	<ul style="list-style-type: none"> Operational policies reviewed and updated.
		<p>3.2 Effective management of contaminated sites to minimize risks to human health and the environment.</p>	<ul style="list-style-type: none"> Priority contaminated sites for which remediation is underway/completed.

Performance Plan

Goal 1: *Competitive, world class agriculture, aquaculture and food sectors.*

Long-term prosperity for British Columbia's agriculture, aquaculture and food sectors is only possible if they are profitable, sustainable and have the support of consumers and citizens. The Ministry promotes sector profitability and self-reliance through programs and services that improve market access, foster innovation and efficiency across the value chain and provide farmers with the tools they need to sustain their businesses in the face of environmental and market risks. The Ministry also recognizes the importance of managing the urban/agriculture divide for maintaining public acceptance of agricultural lands and sustainable growth in these sectors.

Objective 1: *Strategic growth of the agriculture, aquaculture and food sectors.*

To foster economic sustainability, strategic policy and initiatives are designed to ensure that all levels of the value chain, from primary producers to the retailers, are profitable. The Ministry supports the industry to identify and seize new opportunities by promoting diversification, adoption of new technologies and sector adjustment and transition.

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

Strategies

- Identify and promote development opportunities throughout the agriculture and agri-food value chain (including bio-fuels, agri-tourism, silvopasture, and access to land and labour);
- promote sector adjustment on a priority basis (including tree fruit industry strategy, meat transition assistance program, livestock waste tissue initiative, cattle industry strategy, bio-fuel feasibility study);
- maintain and improve domestic and international market access by addressing tariff and technical trade barriers and positioning products through country of origin labeling and standards and certification programs;
- implement the Ministry's science and innovation strategy to accelerate adoption of new technologies and practices within the agriculture, aquaculture and food sectors;
- deliver information and extension services to the agriculture and food sector through InfoBasket, outreach workers and farm extension specialists; and
- complete an Agriculture Plan for the Province by June 2007.

Performance Measures

Dollar value of industry investment. This performance measure tracks the value of new investment in labour and capital in the B.C. agriculture and food sectors and provides a useful indicator of market conditions both in a particular industry and the economy as a whole. Growth in capital expenditures gives an indication of the views management holds on future market demands in relation to productive capacity. A three-year average is used as it gives a clearer trend line given that fluctuations in year-to-year investments can be significant.

Net cash-income. Net cash-income provides a measure of the efficiency and profitability of farm business operations. The measure reflects farm business cash flow (gross revenues minus operating expenses), excluding capital costs, generated from the production of agricultural goods. Growth in the indicator signals an increase in farm revenues and/or a decline in farm expenditures, signaling increased operating efficiencies. A three-year rolling average is used to account for unexpected and uncontrollable factors that may affect revenues or expenditures in any given year.

Performance in relation to the targets in both these measures is affected by a wide range of factors, many of which are beyond the Ministry's control: These include extreme weather conditions, animal diseases, surges in fuel costs or fluctuations in foreign exchange rates and interest rates.

Performance Measures	2006/07 Baseline	2007/08 Target	2008/09 Target	2009/10 Target
1-1. Dollar value of industry investment (Million).	Agriculture \$240.9 ^{1,2,3}	Growth above \$240.9	Growth above \$240.9	Growth above \$240.9
	Food & Beverage \$172.1 ^{1,2,3}	Growth above \$172.1	Growth above \$172.1	Growth above \$172.1
1-2. Net cash income (Million).	\$368.8 ^{4,5}	Growth above \$368.8	Growth above \$368.8	Growth above \$368.8

¹ Forecasted 3-year average.

² Does not include aquaculture.

³ Source: Statistics Canada. Private and Public Investment in Canada – Catalogue No. 61-205, special tabulation.

⁴ Average for 2003, 2004 and 2005 calendar years.

⁵ Source: Statistics Canada. Net Farm Income – Agriculture Economics Statistics – Catalogue No. 21-010.

Objective 2: *Effective management of farm business and income risks.*

Weather hazards, natural disasters, diseases, pests and market declines pose significant risks for farmers. Such risks reduce farm income and can lead to financial instability of sectors within the industry. The Ministry aims to create a stable platform for the sector by providing comprehensive programming that allows farmers to proactively manage risk.

Core Business Area: *Risk Management.*

Strategies

- Promote effective management of income risks through the Canadian Agricultural Income Stabilization program and Production Insurance;
- in collaboration with federal/provincial/territorial partners review CAIS and consider the establishment of a complementary disaster program framework;
- provide programs and tools that help farmers to manage the risks and impacts associated with wildlife; and
- continue to ensure program changes remain within fiscal capacity of the Province.

Performance Measures

Level of coverage under business risk management programs. This performance measure tracks the extent of coverage provided by the Production Insurance and Canadian Agricultural Income Stabilization programs to reduce the financial impact of uncontrollable risks. The 70 per cent target for Production Insurance represents the national standard. While this standard has been met and even exceeded in recent years, participation is voluntary and any number of factors (that is, premium increases, price competition or weather) can present a significant challenge to maintain this level of coverage. Production Insurance helps producers manage uncontrollable losses due primarily to weather.

The Canadian Agricultural Income Stabilization Program provides protection for overall income losses not covered by Production Insurance. For example, income losses related to factors such as increases in input costs or sudden price declines. The 85 per cent target represents a national standard for the minimum level of coverage.

Processing time for claims under Production Insurance. Studies indicate that timeliness in processing insurance claims is highly important to customer satisfaction. The Ministry plans to improve its payment processing times for Production Insurance to ensure farmers do not experience financial hardship as a result of delayed payments. Claims under the Canadian Agricultural Income Stabilization Program are administered by the federal government.

Performance Measure	2006/07 Baseline ¹	2007/08 Target	2008/09 Target	2009/10 Target
1-3. Level of coverage under business risk management programs.	76% of eligible crops are insured under Production Insurance	70%	70%	70%
	83% of B.C. farm cash receipts covered by CAIS Program ^{1,2}	85%	85%	85%
1-4. Processing time for payments of claims under Production Insurance.	85% of claims paid within 30 days of finalization ³	100%	100%	100%

¹ Estimated to March 2007.

² Excludes supply-managed commodities. 2005 Crop year.

³ A claim is considered finalized once claims have been calculated by field office staff and submitted to head office.

Objective 3: *British Columbians value and support agriculture and aquaculture.*

Agriculture and aquaculture activity occurs within communities and depends on good relations with local government and community members. Much of the farm land in B.C. is near areas of urban residential and commercial development. While the preservation of agricultural land in B.C. is overseen by the Agricultural Land Commission, the Ministry builds on this mandate and aims to create a positive urban/agriculture environment to facilitate sustainable growth for farms while enhancing the overall quality of life for all British Columbians.

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

Strategies

- Deliver the Strengthening Farming Program to bridge the urban/agriculture divide and ensure local governments value the contribution of farmers and the broader agriculture sector;
- continue to build relationships with local governments, First Nations and key stakeholders across B.C. with an interest in aquaculture management; and
- build greater understanding of agriculture and aquaculture’s contribution to the community through youth programs (for example, 4-H, fairs, “Agriculture in the Classroom”) and other proactive communication strategies.

Performance Measure

Number of agricultural advisory committees. With only 1.6 per cent of British Columbians living on farms, it has become increasingly important for local governments to find ways to keep in touch with their farm and ranch communities, and facilitate support for the agriculture sector. This measure provides an indication of building capacity within farm communities to influence issues that affect agriculture. Agricultural advisory committees build agricultural awareness in their communities as well as promote the development of local Agricultural Area Plans (which includes planning for farm and residential borders) and agricultural-related economic and agri-tourism strategies. Currently, there are 49 local governments in British Columbia with significant agricultural lands.

The Ministry is in the process of developing a survey to assess the effectiveness of these committees. The intention is to replace the current measure with the results of this survey.

Performance Measure	2006/07 Baseline	2007/08 Target	2008/09 Target	2009/10 Target
1-5. Number of Agricultural Advisory Committees.	26	27	28	29

Goal 2: *Agriculture, aquaculture and food systems that are environmentally sustainable and enhance human, plant and animal health.*

British Columbians and the government require that food production systems support public health and environmental goals. British Columbia is committed to enhancing its reputation as a world leader and community partner by maintaining world class food production practices. The Ministry contributes to this goal by assisting the agriculture, aquaculture and food sectors to enhance food safety and environmental practices to improve B.C.'s water, soil and air quality into the future. This goal also recognizes the benefits of promoting healthy eating and overall societal well-being.

Objective 1: *Effective management of environmental risks.*

Responsible production and environmental protection are key to B.C.'s agriculture, aquaculture and food sectors in maintaining long-term sustainability as well as community and consumer confidence in the sectors. The Ministry plays a significant role in encouraging and supporting the application of environmentally sound production practices by producers in the agriculture and aquaculture sectors. Ministry aquaculture compliance programs and information services are also critical for reducing environmental risks.

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

Strategies

- Deliver regional and sector programs that promote environmental protection (that is, Environmental Farm Plans, nutrient management, carcass disposal, aquaculture licensing and compliance, water management);
- ensure that provincial and multi-sectoral initiatives consider the needs and interests of the agriculture and aquaculture sector;
- integrate the requirements for water by the agriculture industry into the provincial water strategy;
- quantify and mitigate the impacts of agricultural practices on water, air and soil quality; and
- continue to enhance province-wide coordination of invasive plant management.

Performance Measures

Per cent of industry compliance with aquaculture licensing and regulatory requirements. The intent of the licensing and regulatory requirements is to ensure that finfish aquaculture operators are demonstrating accountable and environmentally sustainable practices, which include the prevention of finfish escapes to the environment. The measure provides an indication of the overall average of industry-wide level of compliance to the Ministry's aquaculture licensing and regulatory requirements based on a calendar year inspection cycle.

Number of farms with Environmental Farm Plans. Environmental Farm Plans are an indicator of the agricultural sector's willingness to employ beneficial management practices. Environmental Farm Plans help farmers to identify environmental risks and benefits from their individual farming operation. Environmental Farm Plans are considered completed when a risk assessment of the farm or range has been conducted and an action plan for mitigating identified risks has been developed, and considered implemented once all risks identified have been addressed. Initial targets for completed and implemented plans were based on surveys of farmers at the start of the program (in 2003), and revised annually based on the results of previous years. The plans are optional, but financial assistance to address environmental risks is provided to farmers who complete and implement approved plans.

Performance Measure	2006/07 Baseline	2007/08 Target	2008/09 Target	2009/10 Target
2-1. Overall per cent industry compliance with aquaculture licensing and regulatory requirements.	90% ¹	94%	97%	100%
2-2. Number of farms with environmental farm plans.	1302 farms with completed farm plans ²	1500	1700 ³	1900 ³
	~325 farms plans implemented	375	425 ³	475 ³

¹ Estimate for 2006 calendar year.

² BC Agriculture Council December 31, 2006.

³ The Agricultural Policy Framework agreement, which supports the Environmental Farm Planning program, ends March 2008. Future targets are contingent upon continuing Federal-Provincial Funding, pursuant to the next Policy Framework being negotiated.

Objective 2: *Effective management of risks impacting human, plant, animal and fish health and food safety.*

The Ministry works with industry and other government agencies to develop and maintain a coordinated and effective framework for preventing, containing and eliminating disease outbreaks and threats. This contributes to the broader public health, protects capacity of the land and provides consumers and markets with assurance that B.C. products are safe.

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

Strategies

- Work with all levels of government and industry to enhance preparedness for possible incursion of avian influenza into B.C. (that is, H5N1 Planning Council, Foreign Animal Disease Emergency Support (FADES) planning, bio-security plans with poultry industry and CL3 laboratory expansion activities);
- facilitate the development of tracking and traceability systems for food and agriculture sectors, beginning with livestock and poultry sectors;
- improve the capacity to diagnose and respond to disease-causing agents, invasive plants and pests through the plant health initiative;
- in cooperation with the Ministry of Health, the federal government and industry associations, promote the development and adoption of programs and practices throughout the agriculture value chain that protects against risk to animal and human health, including BSE testing for all B.C. cattle; and
- develop a strategy for partners in the eating healthy component of ActNow BC.

Performance Measures

Number of national on-farm food safety and quality programs implemented. Currently there are 30 National On-Farm Food Safety and Quality Programs developed by national producer organizations which cover plants and animals used for food products. The programs are funded by the Canada-British Columbia Agricultural Policy Framework and designed to provide assurance that food safety issues are identified and addressed. As programs are approved, producer organizations decide to implement them across Canada. The Ministry supports implementation of approved programs on B.C. farms to meet the objective of effective management of risks affecting food safety.

Per cent compliance with Fish Health Management Plans. All finfish aquaculture farms are required to have an approved Fish Health Management Plan in place as a condition of their license. The plan outlines the procedures that finfish operators must use at their facilities to reduce the risk of the disease in fish and prevent the spread of disease, including key controls for bio-security and reporting of fish health events. The Ministry undertakes random audits of all fish farms annually to ensure compliance with the Fish Health Management Plans.

Per cent of routine samples completed within 5 days. The Ministry's laboratory provides full service diagnostics for all species. Depending on the nature of the analysis, the length of time to complete testing can range from hours to 14 days. All samples in which avian influenza is suspected and those submitted for BSE testing are reported on within 24 hours. Timely processing and reporting is critical to the containing potential pandemic outbreaks.

Performance Measures	2006/07 Baseline	2007/08 Target	2008/09 Target	2009/10 Target
2-3. Number of national on-farm food safety and quality programs implemented. ^{1,2}	17	25	33 ³	41 ³
2-4. Per cent compliance with Fish Health Management Plans.	100%	100%	100%	100%
2-5. Per cent of routine (diagnostic) samples completed within 5 days.	80%	80%	80%	80%

¹ There are about 30 national programs in various stages of development. Nine programs have passed phase 1 technical review and are ready for implementation and others are under development. Of the nine that have passed review, all are now in the implementation stages in B.C. In addition, B.C. has two quality programs established by provincial regulation.

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

³ Targets are cumulative.

Goal 3: *Administration of Crown lands that promotes sustainability and the greatest benefits for British Columbians.*

Crown land plays a key role in the development of British Columbia and remains vital to the societal, economic and environmental values of this Province. Allocation decisions and management of Crown lands are guided by a framework of legislation, policies, guidelines and tenure requirements. The Ministry develops, maintains and supports implementation of the Crown Land Allocation Framework to ensure that it is responsive to the changing needs and demands of communities, First Nations, sector interests and the Province's broader strategic objectives.

Core Business Area: *Crown Land Administration.*

Objective 1: *Effective, modern Crown land policies and administration that is accessible, efficient and client-oriented.*

The Ministry is responsible for the policies that establish the objectives, principles and rules that define how Crown land will be used. Crown land policies and administration must be relevant, up-to-date and responsive to society's changing needs. In support of this, the Ministry develops and maintains policies and guidelines, provides advice and analytical support to clients, and is directly involved in more complex land dispositions.

In the case of major Crown land dispositions, the Ministry supports collaborative planning and consensus-based problem-solving with local governments, First Nations, and other stakeholders, to identify Crown land development opportunities that are socially, economically and environmentally sound.

Strategies

- Develop a modern and integrated Crown Land Allocation Framework (CLAF) by undertaking an analysis of client and government needs and updating policies that currently guide Crown land allocation decisions and land-use planning;
- continue to provide support to ILMB and other government partners that provide Crown land services and land use planning process;
- improve our approach to consultation and accommodation regarding the disposition and administration of Crown lands; and
- provide leadership in identifying how B.C.'s Crown land can be best used to respond to current and emerging needs and in the development and marketing of Crown land in support of broader government objectives.

Performance Measure

Operational policies reviewed and updated. Currently there are 26 main operational policies governing Crown land administration. These policies provide guidance for a wide-range of land uses ranging from wind power to community recreation. A comprehensive review of B.C.'s Crown land policy and consultations with partners and agencies is underway. The objective of the review is to achieve a coordinated and cost effective policy framework for Crown land administration.

Performance Measure	2006/07 Baseline	2007/08 Target	2008/09 Target	2009/10 Target
3-1. Per cent of operational policies reviewed and updated.	11%	42%	73%	100%

Objective 2: *Effective management of contaminated sites that are the responsibility of the Province, to minimize impacts to human health and the environment.*

The Ministry has a responsibility to ensure that Crown contaminated sites do not pose risks to human health and the environment and for fostering a cross government approach that coordinates the identification, prioritization, remediation and reporting of contaminated sites. The identification and remediation of contaminated sites is undertaken using a risk-based approach that considers potential impacts to human health and the environment and potential benefits associated with the future use of remediated lands.

Strategies

- Remediate priority Crown Contaminated Sites that are the responsibility of the Province;
- identify opportunities to utilize public-private partnerships to complete the remediation of sites; and
- work with other provincial ministries and agencies to deliver reliable, relevant, accurate and transparent reports of contaminated sites management.

Performance Measure

Number of priority sites for which remediation is underway/completed. All contaminated sites identified by the Province are prioritized based on anticipated risks to human health and the environment. The indicator provides a measure of progress in remediating these priority sites. Remediation includes both clean-up of a contaminated site and the preceding investigative work. Site remediation can be a multi-year exercise, depending on the site size, complexity and regulatory requirements for clean-up.

Performance Measure	2006/07 Baseline	2007/08 Target	2008/09 Target	2009/10 Target
3-2. Number of priority sites for which remediation is underway/completed. ^{1,2}	28 underway/ completed	36 underway/ completed	44 underway/ completed	52 underway/ completed ¹

¹ Currently there are over 845 potentially contaminated sites which have been prioritized and listed on the contaminated sites database.

² The total amount of Ministry funding provided by the Province for the management of contaminated sites at March 31, 2007 is \$218 million, which includes ongoing activity at Pacific Place, Vancouver, BC. A liability of \$15 million will be accrued to fund the remediation of priority sites investigated for clean up costs in 2006/07.

Changes to 2007/08 – 2009/10 Service Plan

During 2006/07, the Ministry revised its Vision and Values which are reflected in the 2006/07 – 2008/09 Service Plan. The intent of these statements remains the same; however, we believe the new statements provide a clearer focus and description of what we do. Our values were changed to reflect the high regard we have for our people, our services and the way in which we conduct our business.

In addition, this service plan includes three new performance measures to reflect the Ministry's commitment to its quality service values:

- processing time for claims under Production Insurance;
- processing time for diagnostic samples; and
- operational policies reviewed and updated.

In addition, the following performance measures were added to provide a more comprehensive picture of the economic status of the agriculture, aquaculture and food sectors and controls for fish health:

- net cash income; and
- compliance with Fish Health Management Plans.

The following three performance measures were removed from this service plan to allow for the new measures:

- dollar value of international exports in agriculture and food sectors;
- dollar value of Ministry investment in R&D and related scientific initiatives; and
- an effective Crown land allocation framework.

Resource Summary — Ministry of Agriculture and Lands

Core Business Areas	2006/07 Restated Estimates ¹	2007/08 Estimates	2008/09 Plan	2009/10 Plan
Operating Expenses (\$000)				
Food Industry Development	18,079	18,849	23,622	23,822
Agriculture and Aquaculture Management	9,374	10,708	10,766	10,871
Risk Management ²	15,833	38,129	39,649	39,692
Crown Land Administration	36,869	38,360	38,596	38,790
Executive and Support Services	8,481	8,016	8,021	8,034
Sub-Total	88,636	114,062	120,654	121,209
Agricultural Land Commission	2,144	2,402	2,435	2,463
Integrated Land Management Bureau	63,551	62,311	55,811	56,330
Crown Land Special Account	69,037	80,020	49,820	50,270
Production Insurance Special Account (Net)	11,500	11,500	11,500	11,500
Ministry Total	234,868	270,295	240,220	241,772
Full-time Equivalents (Direct FTEs)				
Food Industry Development	157	157	157	157
Agriculture and Aquaculture Management	83	84	84	84
Risk Management	35	35	35	35
Crown Land Administration	146	148	148	148
Executive and Support Services ³	10	10	10	10
Sub-Total	431	434	434	434
Agricultural Land Commission	22	23	23	23
Integrated Land Management Bureau	347	363	363	363
Crown Land Special Account	—	—	—	—
Ministry Total	800	820	820	820

Ministry of Agriculture and Lands

Core Business Areas	2006/07 Restated Estimates ¹	2007/08 Estimates	2008/09 Plan	2009/10 Plan
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Food Industry Development	888	1,392	1,248	1,248
Agriculture and Aquaculture Management	437	437	437	437
Risk Management	168	168	168	168
Crown Land Administration	420	702	621	621
Executive and Support Services	87	87	88	88
Sub-Total	2,000	2,786	2,562	2,562
Agricultural Land Commission	15	5	5	5
Integrated Land Management Bureau	8,762	6,576	6,134	6,134
Crown Land Special Account				
Production Insurance Special Account (Net)				
Total	10,777	9,367	8,701	8,701
Capital Plan (\$000)				
By Core Business (and Purpose)				
Total				
Other Financing Transactions (\$000)				
By Core Business (and Purpose)				
<i>Agriculture Credit Act</i> — Receipts	518	458	336	232
Crown Land Special Account — Receipts	100	70	70	70
Crown Land Administration — Disbursements ⁴	(8,250)	(8,250)	(8,250)	(8,250)
Net Cash Source (Requirements)	(7,632)	(7,722)	(7,844)	(7,948)
Total Receipts	618	528	406	302
Total Disbursements	(8,250)	(8,250)	(8,250)	(8,250)
Total Net Cash Source (Requirements)	(7,632)	(7,722)	(7,844)	(7,948)

¹ These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2007/08 *Estimates*. Schedule A of the 2007/08 *Estimates* presents a detailed reconciliation.

² Treasury Board approved a budget lift in 2007/08 of \$21.12 million for the Canadian Agricultural Income Stabilization program.

³ Corporate Services staff numbers (FTEs) that support the Ministry of Agriculture and Lands, Integrated Land Management Bureau, Agricultural Land Commission, Ministry of Environment and the Environmental Assessment Office are all shown under the Ministry of Environment (294 FTEs). The net operating budget for corporate services covers only the cost of the Ministry Operations Vote. The corporate services budget for the Integrated Land Management Bureau is included in the total shown in detail in Part A of this service plan.

⁴ Crown Land Administration—Other Financing Transactions include the disbursements related to expenses incurred in this fiscal year for development of land for future sale or tenure.

