

**Ministry of
Forests, Lands and Natural Resource Operations**

**2014/15 – 2016/17
SERVICE PLAN**

February 2014



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Message from the Minister and Accountability Statement



I'm pleased to present the 2014/15 to 2016/17 service plan for the *Ministry of Forests, Lands and Natural Resource Operations*. Now entering its third year of operation, it is clear that the integration of key natural resource management services within one ministry is yielding great successes.

By bundling authorizations, a commitment to streamlining and a focus on timely decisions, ministry staff have been able to reduce review and referral times significantly. For example, the authorizations for one major project were reduced by over 60 per cent when approvals were completed in 120 days, as opposed to a previous average of 310 days. This means that projects can get off the ground and start employing British Columbians quicker.

New in the service plan this year is a performance measure specifically related to timelines for authorizations under the Land Act and Water Act. Moving more applications online will help with implementing this performance measure.

I cannot stress enough that while we're promoting resource development, we're promoting it in a way that upholds the strong environmental standards that British Columbians are rightly proud of. Over the next few years we'll be implementing a cumulative effects assessment framework into our decision-making processes.

B.C.'s forest sector continues to recover. In fall 2013, I led my second successful forestry trade mission to Japan and China; and in October 2013, B.C. broke a new record in terms of softwood lumber exports to China. To end of November 2013, forest product exports to all markets had increased by 13 per cent over 2012.

During 2014/15 we are taking actions to further strengthen B.C.'s forest sector. In the coming year we'll finish our review of the effectiveness of BC Timber Sales and report out on recommendations to strengthen its operations.

We will also continue to implement the actions in *Beyond the Beetle: A Mid-Term Timber Supply Action Plan*. It's imperative that we continue to work across government and in partnership with industry and communities to mitigate the economic and environmental impacts of the mountain pine beetle on B.C.'s forestry dependent communities and our Interior forests.

I am pleased that Donna Barnett has been appointed as Parliamentary Secretary for the ministry. This year, she will be working on rural development opportunities – on actions government can take to allow people to remain and thrive in the communities where they have chosen to live.

This coming year, we'll be finalizing a framework for off-road vehicles and will continue to work with guide outfitters on initiatives that will provide certainty in their sector. Hunting, fishing and outdoor recreation opportunities ranging from visiting heritage sites, to hiking rustic trails or skiing are all part of what makes British Columbia a fabulous place to live. This ministry will continue to support those activities.

The actions highlighted above are just some of the initiatives we are undertaking in support of the *BC Jobs Plan*. I encourage you to read then entire service plan to learn more about how the Ministry of Forests, Lands and Natural Resource Operations is committed to natural resource development to create jobs while ensuring environmental sustainability.

The *Ministry of Forests, Lands and Natural Resource Operations Revised 2014/15–2016/17 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.



Honourable Steve Thomson
Minister of Forests, Lands and Natural Resource Operations
February 4, 2014



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Purpose of the Ministry

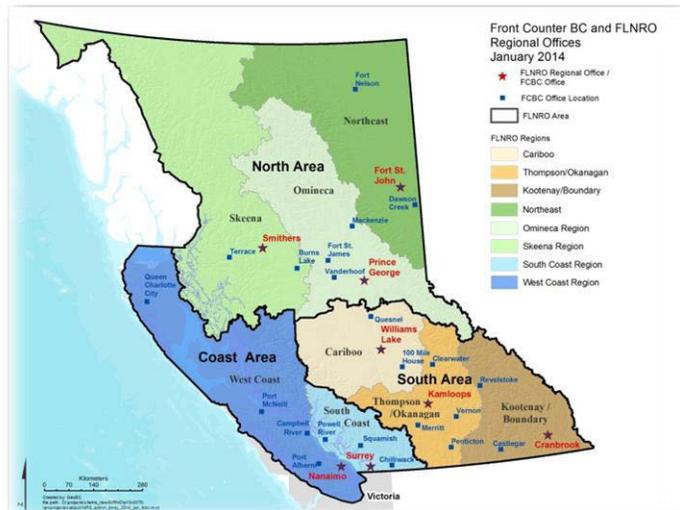
The Ministry of Forests, Lands and Natural Resource Operations delivers integrated natural resource management services for British Columbians. With a long-term vision of economic prosperity and environmental sustainability, it is the main agency responsible for establishing the conditions for access to and use of the province’s forest, land and natural resources. The Ministry incorporates forests and lands policy development with operational resource management while supporting strategic work in all areas of the natural resource sector. This policy alignment and streamlining of operations in delivering services enables effective stewardship and sustainable management of B.C.’s land base for a variety of uses. The Ministry’s mandate is articulated within [52 statutes and associated regulations](#).

Working with stakeholders, the Ministry develops policies, programs and legislation to promote industry competitiveness, and encourage investment in and development of natural resources. It also ensures that ministry activities support sustainable development and protect the public’s interest in these resources. Bringing provincial natural resource operations together into one ministry enables durable decisions that fully consider the environmental, social and economic factors of land use.

The Ministry auctions Crown timber to support the timber pricing system through [BC Timber Sales](#). This includes preparing forest stewardship plans and logging plans; developing timber sale licences; constructing and maintaining logging roads and bridges; undertaking silviculture and forest protection treatments; and ensuring the work is carried out in a safe manner.

Aligning and Streamlining Resource Authorizations with Resource Management

The Ministry holds the legislative authority for provincial permitting and licensing activities which are facilitated through its coordinated, “one-window” service at [FrontCounter BC](#) offices throughout the province. Behind the counter, “One Process” administration melds numerous single agency processes for issuing authorizations, and eliminating overlap and duplication while maintaining environmental standards. These streamlined processes will create predictability in the natural resource sector, better attract global investment, and provide the means to turn proposed projects into worksites and jobs.



Sharing Service Delivery - Provincially and Regionally

The Ministry is a key component of a coordinated sector with provincial oversight through the Natural Resource Board and the Cabinet level Environment and Land Use Committee (ELUC). By working as

part of an integrated system that supports shared service delivery regionally and provincially, the Ministry ensures operational decisions on the land base match policy development, and consider regional interests in land use.

Natural Resource Sector Coordination

When Government's structure to manage Crown land and natural resources was completed in the spring of 2011, it created an improved platform for coordination and integration. The natural resource ministries involved include: Aboriginal Relations and Reconciliation; Agriculture; Energy and Mines; Natural Gas Development; Environment; and Forests, Lands and Natural Resource Operations. Under the direction of the Natural Resource Board, these ministries are making bold changes to service delivery in the natural resource sector. This sector approach promotes streamlined authorization processes and enhanced access to natural resource public services across the province. The restructuring facilitates more consistent engagement and consultation with industry, stakeholders, partners and clients. It also enhances inclusion of Aboriginal, economic and environmental considerations into decision making. The ministries are working together to make these improvements and meet the commitments of the [2013/14 – 2016/17 Province of British Columbia Strategic Plan](#) and the [BC Jobs Plan](#).



An integrated approach to permitting improves the Ministry's ability to meaningfully consult with First Nations. The Ministry of Aboriginal Relations and Reconciliation remains responsible for the overarching Crown-First Nations relationship and consultation policy, and supports all natural resource sector ministries on strategic consultation issues such as proposed policy or legislation changes. Through its New Relationship with First Nations, the Ministry of

Aboriginal Relations and Reconciliation, along with government as a whole, remains committed to constructive consultation with Aboriginal peoples on socio-economic issues and opportunities.

Open Data

In keeping with the [Citizens@the Centre: B.C. Government 2.0](#) strategy, the Ministry is a major contributor to the natural resource sector's efforts to improve citizen engagement and open up sector data to the public. [GeoBC](#) provides foundational geographic products through the Province's [Geographic Warehouse](#) as well as delivering the [Integrated Land and Resource Registry](#) to offer users an integrated view of rights and interests on Crown land in British Columbia. This tool provides a comprehensive register of legal interests, rights, designations and administrative boundaries on Crown land, including information on land and resource restrictions and is routinely used for both conservation and natural resource economic development purposes.

Strategic Context

Economic and Environmental Operating Context

The Ministry operates within the most ecologically rich jurisdiction in Canada. British Columbia's natural capital consists of ecosystem resources, land, water, forests, and plant and animal species upon which people's livelihoods depend and which support business and economic development. Resource industries like forestry, agriculture, mining, clean energy production and outdoor recreation require continued, sustainable supplies of ecosystem goods. The Ministry balances the preservation, stewardship and safe use of this natural capital with encouraging a prosperous economy.

Global economic trends include a continuing rise in demand for natural resources, while government faces economic pressures. Land managers are dealing with increasingly complex decisions on use of the land base. The health of B.C.'s natural environment is impacted by habitat fragmentation and invasive species as well as factors related to climate change such as wildfires, floods, landslides and debris flows, droughts and outbreak of disease such as mountain pine beetle. The Ministry recognizes, however, that a healthy environment with resilient ecosystems is necessary to support resource development and works diligently to eliminate, reduce or mitigate any impacts from development, and monitors compliance with decisions.

The Ministry oversees a total land base and freshwater area that covers 94.8 million hectares, as well as the adjacent marine environment. The breadth of the Ministry mandate encompasses both the stewardship and sustainable management of multiple resources, while creating a competitive and innovative business environment for natural resource investments. Action within that mandate also includes: research, monitoring and assessment; permitting and approvals; standards and regulation; recreational service; ecosystem renewal; wildfire management; water management; timber sales; monitoring compliance with and enforcement of regulations; and heritage conservation.

B.C.'s economic trends:

The Economic Forecast Council expects British Columbia's real GDP to grow by 2.3 per cent in 2014 and 2.7 per cent in 2015.

Risks to British Columbia's economic outlook include the potential for further slowing of domestic activity, renewed weakness in the US economy and slowing Asian demand. Additional risks include the ongoing sovereign debt situation in Europe and a fluctuating Canadian dollar.

Challenges and Opportunities

In response to these global and provincial pressures, the Ministry, and natural resource sector as a whole, has adopted an integrated approach to natural resource management. This sector-wide approach has afforded the opportunity to bring consistency to how B.C.'s resources are managed. The natural resource sector agencies regulate and influence activities on provincial Crown land, which accounts for 94 per cent of the province's land base. All together, these agencies are responsible for over 130 provincial statutes that provide for the sustainable management, protection and use of B.C.'s natural resources. Following is a discussion of how the Ministry manages its challenges and the opportunities they present.

Challenge: managing multiple, competing and overlapping demands for natural resources.

The growth in natural resource sectors creates competition for land, water and natural resources and presents challenges when managing the use and stewardship of natural resources. As development levels increase, corresponding pressures are placed upon environmental and social values on the landscape.

Cumulative effects are the combined effect of past, present and foreseeable future actions or events that have or will effect changes to those values, which include wildlife habitats, species-at-risk or sensitive ecosystems, as well as clean air and water. There is a need to recognize and balance the cumulative footprint of development on social, economic and environmental outcomes that are of primary importance to British Columbians.

The number of major natural resource project proposals continues to increase. This is expected to raise concerns about water use, cumulative effects and corresponding impacts to First Nations' interests.

Opportunities: The Ministry, in collaboration with the Ministry of Environment, is building tools to integrate competing and overlapping resource use information into government's decision-making. An integrated approach to landscape level management will benefit the resource sector with more efficient, user-friendly service, a sustainable environment, and resources' long-term viability while protecting habitat and other resource values. Resource stewardship is a primary driver of the Ministry's mandate and, combined with robust industry compliance monitoring, is incorporated into decision-making to enable management of resources at sustainable levels for their continued use and development.



Challenge: making timely and durable resource decisions in support of jobs and economic recovery.

Forestry, tourism, mining and energy related industries are primary and important employers in many of British Columbia's communities. A thriving resource sector needs resilient communities that enjoy safe, sustainable and economically viable opportunities. With the current economic recovery in the sector creating increased demand for land and resource use, any delay in resolving applications can result in lost opportunities.

The traditional forest sector is recovering. As well, B.C. has an abundance of natural resources encompassing both the fossil fuel economy (coal and natural gas) and the bio-economy (forests, marine and agriculture) which present additional investment and development opportunities.

Opportunities: The Ministry has placed a significant focus on maintaining business-friendly policies by ensuring there are clear and timely processes for resource use approvals, and easier access to information about Crown lands and major projects. The Ministry continues to work to reduce the backlog and shorten turnaround times for resource applications by streamlining processes, with the need for expediency balanced with consideration of environmental and Aboriginal interests.

Other actions by the Ministry include, for example:

- Leading a strategy to aid recovery and advance sustainability in the forest sector as a whole: [Our Natural Advantage: Forest Sector Strategy for British Columbia](#).



- Establishing a more diverse bio-economy in B.C. to take advantage of new and existing markets. New uses of biomass for energy and a wide variety of products offer great potential for further developing an economy based on renewable raw materials and energy sources.
- Continuing the investment in the maintenance and operation of provincial heritage sites – significant tourism attractions that play a valuable economic, educational and cultural role.

Challenge: overseeing safe development and use of natural resources

There are many variables that affect the safe use and development of natural resources. Most risks to public and worker safety are inherent in nature such as floods, wildfires and landslides at various times of the year. Some safety risks are inherent in resource use activity, for example in logging and milling of timber, or mining activity potentially leading to contamination of water or land.

B.C. has been one of the world's major mining jurisdictions since the mid-1800s and the industry continues to be an important source of employment and revenue. With historical use of these resources has resulted in some contaminated sites, the majority of which are from past industrial activities that occurred before potential impacts to human health and the environment were fully understood.

Opportunities: Safety for the general public, natural resource workers, and Ministry employees is a value that permeates ministry business. The Ministry uses a risk management approach to safety across all parts of the organization to address and mitigate public and worker safety risks. The Ministry also adopted a new safety management system that requires regular safety audits of its own ministry workplaces to affirm our diligence for our employees and resource workers where we have influence. Part of keeping safe involves monitoring and planning for events, and effectively

responding when required. For example, during annual spring freshet there is an added risk of flooding and landslides. The [BC Flood Response Plan](#) set the terms for providing the Ministry's specialist technical expertise in flood forecasting, observation, assessment, mitigation and site support. The Ministry works closely with local governments in risk assessment, participates in post-event reviews with local governments and Emergency Management BC, and continues to work with Emergency Management BC in order to improve the planning for and mitigation of natural hazard risks.

The ministry also supports work on strategic wildland fire prevention through a partnership among Wildfire Management Branch, First Nations' Emergency Services Society and the Union of B.C. Municipalities. This is one way in which the Ministry supports communities to mitigate risk from wildfire in the wildland-urban interface, which is any area where wildland fuels (combustible vegetation) are found adjacent to homes, or farm structures and outbuildings. This unique cooperative program has reduced wildfire risks on over 50,000 hectares of wildland-urban interface since 2005.



The Province continues to demonstrate its commitment to environmental stewardship through ongoing remediation of contaminated sites. The [Crown Land Restoration Program Biennial Report 2012](#) describes the many successes to date.

Challenge: considering climate change impacts and adaptation.

B.C.'s natural resources are both important to climate solutions and sensitive to climate change. Globally forests and oceans absorb about 60 per cent of the emissions from fossil fuels and land use change. B.C.'s 60 million hectares of forests provide a green advantage in their ability to sequester carbon. However, B.C.'s natural resource values are sensitive to a changing climate and increasing variability. For example, the enormous impact of the mountain pine beetle can be at least partially attributed to a warmer environment. Pressure on freshwater resources from floods and droughts is intensifying. Internationally, insurance experts now report that drought and weather damage has become the predominant risk factor for insurance.

Opportunities:

Adapting to and mitigating climate change in the natural resource sector requires an understanding of the potential long term impacts of climate change, climate variability, and the actions we take or forego today. Our natural and heritage resource sectors must prepare for extreme events in the short term; plan activities to best match our long term climate outlook; and pursue mitigation and

adaptation opportunities. The way they are managed will have long term implications for sustainability of resource values and communities. Several strategic documents outline in more detail what the Ministry does to consider climate change in all sectors. These include:

- [*FLNR Climate Change Strategy 2013-2018*](#)
- [*Climate Change Adaptation Strategy*](#)
- [*Forest Stewardship Action Plan for Climate Change Adaptation*](#)
- [*Beyond the Beetle: A Mid-Term Timber Supply Action Plan*](#)
- [*B.C. Wildland Fire Management Strategy*](#)
- [*BC Drought Response Plan*](#)
- [*Cost of Adaptation – Sea Dikes and Alternative Strategies*](#)



Goals, Objectives, Strategies & Performance Measures

Government's priorities are focussing on building a strong economy and a secure and lasting legacy for future generations. To that end, the Ministry of Forests, Lands and Natural Resource Operations makes timely and durable decisions on the land base, while balancing economic prosperity and environmental sustainability. Overall, the Ministry is maintaining its focus on the priorities in the *BC Jobs Plan*, and is also focused on four key pillars:

- Supporting and building a strong, durable economy by optimizing resource value to increase industry competitiveness and job creation.
- Sustaining and enhancing ecosystem health.
- Increasing public confidence in resource management.
- Solidifying the integrated delivery of natural resource management, through the one land manager model, within the economic realities facing Government.

Specific priorities for the upcoming year include the following:

- With regard to mid-term timber supply, begin public consultation on legislation that would allow the conversion of volume-based licences to area-based licences.
- Examine the roles and effectiveness of BC Timber Sales and develop recommendations for improvement.
- Monitor and assist with softwood lumber agreement leading up to the renegotiation in 2016.



- Work with GeoScience BC and the Ministry of Energy and Mines to establish long term, predictable funding to foster oil, gas, and mineral exploration and development in B.C.
- Streamline mining application processes to ensure that they all can be completed online, and with faster turnaround times for project proponents.
- Co-sponsor the annual B.C. Trade missions to China, India, Japan and Korea with the forest industry to continue diversifying B.C. lumber exports.

- Work with the forest industry to develop the cellulose filament research opportunity in British Columbia.
- Develop program plans for additional silviculture and reforestation funding beginning in 2015/16.
- Implement the Off-road Vehicle Strategy.
- Work with B.C. Guides and Outfitters to ensure continued access to Crown land and support economic and tourism opportunities in rural B.C.
- Review the provincial permitting processes to eliminate red tape wherever possible while maintaining rigorous permitting requirements.
- Actively participate in the government wide core review process in order to confirm government's core responsibilities and achieve \$50 million in annual savings government wide beginning in 2014/15.

In addition, along with its Natural Resource Sector partners, the Ministry will also be involved in delivering on a number of other key priorities which include:

- Complete the Water Sustainability Act, and introduce and pass legislation as committed in Strong Economy, Secure Tomorrow.
- Ensure all revenues from fishing licences are provided to the Freshwater Fisheries Society for conservation purposes by March 31, 2016.
- Create an annual water use report from companies involved in hydraulic fracturing to ensure public awareness of water conservation strategies being undertaken by upstream natural gas companies.
- Consult with communities, First Nations and industry to potentially develop a provincially designated protected area in the Klappan.
- Implement the Cohen Commission recommendations pertaining to British Columbia.
- Continue to develop the Site C dam project and support it through the environmental assessment process.
- Complete the Northwest Transmission Line and the Iskut Extension.



The set of nine performance measures for this three year period reflects government's priorities in keeping with the *BC Jobs Plan* to attract new investment and open new markets for B.C.'s products and services. The Ministry is focusing on reducing the time it takes for natural resource development businesses to get decisions on approvals and permits – while honouring environmental values and the commitment to consult with First Nations.

There are changes to the set of measures from last year's plan - one measure that achieved the original *BC Jobs Plan* targets is replaced with a measure of *Land Act* and *Water Act* application processing time; a second *BC Jobs Plan* measure that was shared with the Ministry of Energy and Mines continues to be tracked solely in that ministry's plan. There is a change to the measure that monitors compliance with natural resource laws. Seven measures continue unchanged from last year's plan.

Goal 1: Efficient, citizen-centred public service delivery.

Objective 1.1: Streamlined authorizations processes.

Strategies

- Implement common standards among provincial natural resource sector agencies to facilitate a coordinated, harmonized approach to resource use authorization decisions on Crown land, particularly for projects requiring multiple approvals.
- Improve service delivery and timeliness of authorization processes through application of continuous improvement programs and regular performance monitoring of processing time of key authorizations.
- Streamline authorization processes through increased use of automation by implementing electronic authorizations, licensing, payment and permitting options, and client-directed authorizations.



Performance Measure 1: Natural resource authorizations streamlining.

Performance Measure	2013/14 Forecast ¹	2014/15 Target	2015/16 Target	2016/17 Target
Per cent of new <i>Land Act</i> and <i>Water Act</i> tenure applications processed within 140 days	n/a	80%	82%	85%

Data Source: FrontCounter BC Authorization Tracking System

¹ There is no forecast for 2013/14 as the performance measure is new this year. A baseline under the new performance measure will be established in 2014/15.

Discussion

This new performance measure supports commitments from the *BC Strategic Plan* and the *BC Jobs Plan*, and assesses one aspect of the broader Ministry commitment to streamline the regulatory framework for managing the province’s forests, lands and natural resources. The ability for the Ministry to provide consistent, reliable and timely decisions on resource applications supports a strong economy and translates to actual jobs for British Columbians.

Evaluating processing time for *Land Act* and *Water Act* applications builds upon previous year’s performance measures in support of the *BC Jobs Plan*. Previously the Ministry measured the reduction of new mining notice of work applications to 60 days by 2013/2014. Since that target was achieved, the measure was changed to focus on reducing *Land Act* and *Water Act* application processing times. The Ministry is continuing to demonstrate its focus on improving natural resource authorization streamlining, and is committed to providing timely decisions with less red tape.

This measure uses data from FrontCounter BC, which provides information on the time it takes for the ministry to reach a decision on a land or water application. The targets consider a number of factors such as historical land and water application processing time data and implementation of improved process efficiencies. The measure also considers the ability for the new Authorizations Tracking System to provide greater accuracy in defining the time by which an application is in process with Ministry staff. As this is a new measure, targets may be adjusted in future years based on historical trending. Results for 2014–2015 are calculated based on applications received on or after April 1, 2014 through to March 31, 2015.

Objective 1.2: Integrated and coordinated client services.

Strategies

- Collaborate with natural resource agencies, federal agencies and municipalities to harmonize regulations and integrate land-based decision-making.
- Implement an integrated multi-agency strategy to streamline the approval process for multi-agency major projects, such as liquefied natural gas.

- Focus natural-resource authorization services on clients’ needs by being responsive to the interests of citizens and businesses, exploring new client engagement mechanisms to improve relationships and services, and enhancing access through electronic submission options.
- Develop new geospatial products and services to support resource management decisions, environmental stewardship and the evolving needs of the broad natural resource sector.

Performance Measure 2: Client satisfaction with natural resource authorizations services.

Performance Measure	2007/08 Baseline	2013/14 Forecast ¹	2014/15 Target	2015/16 Target	2016/17 Target
Client satisfaction success score	71	75	82	82	82

Data Source: FrontCounter BC Authorization Tracking System and BCStats Client Satisfaction Survey.

¹ Forecast and targets are set using 18 month trending, and considering operational context (e.g., creation of the new Ministry of Forests, Lands and Natural Resource Operations, budget impacts on staffing levels, global economic factors, etc.).

Discussion

The client satisfaction success score measures client satisfaction with natural resource authorization services through data collected by FrontCounter BC. It combines two aspects: business’ and individuals’ ability to obtain information and assistance with preparing applications for resource-use



authorizations; and client satisfaction with the overall authorization process across natural resource sector ministries. This measure supports the Ministry vision and enables staff to be client focused in their service delivery, to be responsive to the needs and interests of citizens and businesses, and to assist partner agencies with delivering client-centric services.

The Ministry compares its client satisfaction success scores against similar organizations across Canada

and strives to achieve a ‘best-in-class’ score. Through a one window, streamlined service, the Province not only offers a high quality client experience that assists clients through the regulatory process, but also strives to make British Columbia a preferred choice for investment dollars resulting in further economic development for B.C.

The baseline client satisfaction rating of 71 was established in 2007 through FrontCounter BC; this was achieved after sufficient data had been collected by [BCStats](#), the Province’s independent statistics agency. Client satisfaction scores provide a comprehensive measurement of service excellence and important data that enables operational improvements to be made that have a direct impact on a client’s experience with government.

Goal 2: Coordinated and sustainable management, use and stewardship of B.C.’s natural capital.

Objective 2.1: The development and use of natural resources are accomplished within the standards set out in the Ministry’s legislative and regulatory framework.

Strategies

- Develop the information, policy, tools and practices necessary to embed climate change adaptation considerations and actions into management of natural resources.
- Enhance public trust in natural and heritage resource management practices and operations by promoting efficient processes and values-based decision making principles and engaging with stakeholders and communities.
- Develop policy and tools to support assessment and consideration of cumulative effects in natural resource decision-making.
- Enhance natural resource stewardship through effective compliance and enforcement actions that include inspections and investigations on major projects, water use, land use and forestry.

Performance Measure 3: Monitoring statutory requirements within the resource management sector

Performance Measure	2013/14 Forecast²	2014/15 Target	2015/16 Target	2016/17 Target
Compliance & Enforcement Presence ¹ Per cent C&E field staff capacity present in the field (actual time over operational capacity).	N/A	72%	75%	78%

Data Source: Ministry of Forests, Lands and Natural Resource Operations Natural Resource Information System

¹ Compliance & Enforcement Presence is defined as the amount of C&E field staff capacity that is presented to the regulated community, expressed as a percentage of actual time against available operational capacity. This performance measure was redefined this year. The former title was “Meeting management and use standards” – the former measure was “Per cent of the regulated community’s compliance with statutory requirements”.

² There is no forecast for 2013/14 as the performance measure is new this year. A baseline under the new performance measure will be established in 2014/15.

Discussion

This redefined measure demonstrates that the Ministry is managing an effective Compliance and Enforcement (C&E) program. The program's purpose is to uphold the province's laws to protect natural resources through the principles of a priority-based compliance and enforcement framework.

Priorities are based on an assessment of risk to public health and safety and risks to social, environmental and economic values as well as other considerations specific to the activity itself.

Enforcement includes a range of actions depending

on the impact and significance of the contravention and may include fines, stop work orders, remediation orders or incarceration.



This new measure replaces the previous “Per cent of the regulated community’s compliance with statutory requirements.” The new measure better encompasses the full mandate of compliance and enforcement staff, and is a direct result of ministry action and creation of efficiencies. Data provides the ability to correlate presence with compliance rates across all functions and activities.

Field presence is the amount of time that compliance and enforcement staff spend physically working in the field with the regulated community, as opposed to planning, administrative and other duties in the office. When Ministry compliance and enforcement officers are visible in the field, this in itself acts as a proactive deterrent, while also providing the opportunity for improved stakeholder and community relationships, industry education, and promotion of compliance. Changes to the amount of time compliance and enforcement staff spend in the field can be correlated directly with fluctuations in compliance rates across the broad scope of the compliance and enforcement mandate, giving the Ministry the ability to adapt accordingly.

Over the next three years, field presence targets under this objective will be adjusted to reflect improvements to operational business processes, data management and the management of organizational resources. Also, a move to a new streamlined compliance legislative framework designed to facilitate more effective and efficient compliance presence across the sector will be taken into account.

Performance Measure 4: Resource decision data quality index

Performance Measure	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Quality of resource monitoring data used for resource stewardship decisions ¹	7.1	8.0	8.8	9.3

Data Source: Ministry of Forests, Lands and Natural Resource Operations, Provincial and Regional Operations.

¹ Index is an average of four dataset quality indices to a maximum score of 10: inventory; wildlife; Forest Range Evaluation Program (FREP); and Reporting Silviculture Updates and Land status Tracking System (RESULTS).

Discussion

This performance measure highlights the Ministry’s commitment to continually improve the quality and integrity of data from across a broad range of resources. This data is used to inform resource stewardship decisions; the better the quality and integrity of the data, the more informed the decision.

The Ministry collects and monitors various sources of data, and this information is used as the basis



for sustainable resource management decisions. This index assesses improvement in the quality of four key datasets that the Ministry uses to make sustainable resource management decisions: forest inventory, wildlife inventory, resource values, and forest harvesting data. Each of these four information sources are analyzed and scored independently, then combined to form

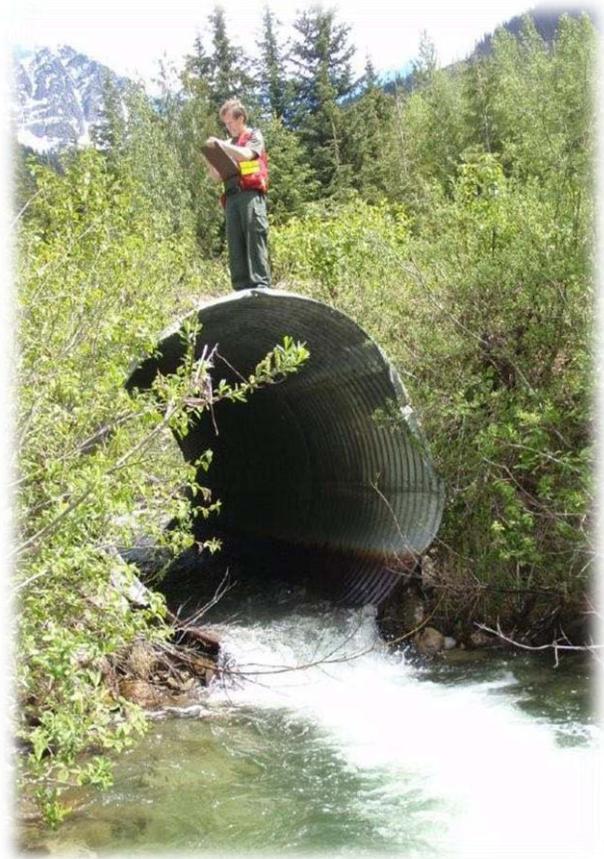
the index reported in this measure. This combination of four data sets into the reported index tells the Ministry how well it is improving the overall quality of data used to inform stewardship decisions.

Improvements in the quality of the Ministry’s monitoring data will help to ensure that the best information is available to make sound and durable resource management decisions that benefit British Columbians for generations to come.

Objective 2.2: Natural resource productivity is optimized through conservation, stewardship, and effective policy, legislation and external relationships.

Strategies

- Work in partnership with natural resource ministries to renew natural resource policy and legislation that recognises requirements for resilient ecosystems and species, while streamlining regulation to improve competitiveness.
- Increase ecosystem health by working collaboratively with multi-sector partner groups and First Nations to restore degraded ecosystems through invasive plant management, ecosystem restoration, remediation and best management practices.
- Facilitate decision making through collection of current, robust, and comprehensive assessment and inventory of the province's priority fish and wildlife populations that contribute to the Province's diversity of hunting and fishing opportunities.
- Look for opportunities to improve timber quality and supply through reforestation, forest inventory, fuel management and intensive and innovative silviculture.
- Advance professional reliance and the use of qualified persons by maintaining clear accountabilities and an environment that supports innovative practices.
- Support bio-economy opportunities by engaging with industry through the Bio-Economy Transformation Council, and supporting research and development on bio-economy.
- Facilitate bio-economy development through tenures supporting increased access to fibre, and through increased fibre utilization.
- Make decisions that consider landscape level conditions, climate change, and cumulative effects on key environmental, social and economic values, including historic and archaeologically significant places.
- Foster engagement with First Nations and local governments in landscape level approaches to management.



Performance Measure 5: Mountain Caribou herds meeting recovery objective.

Performance Measure	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Number of Mountain Caribou herds in recovery ¹	9	14	14	14

Data Source: Species at Risk Recovery Implementation Section, Fish Wildlife and Habitat Branch, Ministry of Forests, Lands and Natural Resource Operations

¹ Mountain Caribou are a species at risk and herds are in decline. The Ministry is under Cabinet directive to halt the decline by 2014. Targets are the progressive accumulation of Mountain Caribou herds that are expected to be stable or increasing over the next three years until the final target of 2014 is attained.

Discussion

British Columbia is home to all of the world’s mountain caribou. Mountain caribou rely on old forest in south-east interior mountains for winter habitat. Mountain caribou have been in decline over the last decade or more due to habitat loss, significant predation pressure from wolves, cougar and bears,



as well as stresses due to climate change and human activities.

In 2007, government set goals to stop the decline of mountain caribou by 2014 and set recovery numbers to 2,500 by 2027 in its [Mountain Caribou Recovery Implementation Plan](#).

The recovery plan supports B.C.’s commitments to the national [Protection of Species at Risk Accord](#).

The Ministry has completed management action to protect high value habitat, reduce disturbance from motorized winter recreation and reduce predation. A maternal penning pilot project is proposed to help reduce calf mortality. Education and enforcement patrol are conducted each winter. Augmenting small populations and more aggressive predator control will occur as the need arises over the next few years. Winter surveys of caribou herds, at least every third year, will assess how effective these management actions are at meeting the Mountain Caribou Recovery Implementation Plan goals, specifically stopping the decline by 2014.

Performance Measure 6: Recovery of open forest and grassland ecosystems

Performance Measure	2013/14 Forecast	2014/15 Target ¹	2015/16 Target	2016/17 Target
Number of hectares of ecosystems in recovery mode	16,400	22,400	28,400	34,400

Data Sources: Land Based Investment Strategy - Categories: Range Remediation; Ecosystem Restoration; and Invasive Plant Management. Invasive Alien Plant Program database. District range reports. Ecosystem Restoration Steering Committee reports.

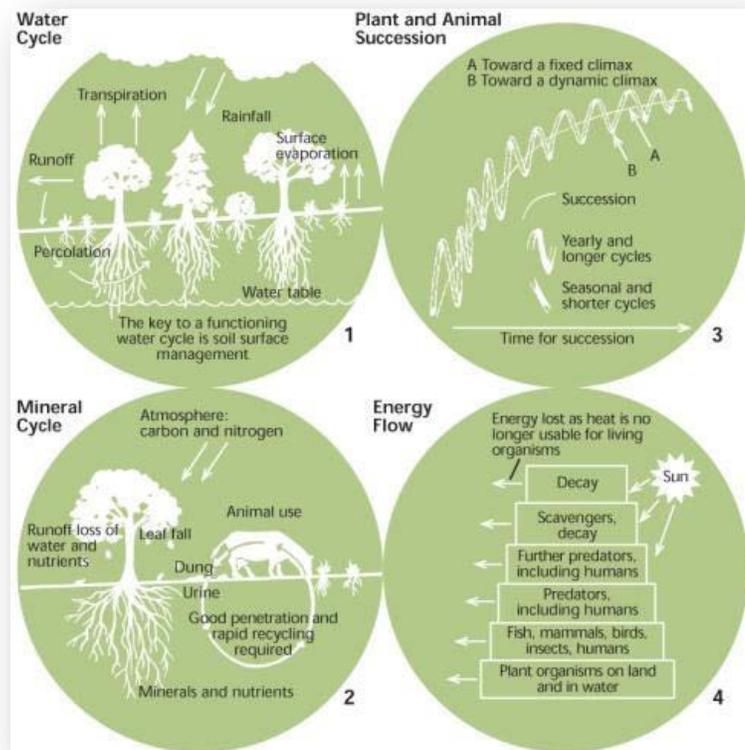
¹ Targets are cumulative over the three year period with an expected increase of 6,000 hectares recovered in 2014/15, and 6,000 hectares recovered per year in 2015/16 and 2016/17 based on current funding levels, and include an aggregate total of Range Remediation, Ecosystem Restoration, and Invasive Plant Management annual targets.

Discussion

This measure assesses one aspect of the Ministry’s efforts to maintain ecosystem health through the recovery of open forest and grassland ecosystems, which include riparian and subalpine types that are particularly vulnerable to commercial and recreational use. The measure uses data from inspections and audits which confirm that degraded ecosystems are effectively remediated and in recovery.

Biodiversity, wildlife habitat, forage, wood fibre, clean air and water, and recreation and economic opportunities are the products of healthy ecosystems.

Ecosystem health is determined by the state at which soils and ecosystem processes are maintained. The spheres diagram to the right illustrates four key processes - water cycle, mineral cycle, plant and animal succession, and energy flow - and their interrelationships.



Ecosystems are degraded by the spread of invasive plants, intensive recreational activities, improper grazing practices, forest encroachment, and urbanization. A changing climate will compound the ecological changes arising from the need to suppress unwanted wildfire in the dry forests of the interior. Excessive in-growth in a forest that was once open, and trees encroaching onto historic grasslands, have a negative effect on ecosystem resiliency with increased wildfire hazard and eroded forage supply, wildlife habitat and First Nations cultural values.

Performance Measure 7: Timber volume gain from silviculture investments.

Performance Measure	2013/14 Forecast	2014/15 Target ²	2015/16 Target	2016/17 Target
Timber volume gain (millions of cubic metres) expected in 65 years from silviculture treatments completed ¹	8.0	8.5	7.7	8.2

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

¹ Gain as compared to basic reforestation using natural unimproved seed sources; "Timber Volume gain" includes incremental growth associated with silviculture treatment (planting using select seed, rehabilitation, juvenile spacing, and fertilization) and is based on the estimated total accumulated volume gains in 65 years.

² Targets are based in part on Land Based Investment Strategy (LBIS) funding, and are also influenced by licensee activity. Targets are forecast based on activity from the previous 2 years as, for example, seedlings sown in fall 2012 for planting in spring and summer 2014 influence targets in 2014/15.

Discussion

This measure complements attainment of the provincial sustainable harvest level targets which are 57 million cubic metres per year during the mid-term, and 65 million cubic metres per year for the long-term.



The targets are derived from the projected sustainable harvest levels in the most current timber supply review for various B.C. management units. The timber supply review assesses each management unit's long-term sustainable harvest level, and analyzes projected timber supplies in the short- medium- and long-term. The projected provincial sustainable harvest levels are based on B.C.'s 22 million hectare timber harvesting land base and account for factors such as existing stand volumes, reforestation, forest growth, the conservation of wildlife, tree and riparian reserves, water, fish and wildlife habitat, and biodiversity.

The factors that can influence timber supply are dynamic and can change significantly over time, such as the mountain pine beetle epidemic and climate change. Through the timber supply review update process the Allowable Annual Cut (AAC) is determined, and mid- and long-term harvest level targets are refined on a regular basis.

In B.C., there is a legal obligation to reforest harvested areas. These additional silviculture practices support the achievement of timber supply objectives. For example, as set out in *'Beyond the Beetle: A Mid-Term Timber Supply Action Plan'*, seedlings are planted from required select seed sources to promote both the production of quality commercial timber, and diversity and resilience in future forests. The Ministry monitors trends in harvest, forest health and current silviculture practices. It ensures that current trends and practices are appropriately incorporated, considered and portrayed in the timber supply review process.

B.C.'s Forests for Tomorrow is the silviculture investment program that invests in a diversity of timber and non-timber values. For example, the program rehabilitates areas impacted by the mountain pine beetle or wildfire.

This performance measure accounts for Forests for Tomorrow investments and volume gains from the required use of select seed. Approximately half of the volume produced in the measure is related to future program activities that are not currently accounted for in current AAC determinations; so is incremental to the 65 million cubic metre per year long-term harvest level target. Increases in this year's targets reflect increased numbers of tree seedlings sown with select seed and increased area to be planted by Forests for Tomorrow.

Objective 2.3: Safe and environmentally responsible natural resource management practices.

Strategies

- Remediate Crown contaminated sites to ensure clean land and water for the protection of human health and the environment.
- In cooperation with industry, improve environmental and safety management through Ministry business and policy development.
- Sustain the current Ministry safety management system and approach to resource worker safety.
- Protect public health, safety and values at risk, and encourage sustainable, healthy resilient ecosystems by effectively monitoring and managing threats such as unwanted wildfire, flood and landslides.
- Promote safe and responsible motorized use on public lands by supporting the implementation of the Trails Strategy for British Columbia, and the implementation of the Off Road Vehicle Management Framework.

Performance Measure 8: Dam safety inspection compliance.

Performance Measure	2002/03 Baseline ²	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Percentage of owners of High, Very High and Extreme Consequence Classification dams that complete the required inspections and return the <i>Dam Safety Regulation Compliance Form</i> ¹	62%	92%	93%	94%	94%

Data Source: Water Management Branch, Ministry of Forests, Lands and Natural Resource Operations

¹ Based on Dam Safety Regulation Compliance Form returns from owners of the approximately 339 High, Very High and Extreme Consequence Classification dams in British Columbia in 2012/13. Number of dams in these classes may change slightly in 2014/15 due to dam owner review, dam safety review, reclassification of dams from lower Consequence classes or addition of new dams.

² Percentage of owners of High and Very High Consequence Classification dams who returned the Regulation Compliance Forms for 2002/03. The 'Extreme' classification did not exist at that time.

Discussion

Data for this performance measure has been collected since inception of British Columbia's Dam Safety Program Compliance Strategy in 2002/03, providing a well-established baseline.

In fall 2011, the [Dam Safety Regulation](#) was amended including changes to the dam failure consequence classification to bring it in line with the Canadian Dam Association classification system. Under the authority of the Dam Safety Regulation, of the *Water Act*, all B.C. dam owners with High, Very High or Extreme Downstream Consequence Classification dams are required to meet annual compliance requirements to confirm the status of their dam inspection program. The results are used by the Water



Management Branch to determine whether dams are being inspected and maintained by the owners as required.

Every five years, each high, very high and extreme consequence dam receives a site audit by a Ministry Officer. Significant consequence dams are audited every 10 years. Compliance and audit results are available after May 31 in the [Dam Safety Program Annual Report](#).

Goal 3: Productive, thriving natural resource sector and resilient communities.

Objective 3.1: Natural resource decisions and dispositions support community needs and provincial priorities, and encourage private investment.

Strategies

- Manage and resolve high value Crown land disposition (sale) proposals, providing certainty for industry to capture economic opportunities, such as liquefied natural gas, while enhancing government priorities and producing broad public benefit.

- Encourage industry and private investment by providing, clarity and predictability in permitting.
- Ensure durable and timely decisions and improved delivery of appropriate natural resource sector major projects.
- Develop and coordinate a consistent and effective First Nation consultation function for the natural resource sector to respect First Nation interests in the land base.
- Foster an efficient and innovative market-based operating climate and support the diversification of natural resource product markets and Crown land utilization.
- Continue to engage with forest-dependent communities, First Nations and key stakeholders to address impacts of the mountain pine beetle through government's mid-term timber supply action plan.

Objective 3.2: Economic benefits of natural resource development are optimized.

Strategies

- Set the operating context, through policy and regulation, to support sustainable use of natural resources and optimize revenue generated by the natural resource sector.
- Support the implementation of initiatives that contribute to a globally competitive and sustainable sector.
- Include First Nations as a full partner in the forest sector through the *First Nations Forest Sector Strategy*.
- Continue to build partnerships with local governments, other agencies and First Nations to identify sustainable resource development opportunities and support priority treaty and reconciliation initiatives.
- Improve forest fibre utilization to support further manufacturing and bioenergy.
- Strengthen the contribution of B.C.'s historic places, including provincial heritage sites, to community identity, economic health, and environmental stewardship.



- Develop, maintain and market a system of recreation sites and trails on Crown land to provide outdoor recreation opportunities for the public that create social, economic and environmental benefits for local communities and the Province.
- Collaborate with industry and ministries to focus the *B.C. Resort Strategy* on enabling success of existing all-season resorts.

Performance Measure 9: Government revenue derived from the use of Crown land and natural resources.

Performance Measure	2013/14 Forecast	2014/15 Budget ¹	2015/16 Target	2016/17 Target
Forests ²	\$ 637 M	\$ 752 M	\$ 792 M	\$ 824 M
Crown Lands	\$ 138 M	\$ 184 M	\$ 149 M	\$ 74 M
Natural Resource Operations ³	\$ 455 M	\$ 441 M	\$ 458 M	\$ 462 M
Total Ministry Revenue	\$ 1,230 M	\$ 1,377 M	\$ 1,399 M	\$ 1,360 M

Data Source: (see footnotes below)

¹ Revenues are based on the Ministry's 2013/14 3rd quarter revised revenue forecast and 2014/15 Budget Estimates Forecast. Revenue forecasts are regularly revised to reflect changes in market conditions and timing of land sale completions.

² The Forest revenues are based on Timber Pricing Branch and Ministry of Finance consensus of commodity prices and harvest volumes utilized in the forecast modeling analysis.

³ Natural resource operations revenue targets will be revised in future years to reflect new water use fees that will be introduced under the proposed Water Sustainability Act.

Discussion

The Ministry's influence on this measure is from policy, regulation and permitting processes that contribute to an operating environment conducive to revenue generation. A portion of the revenue is realized from Ministry activity that directly supports BC Timber Sales and Crown land sales. This indicator depicts what government can expect to see generated as revenue into the provincial consolidated revenue fund, based on analysis of Crown forest and land activity under prevailing economic and market conditions.

The forests revenue includes stumpage (i.e. from timber tenures and BC Timber Sales) and other forest revenues (i.e. softwood lumber border tax, log export fees, annual rents, range permits & fees, other miscellaneous fees, forest waste, etc.). Crown land revenue is generated from Crown land tenures, Crown land sales, Crown land royalties and application fees. Natural resource operations revenue is generated primarily from water licences and rentals, *Wildlife Act* fees and licences, and land registry fees.

Ministry Resource Summary

Core Business Area	2013/14 Restated Estimates ¹	2014/15 Estimates	2015/16 Plan	2016/17 Plan
Operating Expenses (\$000)				
Integrated Resource Operations.....	58,379	58,880	56,609	56,267
Resource Stewardship.....	66,953	94,783	94,783	106,783
Tenures, Competitiveness and Innovation	13,469	13,782	13,782	13,534
Timber Operations, Pricing and First Nations	23,642	23,737	23,737	23,737
Regional Operations	114,777	117,264	117,799	115,782
Executive and Support Services	63,147	63,899	63,899	63,581
Direct Fire	63,165	63,165	63,165	63,165
BC Timber Sales Account	157,791	155,753	157,758	160,022
Crown Land special account.....	20	20	20	20
Forest Stand Management Fund.....	0	0	0	0
Total	561,343	591,283	591,552	602,891
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services.....	29,952	26,600	24,560	24,560
BC Timber Sales Account	28,800	29,694	29,707	28,946
Total	58,752	56,294	54,267	53,506

Other Financing Transactions (\$000)				
BC Timber Sales Account Disbursements	64,000	67,202	65,206	65,037
Crown Land Administration Disbursements	6,764	6,382	6,382	6,382
Crown Land special account Receipts.....	(70)	(70)	(70)	(70)
Tourism Development Disbursements.....	600	600	600	600
Habitat Conservation Trust Receipts	(6,000)	(6,000)	(6,000)	(6,000)
Habitat Conservation Trust Disbursements	6,000	6,000	6,000	6,000
Habitat Conservation Trust Net	0	0	0	0
Total Net Cash Requirements (Source)	71,294	74,114	72,118	71,949

¹ For comparative purposes, amounts shown for 2013/14 have been restated to be consistent with the presentation of the 2014/15 Estimates.

* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates.](#)

Forest Practices Board Resource Summary



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

The Board audits tenure holders and government ministries for compliance with forest and range practices legislation, carries out special

investigations and issues reports as appropriate, investigates concerns and complaints from the public, and participates in appeals to the Forest Appeals Commission. The Board’s mandate is provided by the [Forest and Range Practices Act](#) and the [Wildfire Act](#).

While the Board operates independently from the Ministry of Forests, Lands and Natural Resource Operations, its budget vote is the responsibility of the Minister. The Board independently reports its accomplishments and priorities through an annual report found at: www.fpb.gov.bc.ca.

Forest Practices Board	2013/14 Restated Estimates ¹	2014/15 Estimates	2015/16 Plan	2016/17 Plan
Operating Expenses (\$000)				
Total	3,815	3,815	3,815	3,815
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Total	0	0	0	0

¹ For comparative purposes, amounts shown for 2013/14 have been restated to be consistent with the presentation of the 2014/15 Estimates.

* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

Appendix: Ministry Contact Information

Headquarters

P.O. Box 9361 STN PROV GOVT,
Victoria, B.C., V8W 9M2

Phone: 250 387-1772

Fax: 250 387-3291

www.gov.bc.ca/for/contacts.html

BC Timber Sales – Headquarters

Website: www.for.gov.bc.ca/bcts/

Contacts: www.for.gov.bc.ca/bcts/contact/

Media

Government Communications and Public
Engagement

Phone: 250 356-5261

FrontCounter BC:

Call toll free: 1-877-855-3222

Call from outside North America at:

++1-604-586-4400

E-mail: FrontCounterBC@gov.bc.ca

To contact specific offices, please visit:

www.frontcounterbc.gov.bc.ca/



Regional Operations Offices:

Surrey

Suite 200 - 10428 153rd Street, V3R 1E1

Phone: 604 586-4400

Nanaimo

Suite 142, 2080 Labieux Road, V9T 6J9

Phone: 250 751-7220

Smithers

3726 Alfred Avenue, V0J 2N0

Phone: 250 847-7260

Prince George

5th Floor, 1011 4th Avenue, V2L 3H9

Phone: 250 565-6779

Williams Lake

200-640 Borland Street, V2G 4T1

Phone: 250 398-4327

Kamloops

441 Columbia Street, V2C 2T3

Phone: 250 828-4131

Cranbrook

1902 Theatre Road, V1C 7G1

Phone: 250 426-1766

Fort St. John

400 -10003 110 Avenue, V1J 6M7

Phone: 250 787-3411

Appendix: Hyperlinks to Additional Information

Ministry website: www.gov.bc.ca/for/

BC Timber Sales: www.for.gov.bc.ca/bcts/

Canada Starts Here: The BC Jobs Plan: www.bcjobsplan.ca/

Canada Starts Here: The BC Jobs Plan 24-Month Progress Report:

http://www.bcjobsplan.ca/wp-content/uploads/BCjobsplan_24mo_progressreport.pdf

Climate Adaptation Strategy: www.env.gov.bc.ca/cas/adaptation/index.html

EmergencyManagementBC: www.embc.gov.bc.ca/index.htm

FPInnovations: www.fpinnovations.ca/

GeoBC: geobc.gov.bc.ca/

Integrated Land Resource Registry: archive.ilmb.gov.bc.ca/ilrr/index.htm

Land Based Investment Strategy: www.for.gov.bc.ca/hcp/fia/landbase/

Major Projects BC: www.for.gov.bc.ca/major_projects/

Our Natural Advantage: Forest Sector Strategy for British Columbia:

www.for.gov.bc.ca/mof/forestsectorstrategy/

Wildfire Information: www.bcwildfire.ca www.facebook.com/BCForestFireInfo
twitter.com/BCGovFireInfo

Working Roundtable on Forestry: www.for.gov.bc.ca/mof/Forestry_Roundtable/

Crowns, Agencies, Boards and Commissions associated with the Ministry:

Crowns

[Creston Valley Wildlife Management Authority](#)

In May 2012, a decision was made to change the future governance of the Creston Valley Wildlife Management Authority (CVWMA). As such, the *Creston Valley Wildlife Act* is planned for repeal. Upon repeal, the Creston Valley Wildlife Management Area will be designated and managed as a “Wildlife Management Area” under the provincial *Wildlife Act*. This cabinet decision transfers management of the site to ministry operations, enabling the province to enter into long-term agreement with Ducks Unlimited Canada.

The transition to this new governance model is expected to take approximately eighteen to twenty four months. An interim management committee comprised of the existing Creston Valley Wildlife Management Authority and other representatives from the province and Ducks Unlimited Canada was struck to implement the transition to the new Creston Valley Wildlife Management Authority governance model.

Major Agencies, Boards and Commissions

[BC Timber Export Advisory Committee](#)

[Forest Practices Board](#)

[Muskwa-Kechika Advisory Board](#)