

Ministry of
Agriculture and Lands

2007/08
Annual Service Plan Report



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Message from the Minister and Accountability Statement

The *2007/08–2009/10 Service Plan* laid out the Ministry of Agriculture and Lands', including the Integrated Land Management Bureau, mandate to promote economic development and environmental sustainability for the agriculture and food sectors, supporting them in delivering safe, high-quality food, and to take a balanced, client-focused approach to the administration of Crown land and associated natural resources. Our mandate clearly supports the Province's Five Great Goals for a Golden Decade.

Agriculture has always been and will always be an essential part of the lives of British Columbians. This year, with the release of our Agriculture Plan and other key strategies, we are focusing on four priorities: the health of British Columbians; climate change mitigation; environmental sustainability; and a growing B.C. economy.

With land-use decisions now covering most of B.C., the Integrated Land Management Bureau is building upon its success by taking a greater leadership role in co-ordinating government's engagement and consultation with First Nations.

Highlights over the past year:

As part of the Agriculture Plan we announced a new "food miles" program. It is not only important that people learn of the diverse high-quality products we produce, but they also need to understand the distance food travels from farm to plate in making their purchases. This is one of many ways that agriculture can contribute to the Province's goal of reducing greenhouse gas emissions.

The Ministry has worked on initiatives supporting healthy British Columbians. The Ministry continued to help expand and implement the School Fruit and Vegetable Snack Program, partnering with ActNow BC. The First Nations Community Food Systems for Healthy Living project was expanded to 12 First Nations, providing fresh, healthy food for aboriginal communities.

In 2007/08, we worked in collaboration with groups like 4-H and B.C. Agriculture in the Classroom Foundation to build awareness of agricultural careers among high school students. The Summer Extension Assistant Program continued to provide hands-on experience in plant, animal, natural resource and soil sciences to agriculture students, and the Reclamation and Prospecting (RAP) Program was piloted in summer 2007. The RAP program is a partnership with the Ministry of Energy, Mines and Petroleum Resources, supporting the unique educational and social needs of rural First Nations youth while addressing labour shortages.

The Ministry continues to work on an aquaculture plan that balances the economic needs of coastal communities with the environmental imperatives of our province. This is being done in close collaboration with First Nations and other key stakeholders. This year we also suspended the issuance of licences and tenures for finfish aquaculture in North Coast tidal waters north of Aristazabal Island while we examine the feasibility of this new approach.

The new B.C. Brownfield Renewal Strategy was announced on Feb. 25, 2008 to help communities revitalize abandoned and underutilized lands known as brownfields. The strategy supports projects that create efficient, green communities that emphasize sustainability.

The Resort Municipality of Whistler and the Ministry partnered to develop an innovative solution to address the Fitzsimmons Creek slide risk and uncertainty about ownership of the day-skier parking lots situated on Crown land. The transfer of the parking lots to Whistler provides greater certainty about future ownership and solves the potential landslide issue presented by Fitzsimmons Slip.

Working with the federal government and the City of Surrey, the Ministry provided, through a Free Crown Grant, 2.3 hectares (5.8 acres) to the Fraser Health Authority for construction of a new 150,000-square-foot outpatient hospital providing leading-edge diagnostics and primary care services.

Led by the Ministry's Integrated Land Management Bureau (ILMB), the Province enhanced sustainable resource management, business certainty and critical habitat protection with the completion of a number of land-use agreements covering the Haida Gwaii, Sea-to-Sky and northwestern B.C. During the last year, we finalized agreements with the Haida, In-SHUCK-ch, Squamish and Lil'wat Nations, as well as a preliminary agreement with the Taku River Tlingit First Nation. All agreements stress the importance of balancing cultural, environmental and economic values in land-use decision-making in the province.

The Province remains committed to ensuring ecological integrity and improving human well-being as supported by a viable forestry industry and a new conservation-based economy by March 2009 in the Central and North Coast region. An important step toward accomplishing this commitment was reached in 2007/08 with the establishment of a legal ecosystem-based management (EBM) framework for this area, which will ensure that ecosystems and critical wildlife habitat are protected from resource development. A significant part of the EBM framework is the recognition and management of important First Nations cultural and heritage resources, including monumental cedars and culturally modified trees.

The introduction of GeoBC, a single gateway to provincial geography and geographic services that is housed within ILMB, enhances British Columbians' access to land and resource information. Since the launch of GeoBC, we have seen an increase in use of land and resource data, information and related products by public and government clients. Our success at

providing state-of-the art resource information was also demonstrated by an agreement reached with Google Earth which will make B.C. the first Canadian province to link its topographical, forestry and mineral databases into the online search engine.

In the fall, the Mountain Caribou Recovery Implementation Plan was announced. The plan's goal is to restore the mountain caribou population to the pre-1995 level of 2,500 animals throughout their existing range in southeastern B.C. This plan was the result of provincial collaboration led by ILMB with conservation organizations, First Nations, the forestry industry and outdoor recreation groups.

British Columbians interests are well in hand, thanks to the hard work and innovative ideas generated through the day-to-day efforts of our Ministry staff. Our staff and the programs they develop and oversee have been recognized with numerous awards this past year. Our Production Insurance team received the Premier's Bronze Regional Award for service excellence. The Ministry's participation in the Province's Flood Preparation and Response Centre was acknowledged in receiving the Premier's Gold Award for cross government integration for outstanding work.

ILMB won the Premier's Silver Regional Award for leading the inter-agency Sea-to-Sky working group, as well as for developing an efficient method for consulting with First Nations on the replacement of Crown tenures in the Cranbrook area. ILMB staff also received the Premier's Bronze Regional Award for work on a number of projects including the Muskwa-Kechika Management Area partnership with University of Northern British Columbia and Sea-to-Sky First Nations Land Use Negotiating Team, as well as their participation on cross government teams for the mountain caribou recovery project and the Ruby Creek Mine Memorandum of Understanding with the Taku River Tlingit.

The *Ministry of Agriculture and Lands 2007/08 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *2007/08–2009/10 Service Plan*. I am accountable for those results reported.



Honourable Pat Bell
Minister of Agriculture and Lands

June 20, 2008

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Introduction to the Annual Service Plan Report

This annual service plan report provides the results for the work performed in 2007/08 by the Integrated Land Management Bureau and the Ministry of Agriculture and Lands:

- Part A presents the Integrated Land Management Bureau's *2007/08 Annual Service Plan Report*.
- Part B presents the Ministry of Agriculture and Lands *2007/08 Annual Service Plan Report*.

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

Highlights of the Year

In June 2005, the B.C. government established the Integrated Land Management Bureau to provide one-stop access to natural resource authorizations and information, to lead the completion of strategic land-use plans in a manner that supports the sustainable economic development of the province's natural resources, and to prioritize and co-ordinate recovery planning for species-at-risk. This year the Bureau began preparing for a business change as it moves to meet government's direction to continue to be a catalyst for change in promoting greater co-ordination of government's natural resource sector functions and activities.

The Bureau's third-year achievements included:

Regional Client Services

- Began development of Virtual FrontCounter, a client-centric, one-stop electronic service channel. Progress has been made in the development of various components of this business integration and collaboration delivery model, including payments online, authorizations and permits online, and an electronic referral process.
- Supported the delivery of co-ordinated inter-agency compliance and enforcement strategies by implementing the Bureau's Deputy Ministers-led Resource Management Coordination Project in northwest B.C. While the initial focus was on co-ordinating First Nation consultation, compliance and enforcement and potential expansion of FrontCounter BC to northwest communities, the Bureau is now moving to provincewide implementation.
- Developed a new franchise model for FrontCounter BC whereby agencies with substantive regional delivery infrastructure (like the Ministry of Forests and Range) can host the FrontCounter BC service in various regional offices.
- Worked with the Ministry of Tourism, Sport and the Arts to take on delivery of the Adventure Tourism function.
- The E-Licensing Project Office joined the Bureau as the Natural Resource Sector E-Licensing Program. Building on the successful FrontCounter and GeoBC single-window service delivery model, the e-licensing program is continuing to develop into a one-stop electronic authorization and permitting service across the entire resource sector. Bringing e-licensing into the Bureau will ultimately lead to lower partner agency costs and increased program sustainability — outcomes that meet government's priorities for innovation and improved efficiency.
- Began the implementation of a Natural Resource Sector Information Systems Plan that is actually a series of collaborative systems development and implementation projects in support of B.C.'s natural resource agencies. Examples of projects established under this plan are compliance and enforcement, First Nations, e-licensing and permitting, and natural resource sector standards.

- Began development of a new approach to co-ordinating First Nations consultation and accommodation in partnership with all natural resource agencies.
- Completed regional natural resource sector service plans for Coast, Southern Interior and Northern regions, a specific outcome of Inter-Agency Management Committee co-ordination.
- Provided a valuable forum for shared natural resource management issues through meetings arranged by the Inter-Agency Management Committees and new Sub-regional Managers Committees.
- Developed and implemented a joint Bureau — Oil and Gas Commission FrontCounter BC office in Fort St. John in the summer of 2007, thereby continuing the Bureau's efforts at providing one-stop shopping for the natural resource sector.
- Assembled a successful independent power producer team under IPP leadership in the fall of 2007 — a team that has exceeded its performance targets and completed 148 decisions that allowed IPP applications to be tenured or to move forward in a significant way. The team also successfully completed the rewriting of an IPP Guide Book that describes permitting requirements for federal, provincial and local governments for all types of IPPs.
- Issued a total of 2,176 tenures¹ under the *Land Act* during 2007/08, thereby providing access to Crown land for many uses including commercial, recreational and industrial activities that strengthen the provincial economy while respecting environmental and social values. One example was Bureau staff continuing to work with the Village of Harrison Hot Springs to issue and amend a number of tenures to address a broad range of community concerns and allow the village to revitalize its waterfront. The Bureau's efforts ranged from facilitating the construction of an amphitheatre on the beach, to the development of a municipal works yard and the protection of park land.

Land and Resource Information

- The IT/IM infrastructure and the staff supporting that infrastructure was moved from Ministry of Environment's Corporate Services Division to the Bureau as planned in the fall of 2007.
- Forest resource information consolidation for the forest industry was delivered as planned. Letters of support for continued work were received from industry.
- The Bureau continued to develop corporate tools for government such as the Aboriginal Engagement Corporate Information System, which links the B.C. government's natural resource First Nation documents with other warehouses of information, thus providing an excellent search capability.

¹ This figure includes 1,152 new tenures, 981 replacement tenures and 43 pre-renewals. It does not include those oil and gas tenures issued on the Bureau's behalf by the Oil and Gas Commission.

- The Bureau formed an innovative partnership with Google Earth to make the province's geographic data available to a worldwide audience, providing B.C. with greater exposure to potential tourists and investors.
- An alternative service delivery approach to integrating Crown and private cadastre (property registry information) has been developed with the Ministry of Labour and Citizens' Services and the BC Land Title and Survey Authority.
- Geographic Information System (GIS) support for the various Bureau agencies and, in some cases, to the social side of government occurred last year, meeting or exceeding expectations.

Land-Use Planning

- In addition to the development of a new legal framework for forestry development mentioned in the Minister's message, another key deliverable of the Coast Land Use Decision was the Province's contribution to the Nanwakolas Council to create a Clearinghouse pilot project which will streamline First Nations referrals and consultation related to natural resource applications in their territories. This project provides a new model for agency referrals and responses and gives the First Nations the staff and funding capacity needed in order to respond to natural resource applications in a timely fashion.
- Delivered a land-use planning decision for Haida Gwaii which will result in nearly half the land base of Haida Gwaii being protected. The agreement brings cultural, environmental and economic interests into balance. It provides ongoing economic timber opportunities, new protected areas, special value areas for birds and an ecosystem-based management regime to ensure the vital balance between healthy ecosystems and vibrant communities. An economic development understanding has also been completed by local government leaders that outlines a common set of economic development priorities and an Islands-wide economic development approach.
- Finalized the final phase of the Sea-to-Sky land-use plan resulting in the signing of land-use agreements between the Province and the In-SHUCK-ch First Nations, the Squamish Nation and the Lil'Wat Nation (April 2008), which will protect sensitive areas through the establishment of cultural management areas and conservancies and provide greater certainty for economic development.
- The Morice Land and Resource Management Plan was finalized, following a government-to-government process with plan area First Nations including the Office of the Wet'suwet'en, Lake Babine Nation, Nedot'ats Hereditary Chiefs and Yekooche First Nation. The agreement is the result of collaborative partnerships between B.C., First Nations, industry and local communities,

"This is an important day for us. Through this agreement, we have committed to working collaboratively to ensure the sustainable management of local lands. New protected areas, resource and recreational zones will ensure that the land that we all rely on is used responsibly and sustainably. It will provide the means to protect In-SHUCK-ch mountain."

— Chief Keith Smith
Samahquam Nation.

and will ensure long-term sustainable resource management and critical habitat protection for the area.

- A framework agreement was signed by the Province and the Taku River Tlingit First Nation to solidify their commitment to creating a plan for sustainable use of natural resources in northwestern B.C. The agreement includes the creation of a joint land forum involving the Province, the First Nation and a representative of the community to work on a land-use agreement, collaborative fish and wildlife management planning and processes for shared decision-making.
- Worked closely with Parks Canada, First Nations, local government and key interests to continue proactively planning coastal and marine land use within southern Georgia Strait. For example, the Bureau completed a coastal land-use analysis for the proposed National Marine Conservation Area lands within southern Georgia Strait.
- The Bureau also worked to create opportunities to develop and market Crown land parcels to meet the needs of communities. Examples include the following:
 - The Bureau and the Town of Osoyoos entered into a land development agreement which will see the creation of a light industrial subdivision located adjacent to the Osoyoos Municipal Airport. This agreement will help to diversify the local economy and promote economic development opportunities.
 - The Bureau was instrumental in negotiating the sale of Crown foreshore to facilitate the Nanaimo cruise ship terminal development.
 - The Bureau concluded a complex negotiation and exchange of Crown land to facilitate the Port McNeill airport development.

Species-at-Risk Co-ordination

- Recovery actions for mountain caribou and spotted owl continued to be successfully co-ordinated by the Bureau.
- A Mountain Caribou Recovery Strategy was approved in the summer of 2007 and an implementation plan is underway that foresees restoring mountain caribou population to the pre-1995 level of 2,500 animals throughout their existing range in B.C. The plan is a result of a unique partnership between conservation organizations, the forest industry, First Nations and outdoor recreation organizations, all using a collaborative approach aimed at seeking solutions to recovering mountain caribou to sustainable numbers.
- In 2007, the Spotted Owl Population Enhancement Team made recommendations to government for the support of a captive breeding and reintroduction program. Currently, there are two breeding pairs in captivity.

Purpose of the Bureau

Crown land in British Columbia covers 94 per cent of the province. This publicly owned land and its natural resources are major contributors to the economic, social and environmental health of the province. The Integrated Land Management Bureau plays a key role in facilitating co-ordinated access to both Crown land and its resources, furthering government's commitment to a strong economy, vibrant communities, environmental stewardship and the development of a strong, mutually supportive relationship with First Nations.

The Integrated Land Management Bureau provides an array of services to the public and to other government agencies involved in using and managing Crown land and natural resources.

The Bureau's clients range from those seeking access for business, community, recreational or other purposes to those interested in the effective environmental stewardship of land and resources.

The Bureau assists clients in many ways, including: co-ordinating access to tenures, permits, licences, Crown land sales and grants; co-ordinating multi-agency consultation engagement agreements with First Nations on land and resource issues including implementation of land-use planning agreements; managing and providing land and resource information; and co-ordinating recovery planning for broad-ranging species-at-risk.

Bureau Vision

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

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.

Established in 2005, the Bureau is hosted by and accountable to the Minister of Agriculture and Lands. Enjoying relative independence, the Bureau's services to the public are provided on behalf of numerous provincial ministries. Five ministries generally oversee the work of the Bureau as an advisory board: Agriculture and Lands; Energy, Mines and Petroleum Resources;

Environment; Forests and Range; Tourism, Sport and the Arts. The Ministry of Transportation and the Ministry of Aboriginal Relations and Reconciliation contribute occasional oversight.

The Bureau also provides corporate leadership on behalf of government towards the sustainable management of natural resources and co-ordination of related information.

In addition, the Bureau has nine regional FrontCounter BC offices, providing a single-window access point for over 100 different types of authorization applications related to natural resources on behalf of the ministries and other agencies it serves.² FrontCounter BC services cover this wide range of natural resource authorizations while integrating Crown land use, land-use planning, provision and analysis of related information. In a similar capacity, the Bureau's web-based Natural Resource Information Centre provides a single window to the province's common land and resource information products and services.

In effect, the Bureau is the primary provincial source for authoritative land, resource and geographic data and application services.



² 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.

Strategic Context

In its third full year of existence, the Integrated Land Management Bureau responded quickly to a number of external factors that could have affected its business or intended achievements. One overarching external factor that served as a key driver behind the Bureau's activities late in the year was the need to respond to government's new commitment to improve the effectiveness of provincial engagement with First Nations. In support of this challenging and important commitment, the Bureau's Board of Directors supported the creation and delivery of a new co-ordinated approach that will benefit our individual agencies, the Crown, First Nations and communities across British Columbia. An overview of these and other factors follows and is expanded upon in the Report on Performance section, along with the objectives and strategies the Bureau followed to address them.

Balancing the Competing Demands for Land Use: The lengthy list of economic, social and environmental activities undertaken on Crown land is extremely diverse and sometimes competitive. As in every other year, the Bureau was tasked with finding a balance in managing these activities in a way that is beneficial to the province. Timely decision-making on Crown land management continues to be affected by decisions from the Supreme Court of Canada on First Nation accommodation and consultation.

Continued Market Demand for Natural Resources: High North American and international market demand for natural resources, particularly energy resources, continued to result in ongoing requests for the Bureau to facilitate access to a wide range of natural resources and to plan and allocate Crown land to meet the needs of communities, First Nations and economic development.

Economic Development Opportunities on Crown Land: Despite the current uncertainty of the U.S. housing market, demand for housing in B.C. remained strong. This demand, plus low interest rates, low vacancy rates and a growing population, placed further pressure on making Crown land available. In addition, a consequence of business growth is more clients seeking access to Crown land through the tenuring process. The growth of the independent power producer sector is a prime example, as it has resulted in large increases in tenure application work for the Bureau. See the Climate Change portion of this section for further details.

Engagement of First Nations: Advancing First Nations interests and values is part of the Province's commitment to the New Relationship with Aboriginal people. The Province continued to engage, consult and accommodate First Nations interests and values while providing responsible access to land and resources. The capacity of First Nations to participate in this process is an ongoing issue. First Nations also have expectations for mechanisms that will reduce referral workloads, ensure legally required consultations occur in as timely a manner as possible

and provide increased business certainty. Co-ordinating this approach on natural resource issues through one agency (the Bureau) was seen as the best manner in which to fulfil these expectations, an approach that requires an internal business shift over the coming year.

Climate Change: The challenge of climate change has led to significant growth in the interest and business of alternative forms of energy. The Province is currently managing an increase in the number of independent power producer project applications on Crown land. In fact, the number of such active applications has doubled every year since 2002. This demand is expected to continue for the next 10 to 15 years.



Report on Performance

Performance Plan Summary Table

Goal 1: Citizen-centred delivery of natural resource application and information services For greater detail see pages 21 to 25	2007/08 Target	2007/08 Actual
1.1 Objective: Service excellence for clients seeking natural resource authorizations Measure: Client satisfaction rating as determined by client survey	Baseline for FCBC program	71% ACHIEVED
1.2 Objective: Provision of FrontCounter BC services in accordance with service agreements with partner agencies Measure: Percentage of natural resource applications prepared for adjudication that are processed under agreed turnaround times with partner agencies	85%	76% NOT ACHIEVED
Measure: Percentage of new <i>Land Act</i> applications adjudicated within timeliness communicated to clients	90% in 120 days	76% in 120 days ¹ NOT ACHIEVED

¹ Note: 90% was achieved in 150 days.

Goal 2: Sustainable natural resource management through streamlined planning, co-ordination and decision-making For greater detail see pages 25 to 31	2007/08 Target	2007/08 Actual
2.1 Objective: Meet commitments to finalize strategic land-use decisions for areas without government-approved land-use plans Measure: Land-use decisions finalized by government and plan implementation initiated	Sea-to-Sky Phase II Lillooet Haida Gwaii	100% ACHIEVED NOT ACHIEVED 100% ACHIEVED
2.2 Objective: Help advance the New Relationship with First Nations Measure: Number of land and resource management partnerships or agreements achieved with First Nations	39	43 EXCEEDED
2.3 Objective: Further government's efforts to manage species-at-risk Measure: A new approach to managing species-at-risk and broad-ranging species-at-risk recovery plans advanced for consideration by government	Mountain caribou	100% ACHIEVED

Goal 3: Integrated land and resource information For greater detail see pages 31 to 34	2007/08 Target	2007/08 Actual
3.1 Objective: Excellence in the provision of provincial land and resource information to (i) clients external to government and (ii) internal clients Measure: Percentage growth in the number of times the Natural Resource Information Centre is used to access land and resource information over 2006/07 base	20% increase over 2006/07 base	28% EXCEEDED

Goals, Objectives, Strategies and Results

This section outlines how each of the Bureau's six objectives, its strategies and seven performance measures and targets helped work towards achieving the organization's three goals. The section also provides the methods by which the Bureau sought to accommodate the challenges it faced as discussed in the Strategic Context.

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

In striving to achieve this goal, the Bureau provides 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.

Objective 1.1: Service excellence for clients seeking natural resource authorizations

"FrontCounter BC has really saved me time. Instead of running all over trying to track down information on Crown land and natural resources from the various agencies, I can just go into one office and deal with one person, and they do the rest of the legwork, which allows me to focus on my business."

— Jim Little
Land Development Consultant
Mackeno Ventures

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 and 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.



Strategies

Key strategies for this objective included:

- co-locating regional Bureau staff with other natural resource ministries and/or other government services where practical;
- enhancing accessibility by providing multichannel service delivery (face-to-face, telephone, 1-800 number, fax, e-mail, mail and web-based);
- implementing full FrontCounter BC services at specified locations using a staged approach concluding in 2007 that provided opportunities to select and train staff and implement new authorization tracking and management systems;
- marketing Bureau services and tailoring their delivery methods at each FrontCounter BC location to the specific needs of businesses, communities and the public;
- actively supporting and responding to First Nations, community development opportunities and growth in new and emerging regional business sectors;
- building market-based partnerships with the business community, local governments and First Nations;
- providing professional, knowledgeable, FrontCounter BC support to clients applying for, or seeking guidance about, natural resource-related tenures, permits, licences, Crown grants, sales and information; and
- ensuring FrontCounter BC services are provided in a fair and transparent manner.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Client satisfaction rating as determined by client survey	N/A	65% for FCBC pilot ¹	Baseline for FCBC program ²	71% ACHIEVED

Data Source: FrontCounter BC Client Survey.

¹ This figure was based on results from the Kamloops FrontCounter BC office pilot project conducted in the summer of 2006.

² The provinciewide baseline for client satisfaction was established in 2007/08 through a provincial survey completed after all offices had one full year of operation.

Discussion of Results

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. During the year, a provincial baseline of 71 per cent was established for all eight FrontCounter BC offices as one method of calculating their performance.

Objective 1.2: 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. During the year, more service agreements were 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.

Strategies

Key strategies for this objective included:

- developing service agreements in collaboration with client ministries, monitoring performance measures and targets, and championing innovative business strategies that continue to improve services to clients;
- working with other provincial natural resource agencies and levels of government to streamline authorization application processes and IT/IM systems, implementing deregulation initiatives and achieving seamless delivery of natural resource authorization services;
- adapting 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;
- facilitating the availability of Crown land for community development; and

- ensuring Crown land tenuring, sales and grants are undertaken in a timely and balanced manner to ensure conservation of environmental values, develop and implement the New Relationship with First Nations, protect social and community values, and promote economic development and transparency of the process.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of natural resource applications prepared for adjudication that are processed under agreed turnaround times with partner agencies	N/A	N/A	85%	76% NOT ACHIEVED

Data Source: Authorization Tracking System.

Discussion of Results

This measure reflects 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. This is the first year that this measure has been used. The performance measure result is based on a manual tracking system used for most of the fiscal year and on an online enhanced authorization tracking and reporting system which only became fully functional in mid-January 2008. The January to March 2008 turnaround figure result of 89 per cent provides a better indication of application preparation processing times as calculated using the new tracking and reporting system.

Performance Results

Performance Measure	2005/06 Baseline	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of new <i>Land Act</i> applications adjudicated within timelines communicated to clients	90% in 140 days ¹	89% in 140 days	90% in 120 days	76% in 120 days NOT ACHIEVED

Data Source: Land Tenure Turnaround Time Provincial Summary Report.

¹ This baseline was adopted when the Bureau was formed in 2005 and was based on a similar target used by the former Land and Water BC.

Discussion of Results

This measure specifically addresses the timeliness of application processing for new Crown land-use authorizations under the *Land Act* by the Bureau and the Ministry of Agriculture and Lands. It measures the time from when a client's application is accepted and fees received through to notification of an adjudication result and/or offer of a Crown land tenure or sale from the Bureau to the client. The target was not achieved because of a number of factors, including lengthy First Nation referrals, inheriting Ministry of Tourism, Sport and the Arts applications that were still on the 140-day turnaround schedule, staff changes, etc. This was also the first year of the 120-day target. Staff were able to adjudicate 90 per cent of new *Land Act* applications within 150 days. This measure was dropped from the *2008/09–2010/11 Service Plan* as it was too similar to the previous application processing measure. This measure will continue to be calculated internally.

Ministry Response

The Bureau is changing the way it does business to find efficiencies within the system. Accordingly, the Bureau is working on a business improvement initiative that would streamline the application process and improve both application turnaround times as well as client satisfaction ratings.

Goal 2: Sustainable natural resource management through streamlined planning, co-ordination 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. During the year, four Bureau activities were 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 co-ordination 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 helped reduce resource-use conflicts, improved certainty in the use of Crown natural resources and enhanced environmental sustainability and more efficient delivery of these outcomes.

Objective 2.1: Meet commitments to finalize strategic land-use decisions for areas without government-approved land-use plans

The Bureau was 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. As such, 2007/08 was the final year of a three-year budget uplift utilized to complete these plans, and the Bureau was successful in finalizing most of them. Finalization of these plans helps 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.

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 involved joint planning and new partnerships with interested First Nations and contained policies and guidelines supporting sustainable resource management.

Strategies

Key strategies for this objective included:

- advancing 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, only the Lillooet Land and Resource Management Plan remains at this stage. The Bureau continues to facilitate implementation of the February 2006 Central and North Coast land-use decision;
- overseeing implementation of approved strategic-level land and resource-use management plans to maintain their effectiveness;
- reviewing and amending 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;

- leading regionally based Inter-Agency Management Committees to co-ordinate government interests in the management of provincial natural resources;
- establishing and facilitating regional strategic land and resource plan implementation committees to maintain community and stakeholder involvement in the plans. Also, publicly communicating 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
- providing coastal land-use analysis for both the proposed National Marine Conservation Area lands within southern Georgia Strait and for a B.C. Marine Protected Areas Strategy.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
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	ACHIEVED NOT ACHIEVED ACHIEVED

Data Source: ILMB.

Discussion of Results

The Bureau was successful in completing land-use agreements with First Nations within both the Sea-to-Sky area and on Haida Gwaii, and reached a framework agreement with the Taku River Tlingit First Nation in northwestern B.C. The Bureau was unable to reach consensus with its Lillooet First Nation partners. This measure tracked progress in advancing these plans to government decision. Government-approved land-use decisions are then implemented by agencies with the appropriate resource mandate. As these land-use plans now cover most of the province, the measure was not included in the *2008/09–2010/11 Service Plan*.

Objective 2.2: Help advance the New Relationship with First Nations

Under this objective the Bureau seeks 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 co-operation, 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 engagement of First Nations in the provincial land and resource-use planning processes will be an important indicator of New Relationship implementation. This objective will be modified in the coming year as the Bureau starts pursuing a co-ordination role for First Nation engagement and consultation on behalf of natural resource agencies.



Strategies

Key strategies for this objective included:

- engaging 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, developing more effective mechanisms to fulfil the Crown's duty to consult and accommodate for *Land Act* dispositions;
- assisting Ministry of Aboriginal Relations and Reconciliation with negotiating accommodation on high-priority plans and projects;

- assisting Ministry of Aboriginal Relations and Reconciliation with cross government co-ordination of New Relationship implementation in the resource sector through regional Inter-Agency Management and Sub-regional Managers Committees; and
- simplifying development referrals to First Nations, participating in pilot projects to realize new efficiencies to address First Nations and developing a single-window approach for the management and dissemination of Province-First Nations agreements and related information.

In order to respond to government's new commitment to improve the effectiveness of Provincial engagement with First Nations, the Bureau late in the year began preparing a business shift to accommodate the following two broad strategies:

- Co-ordinated Consultation: developing a strategic, cross ministry corporate approach to referrals and consultations with First Nations through provincial business co-ordination; and
- Strategic Engagement Agreements: achieving enduring and project-specific Strategic Engagement Agreements through collaboration with First Nations.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Baseline	2007/08 Target	2007/08 Actual
Number of land and resource management partnerships or agreements achieved with First Nations	N/A	47	39	43 EXCEEDED

Data Source: ILMB.

Discussion of Results

The Bureau successfully reached its target number of land and resource management partnerships or agreements with First Nations.³ During the year, an internal target of 39 partnerships or agreements was established and exceeded, with at least 43 achieved. This measure indicated 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. In order to accommodate the inclusion of an additional First Nation strategic engagement performance measure planned for the following year's service plan, and to also reflect the importance of local government in forming partnerships to encourage land and resource development, the measure was changed in the *2008/09–2010/11 Ministry Service Plan* to: Number of partnerships and/or agreements with First Nations and local government undertaken to make Crown land available for community development and/or facilitate greater involvement of First Nations in land and resource development.

³ By Nation, Tribal Council or group.

Objective 2.3: Further government's efforts to manage species-at-risk

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

To help achieve these outcomes, the Bureau worked with the Ministry of Environment and other natural resource ministries in the development of an outcomes-based, proactive, co-ordinated, scientifically credible and defensible approach to the management and recovery of species-at-risk in B.C. The Bureau's principal focus continues to be on co-ordinating:

- 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 co-ordination will be to change from a reactive approach to a proactive one and to maximize the effectiveness of our investments.

Strategies

Key strategies for this objective included:

- developing 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;
- implementing government-approved actions to better co-ordinate a corporate approach to managing species-at-risk;
- co-ordinating implementation of the Northern Spotted Owl Recovery Strategy;
- working 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 participated 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



- working 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 bringing forward these options to government for decision.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
A new approach to managing species-at-risk and broad-ranging species-at-risk recovery plans advanced for consideration by government	N/A	Northern Spotted Owl	Mountain Caribou	Mountain Caribou ACHIEVED

Data Source: ILMB.

Discussion of Results

The Bureau achieved this target with the approval of the Mountain Caribou Recovery Plan in the fall of 2007. 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. The Bureau continues to co-ordinate and facilitate corporate implementation of government decisions on northern spotted owl and mountain caribou. It also continues co-ordinating provincial government involvement in federally led marbled murrelet recovery plan development. This performance measure was dropped from the *2008/09–2010/11 Service Plan* as these recovery plans are moving into their implementation phase.

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, including critical information for emergency response, community planning and First Nations treaty development.

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 3.1: Excellence in the provision of provincial land and resource information⁴ 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 provincewide basis, largely through integrated web-based systems.⁵ 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.

Although the Bureau is not the "steward" for all natural resource information held by government,⁶ the Bureau's role is focused on managing all of the natural resource information after it has been collected and quality assured by other agencies, then providing mechanisms to disseminate this information to users.

Strategies

Key strategies for this objective included:

- improving 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 helps to ensure the Bureau focuses on clients and builds its products and services in response to their feedback;

⁴ Includes base mapping, registry, air and ortho-photography, survey control points, global positioning systems support, geographical (place) names and related resource information.

⁵ These include the Land and Resource Data Warehouse and the Integrated Land and Resource Registry.

⁶ Agencies with the natural resource mandate retain this accountability (e.g., the Ministry of Environment manages the collection of fish and wildlife information).

- managing and delivering 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;
- managing and maintaining land and resource data holdings 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;
- delivering self-service web-based access and analytical tools that meet client needs and undertaking analyses concerning natural resources for business or individual clients using geographic and other information systems. Also, supporting regionally managed land and resource planning projects as prioritized by regional Inter-Agency Management Committees;
- co-ordinating regional land and resource data collection issues, including setting standards, performing quality control, liaising with information providers and building land and resource information partnerships;
- establishing 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
- improving public access to provincial land and resource information by establishing a single gateway to resource sector information products and services. Also, improving 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.



Performance Results

Performance Measure	2005/06 Actual	2006/07 Baseline	2007/08 Target	2007/08 Actual
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% increase over 2006/07 base	28% EXCEEDED

Data Source: ILMB.

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.

Discussion of Results

Utilization of land and resource data, products and related services by public and government clients exceeded target growth. 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. The performance measure result provides an indication of the increased interest by the public and clients in accessing government geographic information available from ILMB-housed data.

“Overall, we have seen significant time and cost savings using the GVRD GPS real-time service [a partnership initiative between ILMB and the Greater Vancouver Regional District involving a geospatial reference system] and would highly recommend the system to any company who undertakes these types of projects.”

— Dennis Stock
Instrumentman, Survey Department
City of Richmond

Resource Summary Table — Integrated Land Management Bureau

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

Core Business Area	Estimated ¹	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Regional Client Services	23,360	2,817	26,177	27,666	1,489
Strategic Land and Resource Planning	7,537	431	7,968	7,968	0
Species-at-Risk Coordination	752	—	752	927	175
Corporate Resource Information Management	16,534	1,200	17,734	19,005	1,271
Bureau Management	14,128	—	14,128	11,193	(2,935)
Total	62,311	4,448	66,759	66,759	0
Full-time Equivalents (FTEs)					
Regional Client Services ²	192	—	192	352	160
Strategic Land and Resource Planning	13	—	13	21	8
Species-at-Risk Coordination	5	—	5	5	0
Corporate Resource Information Management	134	—	134	137	3
Bureau Management	19	—	19	18	(1)
Total	363	—	363	533	170
Bureau Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Regional Client Services	216	—	216	617	401
Strategic Land and Resource Planning	0	—	0	0	0
Species-at-Risk Coordination	0	—	0	0	0
Corporate Resource Information Management	3,149	—	3,149	3,779	630
Bureau Management	3,211	—	3,211	1,077	(2,134)
Total	6,576	—	6,576	5,473	(1,103)

¹ The amounts in the "Estimated" column correspond to the *Estimates* as presented to the legislative assembly in February 2007.

² 98 FTEs were reassigned from Crown Land Administration in the Ministry Operations Vote to the Integrated Land Management Bureau during 2007/08. The FTE actual reflects this reallocation of resources. Additional FTEs were utilized in place of contracted resources.

Comments and Explanations

Operating Expenditure Variances

Other Authorizations include the following amounts charged against the Contingencies (All Ministries) and New Programs vote: \$2.8 million for First Nations New Relationships, \$0.4 million for Land and Resource Management Planning, and \$1.2 million for the write-down of information systems capital assets.

Overall, the Integrated Land Management Bureau was fully spent with no variance due to approved contingencies access.

Significant variances of actual expenditures exceeding program budgets include \$1.5 million due to First Nations New Relationships initiatives (Regional Client Services), \$0.2 million additional spending on initiatives in support of mountain caribou (Species-at-Risk Coordination), and \$1.3 million in unavoidable amortization costs. These variances are offset by decreased spending of \$2.9 million in corporate administration (Bureau Management).

Capital Expenditure Variances

Capital variances in Corporate Resource Information Management and Bureau Management are due to the reallocation of the information systems capital budget and overall decreased spending on information systems. The variance in Regional Client Services is attributable to vehicle leasing activity.

Recoveries and Revenues

Through partnerships and other arrangements with various organizations, the Bureau provided services and then recovered some or all of its costs. The recoveries amounted to a total of \$22.2 million in 2007/08. Principal items included \$6.6 million in funding from the Forest Investment Account for land and resource-use planning and information services and \$8.8 million from Crown Land Administration in the Ministry Operations Vote for regional adjudication services in Regional Client Services.

The Bureau also collected revenues of about \$0.2 million from a number of sources, including map and air photo sales.

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For more information about the Integrated Land Management Bureau, including full contact information, visit our website at: ilmbwww.gov.bc.ca/

Part B:
Ministry of Agriculture and Lands

Highlights of the Year

In addition to the accomplishments contained in the Minister's message, key highlights of 2007/08 included:

Building a Brighter Future for Agriculture and Food

The British Columbia Agriculture Plan: Growing a Healthy Future for B.C. Families was released on Feb. 15, 2008. The long-term plan sets a new direction for the agriculture and food industry to ensure that agriculture in B.C. meets the changing needs of our environment, our health and our local economies. Val Roddick, Parliamentary Secretary for Agriculture Planning and MLA for Delta South, led a committee in a process of public consultation.

The plan expands on the Minister's themes and provides 23 strategies for implementation and 69 action items within the following five key themes: producing local food in a changing world, meeting environmental and climate challenges, building innovative and profitable family farm businesses, building First Nations agriculture capacity, and bridging the urban/agriculture divide.

As part of the agriculture plan the Ministry, in partnership with the Ministry of Environment, began expansion of the wildlife damage compensation pilot program to a provincial agriculture zone wildlife program. The Ministry is increasing its financial commitment to \$4 million per year, which can leverage an additional \$6 million in federal funding, for a \$10 million per year damage compensation program.

The Agriculture Policy Framework agreement (APF), a five-year federal-provincial-territorial agreement, ended on March 31, 2008. Over the last five years, the agreement provided the Ministry with federal dollars that were leveraged to provide substantial support to the agriculture and food sectors in British Columbia. The Ministry is currently working towards the new federal-provincial-territorial policy framework — Growing Forward. To facilitate a smooth transition to Growing Forward, a one-year continuity agreement, signed March 27, 2008, allows programs currently in place to continue.

Agricultural Systems that Safeguard Animal, Plant and Human Health

The Province will soon be able to respond faster and more efficiently to animal disease incidents with the provincial Containment Level 3 (CL3) lab reaching the midpoint of its construction in 2007/08. Construction of the \$14.5 million high-security lab, an extension of the existing Animal Health Centre at the Abbotsford Agriculture Centre, is expected to be completed in fall 2008.

As of Feb. 29, 2008, the mandatory poultry bio-security program was delivered to 98.5 per cent of regulated poultry producers. The regulated poultry industry includes: broiler hatching egg producers, turkey growers, chicken growers and commercial egg producers. It is expected that all producers will be in full compliance by March 2009. Information sessions for non-regulated poultry sectors and small scale producers were also sponsored by the Ministry and Canadian Food Inspection Agency (CFIA).

In March 2008, the Ministry introduced legislative amendments required to address operational issues identified by the BC Society for the Prevention of Cruelty to Animals (BCSPCA). The amendments will improve the BCSPCA's power to help animals that are in distress or abandoned and will increase penalties for offences. Tightening legislation that safeguards the welfare of animals supports the agricultural industry in maintaining the highest standards of practice.

A new Invasive Plant Management Program was created, enhancing the Ministry's leadership and capacity in invasive plant management in B.C. Combined with this, the Ministry increased and stabilized funding for a number of committees and councils at local, regional and provincial levels.

The Ministry also participated in national and provincial activities to support human, plant and animal safety by surveillance, risk assessment and management, traceability and communications.

Balancing the Economic Needs of Coastal Communities with the Imperatives of the Province

The aquaculture industry continues to support a number of B.C. coastal communities. During the past year, the Ministry approved eight licences — six new finfish, one new shellfish and one on-land shrimp farm — and rejected two licence applications.

The reports of the Special Legislative Committee on Sustainable Aquaculture and the Pacific Salmon Forum were released. These reports will inform development of the Provincial Aquaculture Plan. The Ministry engaged the First Nation Leadership Council to contribute to the plan.

Meeting Environmental and Climate Change Challenges

The Ministry enlisted Partnerships BC to identify potential opportunities to leverage private sector expertise in the remediation of contaminated sites and redevelopment of brownfields. Progress has been made on three pilot brownfield projects this past year. The brownfield strategy supports the turnaround of abandoned B.C. brownfield sites into assets that can provide environmental, social and economic benefits, instead of allowing them to remain as liabilities.

The Ministry (MAL) and the Integrated Land Management Bureau (ILMB) formed a joint Climate Action Team to lead MAL and ILMB action on climate change, focusing on initiatives to reduce greenhouse gas emissions in Ministry operations and in areas related to our mandate and programs. Ministry staff green teams and a comprehensive intranet website were created to support innovative solutions and to facilitate the flow of information.

To ensure that links with industry are maintained and industry proposals and initiatives further support the carbon reduction targets of the government, the Ministry and the Premier hosted a symposium for 75 representatives from the agriculture sector to discuss how the agriculture and food sectors can contribute to reducing greenhouse gas emissions.

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 to manage Crown land in a manner that contributes to the economic, societal and environmental goals of government. This mandate supports the major changes in direction taken since 2001. Crown land policy and agriculture, aquaculture and food policies, programs and services of the Ministry have shifted from primarily a revenue and economic outlook to one that incorporates economic, environmental and social objectives, similar to what is known as triple-bottom-line reporting.

The Ministry's legal framework and its support for broader government goals and priorities underscores the interconnectedness between agriculture, aquaculture and Crown land use, and the health and well-being of British Columbians. The legal and regulatory environment that guides the work of the Ministry includes some 50 statutes which relate wholly or primarily to the Ministry and a further 98 regulations relating to the Ministry. A complete list of legislation for which the Ministry is responsible is available at: www.leg.bc.ca/PROCS/allacts/al.htm

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.

The Ministry's responsibility for administration of Crown land includes primarily development of policy to guide the allocation of Crown land and support to implement it, which incorporates discussions with stakeholders and promotes First Nations engagement. This is essential to improving global competitiveness, enhancing the province's ability to attract private investment, and to stimulating economic growth while balancing environmental and societal values. In addition, the Ministry is the provincial lead in the remediation of Crown contaminated sites that are the responsibility of the Province, protecting human health and the environment. The Ministry is also now responsible for development and implementation of the B.C. Brownfield Renewal Strategy intended to stimulate the redevelopment of Crown and private brownfield properties to achieve triple-bottom-line benefits (environmental, social and economic).

Due to the constitutionally based, shared jurisdiction for agriculture and aquaculture and the historical importance of food production in Canada, the agriculture, aquaculture and food sectors are managed using an array of collaborative federal-provincial-territorial agreements. The most comprehensive arrangement at this point has been the Agricultural

Policy Framework, which was critically important to the shift in emphasis toward achieving environmental and social objectives. The Agricultural Policy Framework terminated on March 31, 2008. A one-year continuity agreement was signed on March 27, 2008. The Ministry is currently involved in negotiations to develop the next generation agriculture and agri-food policy framework (Growing Forward). The Ministry is now actively working to promote a transformative agenda for the sector that will create a stronger, more effective policy framework to address key challenges and opportunities.

The Ministry relies on partnerships with all levels of government, First Nations and industry in terms of funding, collaboration and service delivery to implement Ministry strategies.

The Ministry also relies on inter-agency partnerships such as those with the Agricultural Land Commission and the B.C. Farm Industry Review Board.

The Ministry works closely with other provincial agencies, such as Integrated Land Management Bureau and the Ministries of Health, Forests and Range, Environment, Transportation, and Tourism, Sport and the Arts, to fulfil its mandate. The mandates of these agencies connect in key areas such as climate change, food safety and quality, healthy people, land and resource use, commitments to First Nations, invasive plant and pest management, environmental issues and promotion of B.C. agricultural products.

Partners outside of government include the British Columbia Investment Agriculture Foundation, the B.C. Agriculture Council, B.C. Food Processors Association, and other sector associations. The Ministry works with these partners to improve the sector's capacity to act strategically and promote its own interests. These sector partners are also more closely connected to farmers, producers and processors, and the Ministry can more efficiently achieve its objectives by delivering a number of programs and initiatives through its industry partners.



Strategic Context

The world is changing in ways that bring great opportunity for British Columbia. The global community has demonstrated an unprecedented appetite and demand for socially responsible and environmentally sustainable economies. With a growing awareness of the potential impacts of climate change and a renewed focus on health, food safety, housing and community well-being, the Ministry has moved to a triple-bottom-line focus (economic, environmental and social). Addressing urban-rural interface issues, managing Crown land allocation based on balanced societal goals, addressing environmental concerns and a heightened awareness of the need to protect society from disease, disaster and other risks are also taking precedence.

Approximately 94 per cent of British Columbia's land base is managed by the Province on behalf of the citizens of B.C. Over 20 different economic sectors and every community in the province depend to some degree on continued access to Crown land and on wise management of the resource. The allocation and administration of Crown land played a pivotal role in expanding and diversifying the economy, sustaining the environment and promoting the health and well-being of citizens and communities.

Agriculture, Aquaculture and Food

The 2007/08 fiscal year included a range of conditions and events that affected the sector:

Climate Change: There are emerging opportunities in relation to longer and warmer growing seasons, which may provide higher yields and more diverse crops for producers. In addition, growing demand for green energy has created new opportunities such as demand for bio-fuel products.

Strong Global Competition and Market Prices: B.C.'s agriculture and seafood industries compete in international markets where competitors with similar or lower cost-structures enjoy greater economies of scale and create downward pressures on food commodity prices. Domestic policy and high levels of subsidy in other jurisdictions may have a direct impact on the ability of B.C. producers to compete. The high value of the Canadian dollar continued to present challenges for those sectors exporting to the United States market or those that are dependent on the market (livestock, nursery, floriculture and greenhouse vegetables).

Continued High Price of Fuel and other Inputs: With a booming economy, high fuel costs, higher interest rates and shortages in labour for many sectors, operating costs have increased and securing local workers continues to be a challenge within the sector. Over the past couple of decades, the livestock sector had largely benefited from cheap feed grains and a lower Canadian dollar. Neither of these two factors currently exists, and industry is feeling rising pressures as a result of higher input costs.

Shared Jurisdiction and Interests: The Ministry shares jurisdiction with the federal government over aspects of agriculture, fisheries and aquaculture, health and food safety. The complexity of issues affecting the sector requires effective co-ordination with partners to ensure a consistent and timely response to issues and opportunities. The Province works collaboratively with federal agencies to ensure that both levels of government have a co-ordinated approach to addressing shared issues and objectives. While this approach leads to better policy and a more effective response overall, it can be time consuming.

A Focus on Health and Buying Locally: Awareness has been growing regarding the benefits of healthier lifestyles, and this has led to changes in eating habits and consumer preferences. For example, significant niche market opportunities for fresh nutritious local food, agriculture and aquaculture products are being developed. Last year, farmers' markets alone contributed an estimated \$71.8 million in direct spending to the provincial economy. There are now some 100 markets across the province, representing an increase of over 65 per cent since 2000.

Urban/Agriculture Interactions: A large portion of B.C.'s most productive farmlands are in close proximity to urban development and other sectors of the economy. Some 80 per cent of farm revenue is generated on the same three per cent of the land base where 80 per cent of the province's citizens reside. With a growing economy, burgeoning communities and rising prices for land, there is increased pressure on agricultural land and resources. Noise conflicts, competing demands for existing water resources, rising concern over air quality and emissions, and the growing demand from other sectors to take agricultural lands out of production compete with the overall viability of the agriculture sector.

Environmental Values Must be Balanced with Economic Viability: Environmental awareness is a high priority for the public. British Columbia farmers and ranchers have been focusing growth and production in an environmentally sustainable way. (i.e., environmental farm plans and beneficial management practices). With one of the highest livestock-to-land base ratios in Canada, proper manure management can reduce environmental pressures.

Weather-related Risks: The agriculture, aquaculture and food sectors are vulnerable to weather-related risks: the tree fruit industry was hit by significant hail damage, particularly in the south Okanagan Valley, and frost damage adversely affected cherries and other soft fruits. In addition, there was significant frost damage to blueberries and raspberries in the Fraser Valley. B.C.'s record snow pack resulted in flooding issues in the lower Fraser Valley affecting livestock operations, predominantly in the dairy sector.

Crown Land

The 2007/08 fiscal year included a range of conditions and events that affected the sector:

Commitment to First Nations: The Province has made a commitment to strengthen its relationship with First Nations and to ensure that legal obligations to consult and accommodate where First Nations have asserted rights and title interests. The Ministry sees this as an opportunity to work more effectively in collaboration with First Nations, creating mutual sustained benefits.

Diversity of Client Groups: The use of Crown land evolves over time in response to government priorities, societal shifts, new technologies and consumer demand. In the past, the allocation of Crown land has been slow to accommodate new land uses and business requirements.

Climate Change: Through composition and diversity of plant and animal species, populations and ranges may shift considerably due to climate change, which may create new challenges with how Crown land is managed.

Growing Demand for Crown Land: Strong commodity markets, particularly in energy and minerals, have resulted in high levels of demand for the Province's resource planning and tenuring services. Industry clients are also demanding greater ease of access and the ability to work more closely with the Province. As well, an increased need exists for greater co-ordination with delegated agencies to ensure that policies and procedures effectively support the strategic priorities of government.

Restoring Lands to Achieve Environmental, Social and Economic Benefits: The Province is addressing a legacy of contaminated lands from a time when people were not as aware of the environmental implications of certain land uses. The sheer number of contaminated sites and the time required to effectively remediate known sites affects the rate at which site remediation is accomplished.

Report on Performance

Key Changes in the 2008/09 Service Plan Measures

There was a transition in service planning with the *2008/09 – 2010/11 Service Plan*: performance measures were streamlined to better accord with the strategic priorities of the Ministry. This year's report is based on the service plan developed in 2007/08, and therefore will not reflect these new measures. Some notable changes that will be seen in next year's report include a focus on the following suite of six measures:

1. Ratio of Ministry expenditures on investment versus income stabilization.
2. Compliance with fish health management plans.
3. Industry compliance with aquaculture licensing and regulatory requirements.
4. Number of program sites for which remediation is underway or completed.
5. Support for agriculture.
6. Contribution to the Province's commitment to reduce greenhouse gas emissions, including Ministry operations, areas related to its mandate and supporting programs.

The Ministry will continue to monitor performance against the broader suite of measures internally.

Performance Plan Summary Table

Goal 1: Competitive, world class agriculture, aquaculture and food sectors For greater detail see pages 51 to 59	2007/08 Target	2007/08 Actual
1.1 Objective: Strategic growth of the agriculture, aquaculture and food sectors		
Measure: Dollar value of industry investment (million)	Agriculture Growth above \$215.4	Agriculture 6.9% Decline \$200.6 NOT ACHIEVED
	Food and Beverage Growth above \$162.9	Food and Beverage 4.6% Decline \$155.4 NOT ACHIEVED
Measure: Net cash income (million)	Growth above \$394.1	9.9% Decline \$355.2 NOT ACHIEVED
1.2 Objective: Effective management of farm business and income risks		
Measure: Level of coverage under business risk management programs	70% of eligible crops are insured under Production Insurance	77% EXCEEDED
	85% of B.C. farm cash receipts covered by CAIS Program	74% NOT ACHIEVED
Measure: Processing time for payments of claims under Production Insurance	100% of claims paid within 30 days of finalization	68% NOT ACHIEVED
1.3 Objective: British Columbians value and support agriculture and aquaculture		
Measure: Number of Agricultural Advisory Committees	27	34 EXCEEDED

Goal 2: Agriculture, aquaculture and food systems that are environmentally sustainable and enhance human, plant and animal health For greater detail see pages 59 to 65	2007/08 Target	2007/08 Actual
2.1 Objective: Effective management of environmental risks Measure: Overall per cent industry compliance with aquaculture licensing and regulatory requirements Measure: Number of farms with environmental farm plans	94% 1,500 farms with completed farm plans 375 farm plans implemented	99.2% EXCEEDED 2,159 EXCEEDED 539 EXCEEDED
2.2 Objective: Effective management of risks impacting human, plant, animal and fish health and food safety Measure: Number of national on-farm food safety and quality programs implemented Measure: Per cent compliance with Fish Health Management Plans Measure: Per cent of routine (diagnostic) samples completed within five days	11 100% 80%	14 EXCEEDED 100% ACHIEVED 100% EXCEEDED
Goal 3: Administration of Crown lands that promotes sustainability and the greatest benefits for British Columbians For greater detail see pages 65 to 68	2007/08 Target	2007/08 Actual
3.1 Objective: Effective, modern Crown land policies and administration that is accessible, efficient and client-oriented Measure: Per cent of operational policies reviewed and updated	42%	58% EXCEEDED
3.2 Effective management of high-risk provincial contaminated sites to minimize impacts to human health and the environment Measure: Number of priority sites for which remediation is underway/completed	36 underway/ completed	48 underway/ completed EXCEEDED

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 1.1: 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.

Strategies

Key strategies for this objective included:

- identifying and promoting development opportunities throughout the agriculture and agri-food value chain (including bio-fuels, agri-tourism, silvopasture, and access to land and labour);
- promoting 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);
- maintaining and improving domestic and international market access by addressing tariff

First Nations and Agriculture

"Our province is committed to supporting First Nations in achieving economic diversity through agriculture and in promoting the connection between fresh food and good health. By creating a local, sustainable food system, First Nations can build healthy communities while increasing employment and promoting self-reliance."

— Minister Pat Bell
May 3, 2007

and technical trade barriers and positioning products through country of origin labeling and standards and certification programs;

- implementing the Ministry's science and innovation strategy to accelerate adoption of new technologies and practices within the agriculture, aquaculture and food sectors;
- delivering information and extension services to the agriculture and food sector through InfoBasket, outreach workers and farm extension specialists; and
- completing an Agriculture Plan for the province by June 2007.

Performance Results

Performance Measure	2006/07 Baseline	2007/08 Target	2007/08 Actual
Dollar value of industry investment (million)	Agriculture \$215.4 ^{1,2}	Growth above \$215.4	Agriculture 6.9% Decline \$200.6 ³ NOT ACHIEVED
	Food and Beverage \$162.9 ¹	Growth above \$162.9	Food & Beverage 4.6% Decline \$155.4 ³ NOT ACHIEVED

Data Source: Statistics Canada. Private and Public Investment in Canada — Catalogue No. 61-205, special tabulation, three-year rolling average.

¹ Baselines adjusted to include 2005 and 2006 actual investment figures published by Statistics Canada. At time of 2007/08 – 2009/10 Service Plan release, the 2006/07 baseline was forecasted. It included 2004 actual, 2005 preliminary and 2006 forecasted investment data.

² Does not include aquaculture.

³ Includes 2005 actual, 2006 actual and 2007 preliminary industry investments (Statistics Canada).

Discussion of Results

Dollar value of industry investment: Performance in relation to this target is affected by a wide range of factors, many of which are beyond the control of the Ministry. These include factors that affect net revenues such as extreme weather conditions, animal diseases, surges in fuel costs or fluctuations in foreign exchange rates and interest rates. This performance measure tracked the value of new investment in construction and machinery capital in the B.C. agriculture and food sectors, providing a useful indicator of market conditions both in a particular industry and the economy as a whole. Growth in capital expenditures gives an indication of the views management holds on future market demands in relation to productive capacity. A three-year rolling average is used as it gives a clearer trend line since fluctuations in year-to-year investments can be significant.

- **Agriculture:** Growth above \$215.4 million in industry investment in B.C. agriculture was not achieved. Capital and machinery investment in agriculture declined 6.9 per cent due to the continued growth in the Canadian dollar combined with rising labour costs and fuel expenses.
- **Food and Beverage Manufacturing:** Growth above \$162.9 million of industry investment in the B.C. food and beverage processing sectors was not achieved. Total capital and machinery investment in these sectors declined 4.6 per cent as a result of the growth in the Canadian dollar combined with rising labour costs and fuel expenses.

Ministry Response

The current measure is beyond the Ministry's ability to control. The Ministry will now gauge performance based on the ratio of Ministry expenditures on investment versus income stabilization. The new measure will reflect the Ministry's investment in continuing to facilitate industry transformation, promoting sector profitability and self-reliance.

Performance Results

Performance Measure	2006/07 Baseline	2007/08 Target	2007/08 Actual
Net cash income (million)	\$394.1 ¹	Growth above \$394.1	9.9% Decline \$355.2 ² NOT ACHIEVED

Data Source: Statistics Canada. Net Farm Income — Agriculture Economics Statistics — Catalogue No. 21-010.

¹ Baseline Adjusted: 2003 and 2004 net cash income estimates were revised by Statistics Canada as a result of Statistics Canada's standard revision practices for its published estimates. The 2006/07 baseline was adjusted to reflect the revised 2003 – 2005, three-year rolling average.

² Three-year rolling average for 2004, 2005 and 2006 calendar years.

Discussion of Results

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, denoting 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. In 2007/08, net cash income declined by 9.9 per cent. Growth above \$394.1 million was not achieved due to rising wage, fuel and interest expenses affecting farms not only in B.C. but all across Canada.

Ministry Response

The current measure is beyond the Ministry's control or influence. The Ministry will now gauge performance based on the ratio of Ministry expenditures on investment versus income stabilization. Investing in the innovation and development of new market opportunities will be critical to the future success of the agri-food sector in British Columbia. Agriculture and food sectors will continue to face significant economic challenges. However, the diversity and small size of the B.C. sector allows it to move into position to take advantage of the growing number of niche market opportunities.

Objective 1.2: 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.

Strategies

Key strategies for this objective included:

- promoting effective management of income risks through the Canadian Agricultural Income Stabilization program and Production Insurance;
- in collaboration with federal-provincial-territorial partners, reviewing Canadian Agricultural Income Stabilization and considering the establishment of a complementary disaster program framework;
- providing programs and tools that help farmers to manage the risks and impacts associated with wildlife; and
- continuing to ensure program changes remain within the fiscal capacity of the Province.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Level of coverage under business risk management programs	76% of eligible crops are insured under Production Insurance ¹	76%	70% ²	77% EXCEEDED
	85% of B.C. farm cash receipts covered by CAIS Program ^{3,4}	83% ⁵	85% ⁶	74% ⁷ NOT ACHIEVED

Data Source: Ministry of Agriculture and Lands.

¹ Data excludes forage crops.

² Target of 70% represents the national standard for participation.

³ Data excludes supply-managed commodities.

⁴ 2005/06 actual refers to 2004 crop year.

⁵ 2006/07 actual refers to 2005 crop year.

⁶ Target of 85% represents the national standard for the minimum level of coverage.

⁷ 2007/08 actual refers to 2006 crop year.

Discussion of Results

Level of coverage under business risk management programs: These performance measures tracked the extent of coverage provided by the Production Insurance and Canadian Agricultural Income Stabilization programs to reduce the financial impact of uncontrollable risks.

- **The Production Insurance program** helps producers manage uncontrollable losses primarily due to weather such as hail or frost damage. A target of 70 per cent represents the national standard for eligible crops insured under Production Insurance. While this standard has been exceeded by the Ministry in recent years, participation is voluntary and a number of factors such as premium increases, price competition or weather can present a significant challenge to maintaining this level of coverage. The 2007/08 target was exceeded. The high participation rate in this program was largely due to the high uptake from the tree fruit sector.
- **The Canadian Agricultural Income Stabilization program** provides protection for overall income losses such as those caused by increases in input costs or sudden market price declines. The 2007/08 target was not achieved. The significant decline in farm cash receipts in the livestock sector in 2006, particularly the beef sector, had a major impact on level of coverage.

Ministry Response

- **The Canadian Agricultural Income Stabilization program:** The Ministry will continue to promote, deliver and improve national risk management programs and services while working to reduce reliance on income stabilization through strategic investments in innovation and development of new market opportunities. Recent changes in the Canadian Agricultural

Income Stabilization program will offer two new programs, one for investment and one for stabilization — within existing budget allocations.

Performance Results

Performance Measure	2006/07 Actual	2007/08 Target	2007/08 Actual
Processing time for payments of claims under Production Insurance	85% of claims paid within 30 days of finalization ¹	100%	68% NOT ACHIEVED

Data Source: Ministry of Agriculture and Lands.

¹ A claim is considered finalized once a cheque has been produced by the B.C. Ministry of Finance.

Discussion of Results

Processing time for claims under Production Insurance: Studies indicate that timeliness in processing insurance claims is highly important to customer satisfaction. The Ministry has been working to improve its payment processing times for production insurance to ensure farmers do not experience financial hardship as a result of delayed payments. In 2007/08, processing time was tracked in two ways. The Ministry tracked the time taken from the availability of all information needed to prepare the claim until submitted to the Ministry of Finance for payment. Last year, 88 per cent of claims were submitted for payment in under 30 days; however, when including the time required to cut the cheque for the recipient, the result moved from 88 per cent to 68 per cent.

Ministry Response

The Ministry will continue to develop business processes for continuous improvement in the delivery of the Production Insurance program, including processing time for payments of claims.

Objective 1.3: 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 farmland 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.

Strategies

Key strategies for this objective included:

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

Eat BC! Campaign

"One of the best ways to ensure a secure local food supply is by making the conscious effort to purchase B.C. grown food. Our farming community produces over 225 agricultural products, so there is a lot of choice when creating dishes from local foods."

— Minister Pat Bell
Sept. 14, 2007

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of Agricultural Advisory Committees	24	26	27	34 ¹ EXCEEDED

Data Source: Ministry of Agriculture and Lands.

¹ As of March 31, 2008.

Discussion of Results

Number of Agricultural Advisory Committees:

With only 1.5 per cent of British Columbians living on farms (2006), it has become increasingly important for local governments to find ways to keep in touch with their farm and ranch communities, and to facilitate support for the sector. Agricultural advisory committees (AACs) build agricultural awareness in their communities as well as ensuring that policies and development projects consider farmers. AACs promote the preparation and implementation of local agricultural area plans and sector business strategies. The measure provides



an overall indicator of the Ministry success in stimulating local government awareness of and support for farming, and in increasing the value they place in working co-operatively with their agricultural community. In 2007/08, the Ministry exceeded the target: there are now 34 agricultural advisory committees, including one aquaculture committee. This increase is largely due to the success of the existing AACs and their agriculture planning projects. The increase followed the third biennial provincial AAC workshop. The Ministry's participation in and presentation of agricultural topics in relation to area planning at the annual Union of B.C. Municipalities has also contributed to the increase.

The Ministry committed to completing a survey in the *2007/08–2009/10 Service Plan* to gauge public awareness and perceptions of the agriculture industry and its benefits, including government's management of agriculture in B.C. The survey has been completed and the data is currently being analyzed. The Ministry will report out on the results accordingly.

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 agri-food production practices. The Ministry contributed 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 recognizes the benefits of promoting healthy eating and overall societal well-being.

Objective 2.1: 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 critical for reducing environmental risks.



Strategies

Key strategies for this objective included:

- delivering regional and sector programs that promote environmental protection (e.g., environmental farm plans, nutrient management, carcass disposal, aquaculture licensing and compliance, water management);
- ensuring that provincial and multisectoral initiatives consider the needs and interests of the agriculture and aquaculture sector;
- integrating the requirements for water by the agriculture industry into the provincial water strategy;
- quantifying and mitigating the impacts of agricultural practices on water, air and soil quality; and
- continuing to enhance provincewide co-ordination of invasive plant management.

Performance Results

Performance Measure	2006/07 Actual	2007/08 Target	2007/08 Actual
Overall per cent industry compliance with aquaculture licensing and regulatory requirements	99.7% ^{1,2}	94%	99.2% ³ EXCEEDED

Data Source: Ministry of Agriculture and Lands.

¹ 2006/07 actual adjusted since release of 2007/08 – 2009/10 Service Plan. Previously, the 2006/07 actual value of 90% was estimated based on data available at that time. The 2006/07 actual of 99.7% reflects the final value as reported in: *2006 Annual Inspections on Marine Finfish Aquaculture Sites for the 2006 Inspection Cycle*.

² As of Dec. 31, 2006.

³ Estimate — preliminary value based on 2007 calendar year inspections. Final value will be available with the release of the *2007 Annual Inspections on Marine Finfish Aquaculture Sites for the 2007 Inspection Cycle* report.

Discussion of Results

Per cent of industry compliance with aquaculture licensing and regulatory requirements:⁷

The intent of the licensing and regulatory requirements is to ensure that finfish aquaculture operators are demonstrating accountable and environmentally sustainable practices, which include

⁷ In the 2007/08–2009/10 Service Plan, the performance measure was expanded from “per cent compliance with best management practice plans on finfish farms” to “overall industry compliance with aquaculture licensing and regulatory requirements.” The new measure not only measures compliance with best management plans, but also measures against a number of other parameters. This expansion of the measure reflects the government’s commitment to closely monitor aquaculture operations in an open, transparent manner, further supporting a performance-based approach to aquaculture management.

the prevention of finfish escapes to the environment. This measure provides an indication of the overall average of the marine finfish aquaculture industry's level of compliance to the Ministry's aquaculture licensing and regulatory requirements based on a calendar year inspection cycle.

Annual inspections at salmon farms are conducted throughout the calendar year. The data collected during these inspections is compiled at year-end and is reported in the *Annual Inspections on Marine Finfish Aquaculture Sites* report for each annual inspection cycle.

In 2007/08, the main contributing factors to exceeding the Ministry target included:

- With the introduction of the Province's Aquaculture Regulation and the Finfish Aquaculture Waste Control Regulation in 2002, and the continued commitment of the industry to upholding a high level of environmental standards, the Ministry has seen a steady increase in overall industry compliance year-over-year. Industry was fully engaged and responded well to the 2006 annual site inspections which provided companies a better understanding of Ministry expectations.
- A one-day workshop was held by Ministry fish inspection staff. It included farm management reviewing the annual farm inspection checklist and provided the opportunity to address any questions or concerns from the farm site managers. The workshop was well attended and resulted in a greater understanding of the annual inspection process and expectations, contributing to the increased rate of compliance.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of farms with environmental farm plans ¹	364 farms with completed farm plans	1,302	1,500	2,159 ² EXCEEDED
	72 farm plans implemented	325	375	539 ³ EXCEEDED

Data Source: BC Agriculture Council.

¹ The Agricultural Policy Framework agreement, which supported the environmental farm planning program, ended March 31, 2008. Future targets are contingent upon continuing federal-provincial funding, pursuant to the negotiation of the next policy framework (Growing Forward).

² "Program to Date" up to Dec. 31, 2007.

³ Estimated "Program to Date" up to Dec. 31, 2007.

Discussion of Results

Number of farms with Environmental Farm Plans: Environmental farm plans are an indicator of the agricultural sector's willingness to employ beneficial management practices and help farmers to identify environmental risks and benefits from their individual farming operations. Plans are considered completed when a risk assessment of the farm or ranch has been conducted and an action plan for mitigating identified risks has been developed. They are considered implemented once all identified regulatory-mandated risks 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. The program had a slow start in 2005 due to farmer focus shifting towards management of issues related to Bovine Spongiform Encephalopathy (BSE) and avian influenza. This shift resulted in the Ministry not achieving its target in 2005/06. The environmental farm plan program was supported by the Agriculture Policy Framework (APF) ended March 31, 2008, resulting in a significant increase in interest by the sector to complete their plans in order to access the funds that will support improvements that contribute to good environmental practice. The Ministry exceeded the target for the 2007/08 year.

Objective 2.2: 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 co-ordinated 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.

Strategies

Key strategies for this objective included:

- working 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 planning, bio-security plans with poultry industry and CL3 laboratory expansion activities);
- facilitating the development of tracking and traceability systems for food and agriculture sectors, beginning with livestock and poultry sectors;

- improving the capacity to diagnose and respond to disease-causing agents, invasive plants and pests through the plant health initiative;
- in co-operation with the Ministry of Health, the federal government and industry associations, promoting the development and adoption of programs and practices throughout the agriculture value chain that protect against risk to animal and human health;⁸ and
- developing a strategy for the “partners in healthy eating” component of ActNow BC.

Performance Results

Performance Measure	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of national on-farm food safety and quality programs implemented ¹	7	11 ²	14 EXCEEDED

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

¹ The data represents the cumulative number of programs available at March 31, 2008.

² Correction: target was misstated in *2007/08 – 2009/10 Service Plan* at time of printing.

Discussion of Results

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 were funded under the systems development program of the Canadian Food Safety and Quality Program of the Agricultural Policy Framework (APF), which ended March 31, 2008. Adoption of on-farm food safety programs enables B.C. producers to identify and address food safety hazards associated with primary production of livestock and crops, thereby contributing to effective management of human health and food safety risks. Although the APF agreement has ended, the federal government continues to fund national producer organizations to develop on-farm food safety and quality programs. As programs are approved, provincial producer organizations decide to implement them. The Ministry supports implementation of approved programs on B.C. farms to meet the objective of effective management of risks affecting food safety. In 2007/08, incremental growth exceeded that target due to increased industry motivation and the availability of funding to facilitate development.

⁸ This includes Bovine Spongiform Encephalopathy testing for all at-risk (>30 months of age, or showing signs consistent with BSE) B.C. cattle.

Performance Results

Performance Measure	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent compliance with Fish Health Management Plans	100% ¹	100%	100% ² ACHIEVED

Data Source: Ministry of Agriculture and Lands.

¹ As at Dec. 31, 2006. Actual value based on 2006 Fish Health Report.

² Preliminary value as at Dec. 31, 2007. Actual value will be released with the 2007 Fish Health Program Report; value is not expected to change.

Discussion of Results

Per cent compliance with Fish Health Management Plans: All commercial salmon farms are required to have an approved Fish Health Management Plan (FHMP) in place as a condition of their licence. The plan outlines the principles and procedures that finfish operators use at their facilities to reduce the risk of the disease in fish and prevent the spread of disease, including key controls related to bio-security and reporting of fish health events. The Ministry conducts 30 random audits of all active marine salmon farms quarterly to ensure compliance with the Fish Health Management Plans. Further audits are undertaken to monitor sea lice counts and reporting. In addition to Ministry fish health visits, other provincial and federal authorities also regularly visit marine finfish sites. On average, each operational finfish facility is visited at least four times a year by various government representatives. Every marine salmon company, and their respective active sites, is randomly selected for monitoring as part of the Ministry's Fish Health Audit and Surveillance Program (FHASP). Each major company conducts fish health management in accordance with expected guidelines. The 2007/08 target was achieved, all companies are compliant with reporting and communication requirements, and there has yet to be any incident regarding fish health management that required fisheries enforcement in order to achieve compliance. There is presence of an approved fish health management plan for all salmon producing companies. The FHMPs are a living document, and efforts are made annually to review and revise them as our understanding of aquaculture grows.

Performance Results

Performance Measure	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of routine (diagnostic) samples completed within five days	80%	80%	100% EXCEEDED

Data Source: Ministry of Agriculture and Lands.

Discussion of Results

Per cent of routine samples completed within five days: The Ministry's veterinary diagnostic laboratory provides full service diagnostics for all species. The Ministry exceeded the 2007/08 target: 100 per cent of samples in which avian influenza was suspected and all samples submitted for Bovine Spongiform Encephalopathy testing were analyzed and results were reported within 24 hours. Timely processing and reporting is critical to containing potential disease outbreaks. After interim reports are communicated, additional testing will often be carried out. When significant results are determined, the information is immediately communicated to the client; however, the case is not considered "completed" until it has been invoiced.

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.

Crown Land in B.C.

94 per cent of the land in British Columbia is provincial Crown land — two per cent of which is covered by fresh water.

Objective 3.1: 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 with local governments, First Nations and stakeholders, to identify Crown land development opportunities that are socially, economically and environmentally sound.

Strategies

Key strategies for this objective included:

- developing 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;
- continuing to provide support to the Integrated Land Management Bureau and other government partners that provide Crown land services and land-use planning process;
- improving the approach to consultation and accommodation regarding the disposition and administration of Crown land; and
- providing 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 Results

Performance Measure	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of operational policies reviewed and updated	11%	42%	58% EXCEEDED

Data Source: Ministry of Agriculture and Lands.

Discussion of Results

Per cent of 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 use, ranging from wind power to community recreation. The objective of the review is to achieve a co-ordinated and cost-effective policy framework for Crown land administration. The Crown land operational policies managed by the Ministry were reviewed for consistency of standard language, assessment of pricing methodology with the general pricing policy, identification of opportunities for policy harmonization and identification of future internal policy work priorities. The 2007/08 target was exceeded as a result of the review. Changes were made to 15 of 26 — or 58 per cent — of the policies under the Ministry. The changes provide increased assurance that policies meet emerging operational and sector needs.

Objective 3.2: Effective management of high-risk provincial contaminated sites 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 co-ordinates the identification, 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

Key strategies for this objective included:

- remediating high-priority Crown contaminated sites that are the responsibility of the Province;
- identifying potential public-private partnerships to complete the remediation of sites; and
- working with other provincial ministries and agencies to deliver reliable, relevant, accurate and transparent reports of contaminated sites management.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of priority sites for which remediation is underway/completed ¹	18 underway/completed	28 underway/completed	36 underway/completed	48 underway/completed EXCEEDED

Data Source: Ministry of Agriculture and Lands.

¹ Results are cumulative with sites added from one year to the next.

Discussion of Results

Number of priority sites for which remediation is underway/completed.

Progress on remediation minimizes impacts to human health and the environment.

This 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 multiyear exercise, depending on the site size, complexity and regulatory requirements for clean-up. In the past year, 44 sites were underway and two additional priority sites were remediated (Teddy Glacier and Malakwa), bringing the total to four priority sites remediated since the inception of the Crown Contaminated Sites Program. The 2007/08 target was exceeded. The number of candidate sites was purposely doubled for the 2007/08 fiscal year to provide a larger number of sites from which to plan further investigation and remediation activities. As a result, the cumulative total for 2007/08 of sites underway or completed reached 48 compared to the target of 36.

Brownfields

Redevelopment of brownfield sites helps to reduce development pressure on farm and forested land, reduce urban sprawl, improve public and environmental health and safety, increase land values, revitalize communities and renew derelict and underutilized land. The Province is looking at ways to assist developments that emphasize triple-bottom-line outcomes (social, environmental and economic).

Resource Summary 2007/08 — Ministry of Agriculture and Lands

The Resource Summary table below outlines the expenditures by core business area. The summary includes all expenditures for the Ministry of Agriculture and Lands, Integrated Land Management Bureau (ILMB) and the Agricultural Land Commission (ALC).

Core Business Areas	Estimated ¹	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Food Industry Development	18,849	—	18,849	22,342	3,493
Agriculture and Aquaculture Management	10,708	—	10,708	11,227	519
Risk Management	38,129	—	38,129	36,890	(1,239)
Crown Land Administration	38,360	—	38,360	34,167	(4,193)
Executive and Support Services	8,016	—	8,016	8,922	906
Sub-Total	114,062	—	114,062	113,548	(514)
Agricultural Land Commission	2,402	—	2,402	2,402	—
Integrated Land Management Bureau	62,311	4,448	66,759	66,759	—
Crown Land Special Account	80,020	31,501	111,521	111,521	—
Transfer from Crown Land Special Account to General Account	—	(74,209)	(74,209)	(74,209)	—
Production Insurance Special Account (net)	11,500	2,633	14,133	14,133	—
Adjustment of Prior Year's Accrual	—	—	—	(92)	(92)
Total	270,295	(35,627)	234,668	234,062	(606)
Full-time Equivalents (FTEs)					
Food Industry Development	157	—	157	156	(1)
Agriculture and Aquaculture Management	84	—	84	80	(4)
Risk Management	35	—	35	49	14
Crown Land Administration ²	148	—	148	56	(92)
Executive and Support Services	10	—	10	11	1
Sub-Total	434	—	434	352	(82)
Agricultural Land Commission	23	—	23	21	(2)
Integrated Land Management Bureau	363	—	363	533	170
Total	820	—	820	906	86

Core Business Areas	Estimated ¹	Other Authorizations	Total Estimated	Actual	Variance
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Food Industry Development	1,392	—	1,392	1,214	(178)
Agriculture and Aquaculture Management	437	—	437	7	(430)
Risk Management	168	—	168	33	(135)
Crown Land Administration	702	—	702	7	(695)
Executive and Support Services	87	—	87	1,043	956
Sub-Total	2,786	—	2,786	2,304	(482)
Agricultural Land Commission	5	—	5	—	(5)
Integrated Land Management Bureau	6,576	—	6,576	5,473	(1,103)
Total	9,367	—	9,367	7,777	(1,590)

¹ The amounts in the “Estimated” column correspond to the *Estimates* as presented to the legislative assembly in February 2007.

² 98 FTEs were reassigned from Crown Land Administration to the Integrated Land Management Bureau during 2007/08. The FTE actuals reflect this reallocation of resources.

Comments and Explanations

Operating Expenditure Variances

Other Authorizations includes \$2.6 million under statutory authority for the indemnity payments made from the Production Insurance Special Account.

Significant variances of actual expenditures exceeding program budgets includes \$3.5 million in support of the livestock industry (Food Industry Development), \$0.5 million for the Invasive Weed Control program (Agriculture and Aquaculture Management), and \$1.0 million for centralized support costs. These variances are offset by a \$4.2 million net surplus in the Crown Contaminated Sites Program (Crown Land Administration) and \$1.2 million in savings under the Agricultural Policy Framework (Risk Management).

Capital Expenditure Variances

Variances in capital expenditures are mainly due to reallocations of the capital budget between divisions during the fiscal year. This results in overspending in some areas that is offset by underspending in other areas.

Recoveries and Revenue

Through partnerships and other arrangements with various organizations, Ministry Operations provided services and then recovered some or all of its costs. The recoveries amounted to a total of \$19.9 million in 2007/08. Principal items included \$6.3 million in external funding under the Agriculture Policy Framework and \$8.6 million from other provincial ministries in support of the School Fruit and Vegetable Snack Program.

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B.C.'s new Agriculture Plan can be viewed or downloaded at:

www.gov.bc.ca/al