

Sustainable Resource Development

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

[original signed]

Mike Cardinal, *Minister of Sustainable Resource Development*
February 26, 2002

INTRODUCTION

The Ministry of Sustainable Resource Development was created in the spring of 2001 from components of three ministries - Environment; Agriculture, Food, and Rural Development; and Resource Development. In addition to the Department of Sustainable Resource Development, the Ministry includes the Natural Resources Conservation Board, the Surface Rights Board and the Land Compensation Board and the Environmental Protection and Enhancement Fund.

Sustainable Resource Development (SRD) ensures that the values and benefits Albertans receive today from wildlife resources and economic, recreational, cultural and social activities conducted on Alberta's public lands are sustainable for future generations. Working with other Ministries, and within a strategic framework defined by 11 Acts and associated Regulations, SRD develops and implements policies on land use and resource development that respect a dynamic balance among protection, development, access and opportunity.

Pressures on Alberta's landscape are increasing as a result of a vibrant economy, a strong, global energy market and a growing urban population in Alberta. The challenges affecting Sustainable Resource Development's ability to deliver its mandate include:

- ◆ Finding the right dynamic balance among economic, environmental and social values and benefits arising from Alberta's public lands and renewable resources;
- ◆ Accommodating heightened public expectations for sound resource management decision-making;
- ◆ Integrating scientific, technical, social and political considerations into the decision-making framework for resource management; and
- ◆ Integrating and balancing competing resource industry demands and expectations on the landscape to moderate the industrial footprint.

While pressures on Alberta's landscape lead to the preceding challenges, they also provide the Ministry with opportunities to look for new and innovative ways of providing services and delivering programs. Within the context of the 2002/05 business plan, the Ministry will be exploring innovative approaches to delivering its services to industry, government and citizens.

VISION

Alberta's public lands, forest, rangelands, fish and wildlife resources are managed within a policy, administrative and regulatory framework that benefits both present and future Albertans.

MISSION

To ensure the sustained contribution of benefits to Albertans from Alberta's public land and wildlife resources.

DEPARTMENT CORE BUSINESSES

The mandate of SRD broadly encompasses the Government's three core businesses of People, Prosperity and Preservation. The Department concentrates on five core businesses to achieve its mission of sustaining the benefits Albertans receive from public land and wildlife resources.

- ◆ **Forest Protection** - focussed on protecting the multiple values received from forests within the Forest Protection Area of the province by working cooperatively with municipalities, industry, and other stakeholders.
- ◆ **Forest Land and Resource Management** - focussed on managing Alberta forests and forest benefits to support a full range of uses and values, including timber production, wildlife habitat and recreational uses.
- ◆ **Fish and Wildlife Management** - focussed on managing Alberta's fish and wildlife resources to preserve their intrinsic value to the environment as well as their recreational and economic importance to Albertans.
- ◆ **Rangeland Management** - focussed on managing Alberta public rangelands to support a full range of uses and values that include: livestock grazing, recreational use, and wildlife habitat.
- ◆ **Land Use Disposition Management** - focussed on ensuring that dispositions are efficiently and effectively managed to ensure balanced use and stewardship of Alberta's public lands.

FOREST PROTECTION

Goal: Protect Alberta's forests and forest communities by preventing and suppressing wildfires.

Objectives

- ◆ **Prevention** - Keep the number of human-caused fires within the Forest Protection Area from increasing, despite population growth and escalating fire start potential.
- ◆ **Detection** - Rapidly detect and promptly report all wildfires occurring within the Forest Protection Area.
- ◆ **Initial Response** - Ensure timely and effective initial attack strategies for reported wildfires.
- ◆ **Containment** - Quickly contain and suppress escaped wildfires occurring within the Forest Protection Area to minimize fire losses.

RELATIONSHIP TO GOVERNMENT BUSINESS PLAN

This core business supports the following goals of the Government's Business Plan:

- ◆ Goal #6 - The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.
- ◆ Goal #15 - Alberta will be a safe place to live and raise families.
- ◆ Goal #16 - Alberta's renewable natural resources will be sustained.

FOREST LAND AND RESOURCE MANAGEMENT

Goal: Enhance the economic, environmental and social contributions of Alberta's forests and forest lands to Albertans.

Objectives

- ◆ Provide a clear, balanced approach to forest management through a forestry policy, legislative and regulatory framework that maximizes the benefits Albertans accrue from forests and forest lands.
- ◆ Encourage sustainable forest management through adaptive forest management planning and practices by government and industry.
- ◆ Protect Alberta's forests from insect, disease and weed pests through effective detection and management strategies that recognize shared responsibility with industry, municipal and federal governments.
- ◆ Increase the value of forest products produced from Alberta's forest resource through:
 - ◆ Unleashing innovation;
 - ◆ Competing in the global marketplace;
 - ◆ Leading in learning; and
 - ◆ Strengthening Alberta's economy.

RELATIONSHIP TO GOVERNMENT BUSINESS PLAN

This core business supports the following goals of the Government's Business Plan:

- ◆ Goal #6 - The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.
- ◆ Goal #7 - Alberta will have a prosperous economy.
- ◆ Goal #9 - Alberta businesses will be increasingly innovative.
- ◆ Goal #10 - Alberta's value-added industries will lead economic growth.
- ◆ Goal #14 - Alberta businesses will increase exports.
- ◆ Goal #16 - Alberta's renewable natural resources will be sustained.

FISH AND WILDLIFE MANAGEMENT

Goal: Enhance the economic, environmental and social contributions of Alberta's fish and wildlife resources to Albertans.

Objectives

- ◆ Provide a clear, balanced approach to fish and wildlife management through a fish and wildlife policy, legislative and regulatory framework that maximizes the benefits Albertans receive from these resources.
- ◆ Sustain the recreational enjoyment of fish and wildlife resources with appropriate allocation and licensing decisions.
- ◆ Mitigate and reduce negative interactions between wildlife and humans.
- ◆ Partner with Aboriginal communities to sustain traditional uses of fish and wildlife resources.
- ◆ Maintain up-to-date management plans for all game species and species at risk to ensure decision-making enhances the contribution of these resources to Albertans.

- ◆ Encourage sustainable fisheries by improving
 - ◆ the viability of the commercial fishing industry;
 - ◆ habitat maintenance and restoration;
 - ◆ the fish stocking system; and
 - ◆ management information.

RELATIONSHIP TO GOVERNMENT BUSINESS PLAN
<p>This core business supports the following goals of the Government's Business Plan:</p> <ul style="list-style-type: none"> ◆ Goal #7 - Alberta will have a prosperous economy. ◆ Goal #16 - Alberta's renewable natural resources will be sustained. ◆ Goal #17 - The high quality of Alberta's environment will be maintained or enhanced. ◆ Goal #18 - Albertans will have the opportunity to enjoy the province's natural, historical and cultural resources.

RANGELAND MANAGEMENT

Goal: Enhance the economic, environmental and social contributions of Alberta's rangelands to Albertans.

Objectives

- ◆ Provide a clear, balanced approach to rangeland management through a rangeland management policy, legislative and regulatory framework that maximizes the benefits Albertans accrue from public rangelands.
- ◆ Ensure that Alberta's livestock industry has access to long-term, secure public rangeland grazing.
- ◆ Support sustainable range management practices and decisions through coordinated inventories, knowledge transfer and applied research programs.
- ◆ Encourage good stewardship practices by monitoring utilization of public rangelands.
- ◆ Manage public rangelands in a manner that supports the co-existence of multiple uses and resource values.

RELATIONSHIP TO GOVERNMENT BUSINESS PLAN
<p>This core business supports the following goals of the Government's Business Plan:</p> <ul style="list-style-type: none"> ◆ Goal #7 - Alberta will have a prosperous economy. ◆ Goal #16 - Alberta's renewable natural resources will be sustained. ◆ Goal #17 - The high quality of Alberta's environment will be maintained or enhanced.

LAND USE DISPOSITIONS MANAGEMENT

Goal: Optimize the long-term benefits (environmental, social and economic) that Albertans receive from public lands through effective, efficient disposition management.

Objectives

- ◆ Provide an integrated, balanced approach to land use through a land management policy, legislative and regulatory framework that maximizes the long-term benefits Albertans accrue from public lands.
- ◆ Encourage sustainable land use practices through integrated land use planning by government and industry.
- ◆ Ensure dispositions for the use of public lands are issued in a timely, effective manner with the appropriate and relevant conditions.

RELATIONSHIP TO GOVERNMENT BUSINESS PLAN

This core business supports the following goals of the Government's Business Plan:

- ◆ Goal #7 - Alberta will have a prosperous economy.
- ◆ Goal #16 - Alberta's renewable natural resources will be sustained.
- ◆ Goal #17 - The high quality of Alberta's environment will be maintained or enhanced.

MINISTRY SUPPORT SERVICES

Goal: Foster effective and affordable support services that enable the Ministry to deliver its mandate and continually improve its performance.

Objectives

- ◆ Reduce the Ministry's administrative and information technology costs through the use of the Alberta Corporate Service Centre.
- ◆ Align the Ministry's information technology strategy with the Government's technology strategy.
- ◆ Align staff learning and development opportunities with the Government's goals and priorities.
- ◆ Plan for leadership succession and enhance leadership capacity at all levels, while meeting organizational requirements.
- ◆ Compose a Business Resumption Plan outlining the Ministry's role in providing essential services during different emergency situations as well as describing procedures for ensuring the well-being and productivity of staff after an emergency or disaster.

CROSS-MINISTRY INITIATIVES

The mandate of the Ministry of Sustainable Resource Development can only be accomplished through effective partnerships and integrated delivery with other Ministries.

Aboriginal Policy Initiative

Objective: Increase the participation by Aboriginal people in the Alberta economy.

Four of the core businesses of SRD directly or indirectly support the achievement of this objective. Aboriginal people's participation in resource-based economic activities is encouraged through fire-fighting training as well as employment and business opportunities; forest community timber programs; as well as integrated resource planning and consultation on Alberta's public lands and wildlife resources.

Economic Development Strategy

Objectives: Continue to implement Alberta's economic strategy as outlined in *"Get Ready Alberta"*.

Develop a broadly based versatile economy by further diversifying Alberta's economic sectors.

A collaborative approach to regional economic development that builds on regional goals, priorities and strengths

All of the core businesses of SRD directly or indirectly support the achievement of these objectives. SRD demonstrates its commitment to the goals and objectives of the Economic Development Strategy by encouraging the use of new technologies in resource-based industries; the growth in value of manufactured forestry products shipments; and the development of regional strategic frameworks that build on regional goals, priorities, and strengths.

Sustainable Development Strategy

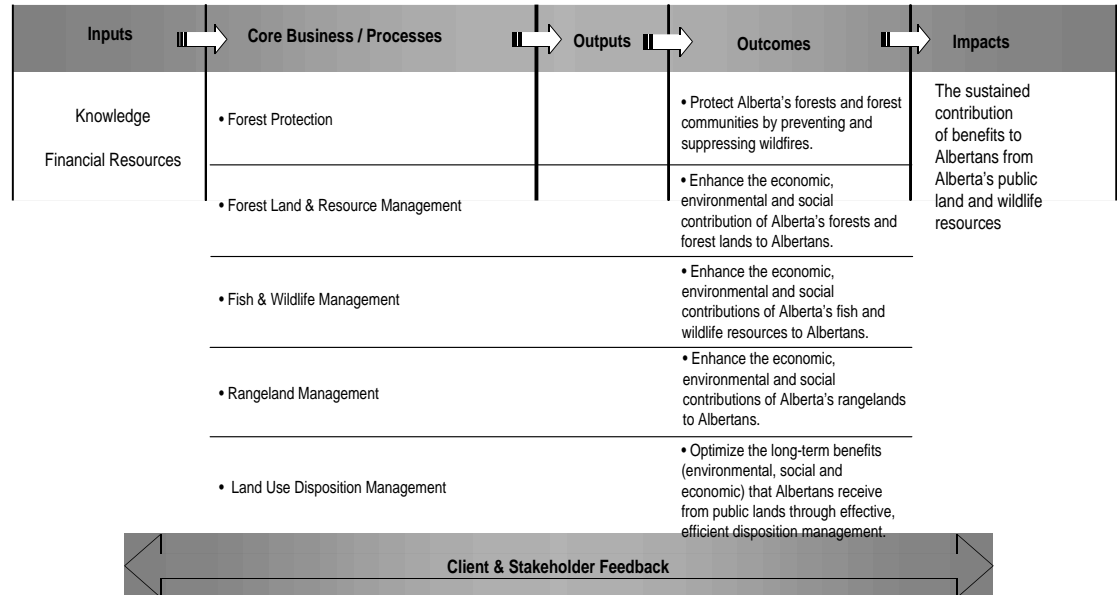
Objectives: To acknowledge, pursue, and reflect the province's commitment to sustainable resource and environmental management in policies, legislation, programs and day to day activities.

All of SRD's core businesses directly or indirectly support the achievement of this objective. SRD reflects its commitment to the goals and objectives of *Alberta's Commitment to Sustainable Resource and Environmental Management* by ensuring public lands and renewable resources are managed to sustain their economic, social, and environmental values and benefits for future generations. This commitment is reflected in the management of renewable resources for long-term viability; protection of forested areas and species diversity; recognition of the interdependent status of public lands and renewable resources; and the management of resources to reflect multiple uses and values.

PERFORMANCE MANAGEMENT FRAMEWORK

As a new ministry, the performance management framework for SRD is under development and will be implemented in a staged approach according to core business. Figure 1 outlines the performance management framework that will be used to develop SRD's framework. The program logic model approach highlights the relationship between desired impact, inputs, core businesses, outputs, and outcomes.

Figure 1: Program Logic Model - - *linking what we do to why we do it*



Output measures reflect directly on the performance of the department. These measures are essential to management decision-making. Through department initiatives and activities, specific results (outputs) are achieved that in turn contribute to the desired impact.

Outcome measures reflect changes in the state of the world (external to the Ministry) toward the desired goal or impact. While these changes may not be entirely attributable to the Ministry's activities, these changes do bridge the relationship between Ministry's activities and the desired impact.

The relationship between these indicators and the goals, inputs, and core businesses will be described in the Ministry's annual reports.

GOAL 1: Protect Alberta's forests and forest communities by preventing and suppressing wildfires

OUTCOME MEASURES

	Actual 1999	Actual 2000	Forecast 2001	Target 2002-05*
1. Prevention				
Number Of Human-Caused Fires Within Alberta's Forest Protection Area	273	209	296	< 300
Number Of Industry-Caused Fires	107	79	106	< 60

*The department is targeting to normalize and eventually reduce the annual number of fires.

OUTPUT MEASURES

	Actual 1999	Actual 2000	Forecast 2001	Target 2002-05
2. Detection				
Percentage Of				
Wildfires Detected At				
0.1 Hectares Or Less				
In Size				
By Lookout Towers	65%	83%	86%	85%
By Air	72%	85%	77%	85%
Percentage Of				
Detected Wildfires				
Reported Within				
5 Minutes Or Less				
By Lookout Towers	90%	88%	90%	90%
By Air	93%	98%	96%	90%
3. Response				
Percentage Of Wildfires Actioned Before They Reach 2.0 Hectares In Size	85%	87%	92%	90%
4. Containment and Suppression				
Percentage Of Wildfires Contained At 4.0 Hectares Or Less In Size	85%	88%	92%	90%
Percentage Of Wildfires Contained Within The First Burning Period	80%	89%	92%	85%

Note: Performance data for forest protection is based on the April 1 to October 31 period.

GOAL 2: Enhance the economic, environmental and social contributions of Alberta's forests and forest lands to Albertans.

OUTCOME MEASURES

	Actual 1999	Actual 2000	Forecast 2001	Target 2002-05
Timber Sustainability*				
Annual Allowable Cut (in million cubic metres)	23	24	N/A	23
Harvest (in million cubic metres)	17	18	N/A	17
Gap (in million cubic metres)	6	6	6	6

* This measure is under review. Data is calculated as a five-year rolling average, based on the timber year (May to April). There is a one-year delay in the reporting of this data. NA=Not Available

GOAL 3: Enhance the economic, environmental and social contributions of Alberta's fish and wildlife resources to Albertans.

OUTCOME MEASURE			
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	Actual 1999	Actual 2000	Target 2005
Species at Risk*			
Percentage Of Species At Risk	2.00%	1.44%	< 5.00%

*This measure is under review. New data will not available until 2005.

GOAL 4: Enhance the economic, environmental and social contributions of Alberta's rangelands to Albertans.

OUTCOME MEASURE				
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	Actual 1999-00	Actual 2000-01	Forecast 2001-02	Target 2002-05
Range Sustainability*				
Percent Utilization Of Allocated Grazing Capacity	84%	84%	84%	80-100%

*This measure is under review.

GOAL 5: Optimize the long-term benefits (environmental, social and economic) that Albertans receive from public lands through effective, efficient disposition management.

OUTPUT MEASURES				
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	Actual 1999-00	Actual 2000-01	Forecast 2001-02	Target 2002-05
Timely, Efficient Disposition Decisions*				
Average Number Of Working Days For Completion Of Industrial Dispositions	14	15	15	< 15
Average Number Of Working Days For Completion Of Geophysical Approvals	6	6	8	< 10
Percentage Of Active Industrial Dispositions Subject To Area Operating Agreements (Green & White Area)	16%	14%	18%	35%

* This measure is under review. Performance measures forecasts and targets assume a constant number of disposition requests each year.

NATURAL RESOURCES CONSERVATION BOARD (NRCB)

Established in 1991, the NRCB supports the vision and mission of the Ministry by conducting independent, open and impartial public reviews of projects that will or may affect the natural resources of Alberta. Potential projects that may be reviewed by the Board include: forest industry projects; recreation and tourism developments; metallic and industrial mineral projects; and water management projects. Effective January 2002, the NRCB's mandate will expand to include the regulation of new or expanding confined livestock feeding operations (CFOs).

GOALS AND PERFORMANCE MEASURES

The NRCB's key goals for the 2002-05 business planning cycle include:

- ◆ Provide timely and credible project reviews under its original and new mandate;
- ◆ Reduce conflicts by employing alternative dispute resolution mechanisms prior to conducting formal public reviews; and
- ◆ Develop and implement a system for compliance or enforcement in regard to CFOs.

In its own business plan for 2002-2005, the Board has described its goals and a set of performance measures. These performance measures are expected to evolve through the remainder of the planning period as the Board gains a better understanding of its new responsibilities for CFOs.

This board's roles, responsibilities, duties, functions, policy directions, and performance expectations will be outlined in a memorandum of understanding (MOU) between the minister and the board.

SURFACE RIGHTS AND LAND COMPENSATION BOARDS

The Surface Rights Board (SRB) is an arbitration board with four areas of responsibility:

- ◆ Issuing Right of Entry Orders for oil and gas activity, power and telephone lines;
- ◆ Determining compensation for a right of entry and reviewing rents every five years for Right of Entry Orders and Surface Leases;
- ◆ Settling disputes and determining compensation for damages to the land of the leased or right of entry area; and
- ◆ Recommending payments by the Minister of Finance where the operator defaults.

The Land Compensation Board is responsible for initiating and implementing Board policies, initiating legislative changes, and formulating rules of procedure for situations where a landowner's property must be expropriated by the crown.

A memorandum of understanding (MOU) will be established to outline these boards' roles, responsibilities, duties, functions, policy directions, and performance expectations. Expectations regarding accountability documents, such as the boards' business plans, budgets, financial statements, and annual reports, will also be described.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Forest Protection	117,145	74,461	173,988	70,247	70,202	70,202
Forest Land and Resource Management	26,549	33,726	26,802	29,033	29,385	29,385
Fish and Wildlife Management	37,418	40,110	39,429	37,205	37,556	37,556
Range Land Management	13,463	10,078	9,845	10,317	10,317	10,317
Land Use Disposition Management	27,696	30,632	32,813	31,498	31,849	31,849
Surface Rights and Land Compensation Boards	2,525	1,785	2,285	1,865	1,865	1,865
Natural Resources Conservation Board	1,113	1,773	2,352	2,902	2,726	2,726
Ministry Support Services	10,235	9,584	9,489	12,053	11,953	11,953
Environment Statutory Programs	3,812	7,500	5,250	7,250	3,850	3,850
MINISTRY EXPENSE	239,956	209,649	302,253	202,370	199,703	199,703

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Transfers from Government of Canada	9,225	1,614	3,058	2,026	2,026	2,026
Investment Income	5,031	5,939	5,889	6,810	6,910	7,110
Premiums, Fees and Licences	120,860	134,489	114,412	102,845	112,147	117,155
Other Revenue	6,168	6,430	5,288	7,533	4,144	4,144
MINISTRY REVENUE	141,284	148,472	128,647	119,214	125,227	130,435
EXPENSE						
Program						
Forest Protection - Base	62,861	62,461	94,988	58,247	58,202	58,202
Forest Protection - Extended	54,284	12,000	79,000	12,000	12,000	12,000
Forest Land and Resource Management	26,549	33,726	26,802	29,033	29,385	29,385
Fish and Wildlife Management	37,418	40,110	39,429	37,205	37,556	37,556
Range Land Management	13,463	10,078	9,845	10,317	10,317	10,317
Land Use Disposition Management	27,696	30,632	32,813	31,498	31,849	31,849
Surface Rights and Land Compensation Boards	2,525	1,785	2,285	1,865	1,865	1,865
Natural Resources Conservation Board	1,113	1,773	2,352	2,902	2,726	2,726
Ministry Support Services	8,041	8,529	8,434	10,998	10,898	10,898
Valuation Adjustments and Other Provisions	2,194	1,055	1,055	1,055	1,055	1,055
Environment Statutory Programs	3,812	7,500	5,250	7,250	3,850	3,850
MINISTRY EXPENSE	239,956	209,649	302,253	202,370	199,703	199,703
Gain (Loss) on Disposal of Capital Assets	1,792	2,320	309	4,000	4,000	4,000
NET OPERATING RESULT	(96,880)	(58,857)	(173,297)	(79,156)	(70,476)	(65,268)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	141,284	148,472	128,647	119,214	125,227	130,435
<i>Inter-ministry consolidation adjustments</i>	(112)	(67)	(376)	(4,067)	(4,067)	(4,067)
Consolidated Revenue	141,172	148,405	128,271	115,147	121,160	126,368
Ministry Expense	239,956	209,649	302,253	202,370	199,703	199,703
<i>Inter-ministry consolidation adjustments</i>	(3,924)	(11,567)	(5,626)	(11,317)	(7,917)	(7,917)
Consolidated Expense	236,032	198,082	296,627	191,053	191,786	191,786
Gain (Loss) on Disposal of Capital Assets	1,792	2,320	309	4,000	4,000	4,000
<i>Inter-ministry consolidation adjustments</i>	-	(2,320)	(309)	(4,000)	(4,000)	(4,000)
CONSOLIDATED NET OPERATING RESULT	(93,068)	(49,677)	(168,356)	(75,906)	(70,626)	(65,418)

