



RECEIVED
PROV. AGRICULTURAL APR 03 2017
LAND COMMISSION

MAR 29 2017

File: 0280-30

Ref: 185810

Frank Leonard
Chair
Provincial Agricultural Land Commission
133 - 4940 Canada Way
Burnaby BC V5G 4K6

Dear Mr. Leonard:

Re: 2017/18 Letter of Expectations between the Minister of Agriculture and the Chair of the Agricultural Land Commission

This Letter of Expectations confirms your organization's mandate, provides government's annual strategic direction and sets out key performance expectations for the 2017/18 fiscal year.

On behalf of the Province of British Columbia (B.C.), thank you for your leadership on the following achievements the Agriculture Land Commission (ALC) made over the past year:

- Demonstrating your accountability to taxpayers through timely reporting with the Deputy Minister on the performance indicators and targets outlined in the 2016/17 Letter of Expectations.
- Further increasing your accountability by making compliance and enforcement information more easily accessible to the public, and developing and implementing well-defined internal guidelines and hiring sufficient staff to meet the guidelines effectively.
- Demonstrating a strong performance on improving client service with timely processing of applications and communicating decisions to applicants based on expected application timelines. In particular, congratulations on your achievement of clearing the backlog of applications received in previous years.
- Continuing to improve service by completing a user experience survey with applicants, intended to determine the impact of the client service delivery improvements since April 2016.
- Demonstrating effective communication with local governments by completing the first annual local government survey intended to seek feedback and identify areas to enhance collaboration and communication.

.../2

- Improving client service to taxpayers by recommending a policy approach for government to consider how best to ensure that the ALC's decisions result in a no net loss to agriculture in B.C.
- Fostering a culture of cost-consciousness by developing a methodology to measure cost-of-service.

B.C.'s Corporate Governance Framework takes a principles-based approach in providing direction for effective governance of ministries and Public Sector Organizations (PSOs). Since June 2014, the Taxpayers Accountability Principles (TAP) have provided guidance to ensure that the actions taken and services provided strengthen accountability and promote cost control while meeting the public policy objectives established by government on behalf of the citizens of B.C.

It is critical that public sector organizations operate as efficiently as possible, in order to ensure British Columbians are provided with effective services at the lowest cost possible. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient delivery of services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. This is critical to government's commitment to control spending and balance the budget. Government is also making open information a priority across the public sector to enhance government transparency and accountability in the use of public resources, the delivery of programs and public services.

Government has reconfirmed the following purposes for the ALC under the *Agricultural Land Commission Act*:

- to preserve agricultural land;
- to encourage farming on agriculture land in collaboration with other communities of interest;
- to encourage local governments, first nations, the government and its agents to enable and accommodate farm use of agricultural land and uses compatible with agriculture in their plans, bylaws and policies;

To meet the expectations based on the TAP, the ALC is directed to take the following strategic actions:

- Fully participate with the Deputy Minister through 2017/18 in implementing the TAP action plan (see attached), including quarterly meetings with the Deputy Minister and bi-annual meetings with the Minister, to monitor and report against the expectations and targets.
- By June 30, 2017, develop and present a plan to respond to any issues that were identified through the analysis of the 2016/17 local government survey.
- By March 31, 2018, report on cost-of-service, using the methodology developed in 2016/17, and identify trends and issues by March 31, 2018.
- By January 31, 2018, report on all compliance and enforcement activities identifying common issues and typical complaints and referrals, inspections in response, issues and proposed solutions.
- By September 30, 2017, improve the Online Application System by:

- ensuring that any citizen is able to track the progress of any application received by the ALC;
- posting all ALC decisions online within five business days of the decision being made; and,
- ensuring that the results of decisions are accessible, and easy for the viewer to read.
- By September 30, 2017, identify strategies to reduce the high incidence of applications that are submitted with deficient information.

The ongoing culture shift to principled public sector governance remains a priority for government. PSOs are expected to undertake more comprehensive professional development to enhance orientation of their board members and senior executives. Government will be providing programming and resources designed to complement components of orientation to ensure understanding of the accountabilities and expectations of public sector boards and organizations. For detailed information about TAP directives, please refer to the following link: [Taxpayer Accountability Principles](#).

Government is committed to continue to revitalize the relationship between Government and PSOs. This strong focus on increased two-way communication supports and ensures a common understanding of Government's expectations. Timely communication of emerging issues which may affect the business of the ALC and/or the interests of government is critical to building trust and the effective delivery of public services, including information on any risks to achieving financial forecasts and performance targets. With the TAP embedded in the Annual Service Plans and Reports, this will support board chairs in assessing and communicating the organization's overall performance.

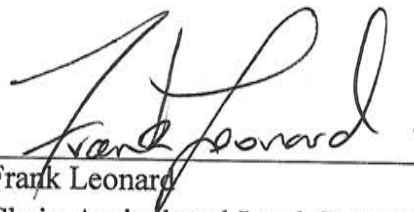
In addition, it is expected that your organization will continue to be diligent in ensuring familiarity with and adherence to statutory obligations and policies that have broad application across the public sector. Please refer to the following link for a summary of these accountabilities: [Crown Accountabilities](#)

Each board member is required to acknowledge the direction provided in the Letter of Expectations by signing this letter. The Letter of Expectations is to be posted publicly on your organization's website, and a copy signed by all board members provided to the ministry and made available to the public upon request.

I look forward to our regular meetings focusing on strategic priorities, performance against TAPs, and working together to protect the public interest at all times.



Honourable Norm Letnick
Minister of Agriculture



Frank Leonard
Chair, Agricultural Land Commission

MAR 29 2017

Date

Date

pc: Honourable Christy Clark, Premier
Office of the Premier

Kim Henderson, Deputy Minister to the Premier and Cabinet Secretary
Office of the Premier

Athana Mentzelopoulos, Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Derek Sturko, Deputy Minister
Ministry of Agriculture

Cheryl Wenezenki-Yolland, Associate Deputy Minister
Ministry of Finance

Kim Grout, Chief Executive Officer
Agricultural Land Commission

William Zylmans, Vice Chair, South Coast Panel
Agricultural Land Commission

Linda Michaluk, Vice Chair, Island Panel
Agricultural Land Commission

Gerald Zimmermann, Vice Chair, Okanagan Panel
Agricultural Land Commission

Sharon Mielnichuk, Vice Chair, Kootenay Panel
Agricultural Land Commission

Richard Mumford, Vice Chair, Interior Panel
Agricultural Land Commission

Dave Merz, Vice Chair, North Panel
Agricultural Land Commission

Attachments:

1. Taxpayer Accountability Principles Action Plan

TAXPAYER ACCOUNTABILITY PRINCIPLES ACTION PLAN		
ACTION	AGRI	ALC
1. Principles form the basis of a government strategic mandate orientation for all ministers, public sector board members, deputy ministers and CEOs. The orientation will promote understanding of the principles and will be the signed by the participants.	Primary Responsibility	Secondary Responsibility
2. Government will provide guidance to public sector entities on standards of conduct, from which public sector organizations will develop comprehensive codes of conduct that will apply throughout their organization.	Secondary Responsibility	Primary Responsibility
3. All public sector boards will receive new mandate letters from their minister responsible annually. All board members will sign the mandate letter and the letters will be posted publicly, enhancing their accountability to government's strategic mandate.	Primary Responsibility	Secondary Responsibility
4. An annual Chair/CEO report letter with respect to the organization's performance concerning the mandate letter expectations to be established as a new accountability requirement.	Secondary Responsibility	Primary Responsibility
5. Regular meetings will be required between ministers and board chairs, and deputy ministers and CEOs that focus on performance against the taxpayer accountability principles, results and strategic decision making.	Primary Responsibility	Secondary Responsibility
6. Ministries, in collaboration with the organization, will develop an evaluation plan with specific efficiency and performance measures as determinants of the organization's health and performance, against the taxpayer accountability principles, which could include annual feedback from government.	Primary Responsibility	Secondary Responsibility