
New Direction for Strategic Land Use Planning in BC

**Initiating Planning Projects
and Developing a Business Case:
Policies and Procedures**



**Integrated Land Management Bureau
Ministry of Agriculture and Lands**

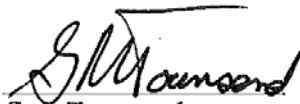
December 11, 2007

**New Direction for Strategic Land Use Planning in BC
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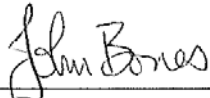
Date reviewed and endorsed by ADMCILM:

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Gary Townsend
ADM – Regional Client Services Division
Integrated Land Management Bureau

Jan 14, 2008
Date Signed



John Bones
ADM – Strategic Initiatives Division
Integrated Land Management Bureau

Dec. 20 / 07
Date Signed



Grant Parnell
ADM – Crown Land Administration Division
Ministry of Agriculture and Lands

Dec 11 / 07.
Date Signed

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1.0 WHY THIS POLICY?

In December 2006 the Integrated Land Management Bureau (ILMB) announced a *New Direction for Strategic Land Use Planning in BC*. This *New Direction* outlines a vision for the ILMB planning program that is “flexible and responsive to current and emerging government goals and priorities, including its commitment to a New Relationship with First Nations”.

Emerging from the *New Direction* are some key principles and criteria for the initiation of new planning projects.

- Planning projects must be focused on priority issues, and initiated only where required to:
 - i.) address major emerging land use conflicts or competition among different user groups;
 - ii.) identify economic opportunities and constraints associated with public lands and resources;
 - iii.) address First Nations opportunities, constraints, values and interests, or
 - iv) give legal effect to products of strategic plans through FRPA, the Land Act or other statutes.
- All planning projects must be supported by a strong business case.
- All planning projects require the endorsement of the ILMB Board of Directors prior to initiation.

This document outlines policies and procedures for the initiation of planning projects consistent with the *New Direction*. It includes procedures for requesting, evaluating and approving projects, as well as guidance for the development of a business case - a requirement for all new projects.

2.0 POLICY OBJECTIVES

The overriding objective of this policy is to bring increased rigour, clarity and accountability to decision processes used to allocate ILMB strategic planning resources. The intent is to ensure that ILMB resources and services are focused on the highest priority issues across all its client agencies, and are employed on projects that are supported by a strong business case.

The policies and procedures outlined in this report are intended to apply to all types of planning projects undertaken by ILMB¹, including:

- 1) New Strategic Land and Resource Plans, including First Nations planning initiatives;
- 2) Establishment and Amendment of Legal Objectives;
- 3) Plan Amendments, and;
- 4) Plan Monitoring Projects.

A brief description of each type of planning project is provided in Appendix A. It should be noted that there are some types of strategic plans that may be developed by agencies other than ILMB, and do not require the resources, services or engagement of ILMB (for example, Water Allocation Plans developed by the Ministry of Environment). If ILMB resources are not required, project proponents will not be required to follow the procedures outlined in this document for the initiation of new plans (although they may elect to do so).

¹ With the exception of some minor projects, such as administrative revisions to a plan that can be carried out by ILMB staff with limited need for resources or consultation.

3.0 PROCEDURES FOR INITIATING PLANNING PROJECTS

3.1 Assessing the Required Level of Decision-Making for Initiating Planning Projects

ILMB planning projects can be highly variable in scope, complexity, resourcing requirements, risks and socio-economic impacts. In order to determine the appropriate level of decision-making required to initiate a planning project, all proposals should be assessed to determine whether they fall into *Category A* (high complexity) or *Category B* (low to moderate complexity), based on the criteria outlined in Table 1 below.

Category A projects will require the approval of the Assistant Deputy Minister’s Committee on Integrated Land Management (ADMCILM) at a minimum, and possibly higher levels of executive or Cabinet if so determined by ADMCILM. Some *Category A* projects may also require a mandate from Cabinet for specific aspects of the project (e.g. approval for new protected areas or compensation). For such projects, a business case should first be approved by ADMCILM and then a cabinet submission may be prepared to seek a decision on the specific items requiring Cabinet approval.

Category B projects may be approved for initiation at a regional level, by the regional Inter-Agency Management Committee (IAMC) or an associated Managers Committee if they have been delegated this authority by the IAMC. It is anticipated that the majority of planning projects will fall into *Category B*, and can be approved at a regional level.

Table 1: Criteria for Assessing the Level of Decision-Making Required for the Initiation of Projects

Criteria	Level of Decision-Making Required for Project Initiation	
	ADMCILM (and above) (Category A Projects)	IAMC (Category B Projects)
Political Profile	Moderate-high potential for elevated political profile. Possibility of international profile	Low-moderate potential for elevated political profile.
Resources required for project (including implementation)	High level of resources required. Cannot be resourced regionally.	Low to moderate resources required. Can be resourced regionally.
Complexity of resource issues and potential for conflict	High complexity. Multiple resource values/uses with high potential for conflict.	Low to moderate complexity. Could range from single to multiple resource values/uses with low to moderate potential for conflict.
Social Choice / Socio-economic and Environmental Implications	Significant social choice decisions with moderate to significant potential for socio-economic and environmental impacts.	Limited social choice decisions, with low to moderate potential for socio-economic and environmental impacts.
Level of First Nations Engagement	Significant First Nations interest. High risk of not fully engaging affected First Nations	First Nations fully engaged and/or low to moderate First Nations interest in the plan area
Support of other government agencies	Planning process not fully supported and/or cannot be adequately resourced	Planning process and implementation supported and resources committed

Table 1 Continued

Criteria	Level of Required Decision-Making	
	ADMCILM (and above) (Category A)	IAMC (Category B)
Examples of the Types of Projects Approved	<ul style="list-style-type: none"> ▪ Regional or Sub-regional level SLRPs (formerly LUPs and LRMPs) ▪ First Nation’s planning initiatives that require a mandate (e.g. PA budget, compensation budget) and/or may have significant implications beyond current management ▪ Major plan amendments 	<ul style="list-style-type: none"> ▪ Crown land allocation plans ▪ OGMA/biodiversity plans ▪ Landscape level or sub-regional level SLRPs (formerly SRMPs) ▪ Legal objectives resulting from SLRP’s ▪ Minor plan amendments ▪ Plan monitoring projects

3.2 Steps for Initiating Planning Projects

The steps for attaining approval to initiate a planning project are outlined below, and illustrated in Figure 1. All projects must proceed through the first six steps, while only Category A projects are required to proceed through steps seven and eight.

Project proposals should be developed coincident with ILMB’s annual business planning cycle, to allow for concurrent review of all potential projects and identification of priorities for the upcoming fiscal year for funding submissions. However, it is recognized that some project requests will be received throughout the year and will require review and consideration outside of the business planning cycle. In these cases, proposed projects must be considered in view of existing commitments and the need to reallocate resources if new projects are initiated with limited resources.

Step One: Planning Project Identification / Request

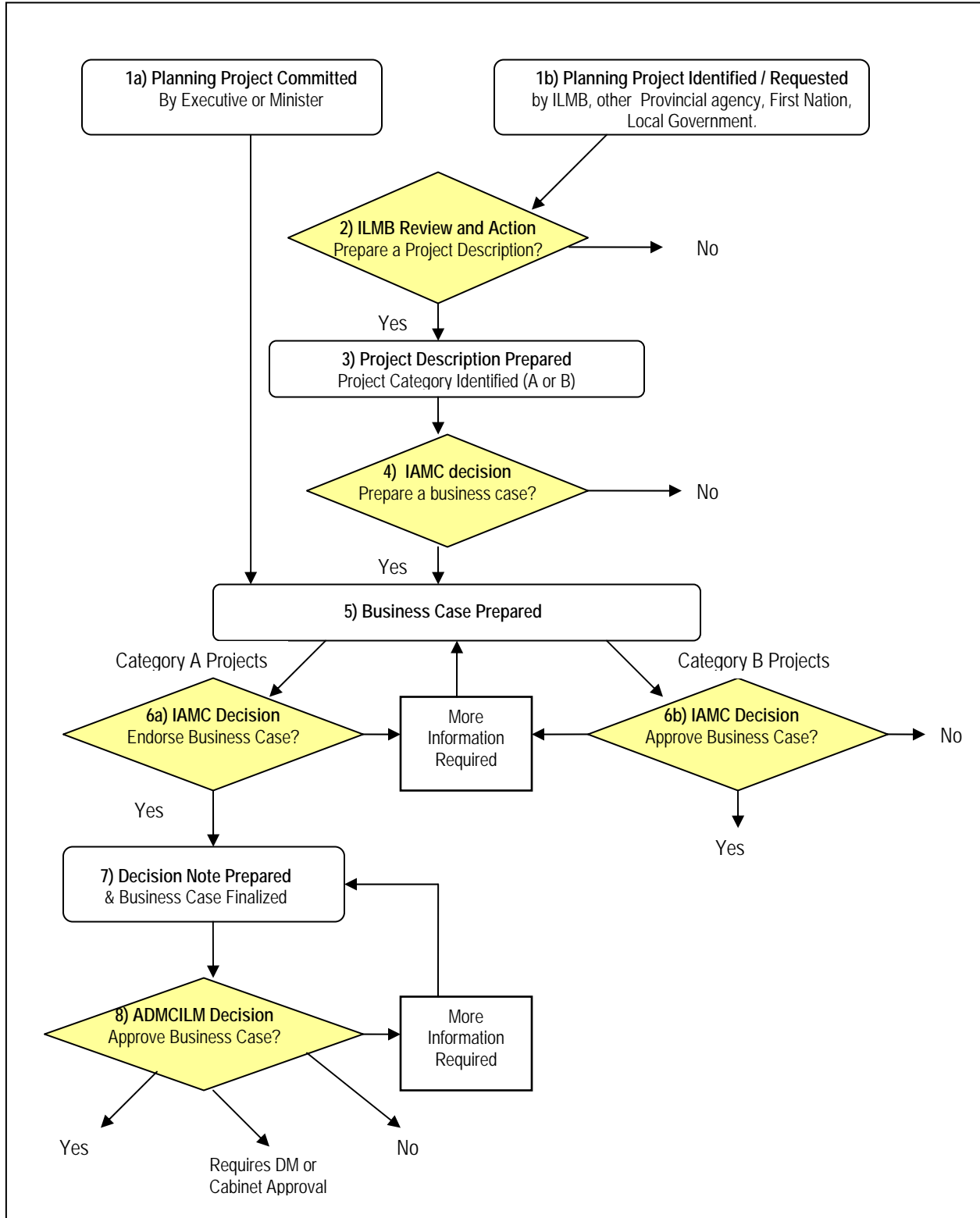
As part of their annual business planning process, ILMB staff will proactively identify potential planning projects in consultation with client agencies and First Nations. Requests for planning projects may also be brought forward to ILMB from various sources, including First Nations, stakeholders, local government or provincial government agencies, at any time.

In some cases a decision to initiate a planning project may have been determined at an executive or ministerial level. Such projects will still be required to follow this plan initiation process in order to define project methodology and resourcing requirements, clarify the scope of the project and to ensure there is a solid business case to support this decision (See Figure 1).

Step Two: ILMB Review and Action

The manager responsible for land use planning in ILMB reviews all project requests, and determines whether they should proceed for further evaluation. The proposal is discussed with the proponent to ensure a full understanding of the scope and objectives for the project. Initial consultation is undertaken with other provincial agencies which may have a stake in the project, to identify their interest, perspectives and potential support for the project. The proposed project is assessed to determine how well it aligns with ILMB’s mandate and criteria for the initiation of new planning projects (see Section 4.2.3).

Figure 1: Steps for Initiating a Planning Project



If a project is approved by the manager for further evaluation, or is a project that has already been committed by the Minister or executive, then a Project Description Report is prepared (Step 3). Where a project is not approved for further evaluation, the project proponent is informed of this decision and provided a rationale².

Step Three: Project Description Report Development

A Project Description Report is prepared by ILMB staff, or potentially by another provincial agency if they are a main project proponent. For projects that involve multiple agencies, the decision as to which agency should take a lead on preparing the report may be best determined by the IAMC. The Project Description should include a description of the problem or opportunity to be addressed, a brief summary of the background and context for the project, an assessment of the risks associated with the problem and proposed project, an assessment of how the proposed project aligns with ILMB criteria for initiating planning projects, and a determination of whether the project is a Category A or B project (See Appendix B for Project Description Report Template).

Step Four: IAMC Review and Decision

The Project Description Report is reviewed by the IAMC (or appropriate Managers Committee). For Category A projects, particularly those that have already been committed at an Executive or Ministerial level, the IAMC may review Project Description Report and provide input on as to key information that should be considered in the development of a business case.

For Category B projects, the IAMC may decide one of the following:

1. Proceed with development of a business case, or,
2. Do not proceed with development of a business case.

Project proponents and potentially affected agencies are notified of the decision made by IAMC.

Step Five: Business Case Development

A business case is developed for the project consistent with requirements for Category A and B projects (See Section 4.0 and Appendix C). In most cases the business case will be prepared by ILMB planning staff in consultation with other agencies that are supporting the project. In some cases however, it may be appropriate for the proponent agency to develop the business case in consultation with ILMB staff. For projects that involve multiple agencies, the decision as to which agency should take a lead on preparing the business case may be best determined by the IAMC.

Step Six: IAMC Decision

The business case is reviewed by the IAMC (or appropriate Managers Committee). For Category A projects, the IAMC may decide one of the following:

1. Amendments to the business case are required before it proceeds to executive levels of decision-making, or;

² In the event that there is a disagreement between a client agency and ILMB regarding the initial evaluation of a proposed project, the issue may be brought to the IAMC for further discussion and resolution.

2. The business case is endorsed to proceed to executive levels of decision-making.

For Category B projects, the IAMC may decide one of the following:

1. The project should not be initiated - there is not a solid business case;
2. Amendments to the business case are required prior to approval, or;
3. The project and business case are approved for initiation.

Project proponents and potentially affected agencies are notified of the decision made by IAMC. A summary of approved Category B projects is provided to ADMCILM for their information.

Step Seven: Decision Note Preparation (Category A Projects Only)

A decision note is prepared by ILMB staff for ADMCILM and the business case document is attached.

Step Eight: ADMCILM Decision (Category A Projects Only)

The decision note and business case are reviewed by ADMCILM, who may decide one of the following:

1. The project is not approved for initiation;
2. The project and business case are approved;
3. Amendments to the business case are required prior to project approval or prior to endorsement of the business case to proceed to Deputy or Cabinet level for decision.
4. The business case is endorsed to proceed to Deputy or Cabinet level for decision.

Project proponents and potentially affected agencies are notified of the decision made by ADMCILM. For projects requiring a mandate from Cabinet, a cabinet submission is prepared.

4.0 DEVELOPING A BUSINESS CASE

4.1 Overview and Purpose of a Business Case

A business case is a valuable tool used in many business applications to support decision-making on whether to initiate new projects. Its primary purpose is to provide decision-makers with an analysis of one or more viable options for addressing a specific problem or opportunity, and a recommended option that demonstrates the net benefits to the organization. In short, a business case should provide an assessment as to whether the expected benefits of a project will outweigh its expected costs.

Business cases may vary greatly in detail and content, depending on the scope and risk associated with a project. However, most sources recommend that the following key elements should be addressed in a business case, regardless of its complexity:

- A description of the business problem or opportunity is driving the proposed initiative;
- An assessment of how the project will contribute to the strategic and operational goals of the organization;
- An assessment of different options that may be employed to address the problem or opportunity, usually including a status quo option;
- An assessment of the costs and benefits (quantitative and qualitative) that are expected to result from the proposed project;
- An assessment of the risks associated with the proposed project, and;
- A recommended option.

4.2 Business Case Content

A business case is required for the initiation of all planning projects within ILMB. However, the comprehensiveness of a business case is expected to vary depending upon the type of project that is proposed. The following section describes six key elements that must be addressed in every business case: 1) problem or opportunity statement; 2) background; 3) strategic alignment; 4) options assessment; 5) cost and benefit considerations, and; 6) recommend option. Where appropriate, the difference in expectation for content is specified for Category A and B projects. For Category A projects and particularly comprehensive business cases, it is recommended that an Executive Summary also be prepared. A checklist for reviewing and confirming the content of a business plan has also been included in Appendix D.

4.2.1 Problem or Opportunity Statement

The problem statement provides a brief description of the business problem or opportunity that the project is trying to address. It is important to ensure that sufficient effort has been expended to properly document and assess the problem, opportunity or need, and that the problem is clearly stated.

4.2.2 Background

The background section provides the reader with an introduction to the subject of the business case, and the scope and objectives of the project. This section describes the history and current state of affairs giving rise to or relating to the general problem/opportunity that is the subject of this business case. The magnitude of the problem or opportunity and the risk (social, environmental, economic, and political) it presents should be considered. A map of the plan area should be included as an appendix.

4.2.3 Strategic Alignment

The purpose of the strategic alignment section is to provide an assessment of how well the proposed project aligns with government’s strategic goals and business plan. For the purpose of assessing alignment with ILMB goals and mandate, all projects should be assessed relative to the *New Direction* criteria for initiating planning projects. These criteria are outlined in Table 2 below, with examples that may be considered in assessing each criterion. Projects should be assessed to determine if they contribute to any of these criteria, and how well they address the criteria.

Table 2: New Direction Criteria for Initiating Planning Projects

Criteria	Examples
1. Addresses major emerging land use conflicts or competition among different user groups	<ul style="list-style-type: none"> ▪ Aids major land use/user conflict resolution ▪ Addresses Crown land development/allocation ▪ Responds to pressure from outside of government (corporate or NGO) ▪ Considers/incorporates requests from municipalities or Regional Districts' for Crown land planning
2. Provides a more certain and efficient decision-making environment that provides a stable climate for business investment	<ul style="list-style-type: none"> ▪ Gives legal effect to products of existing LRMP/HLP through FRPA, Land Act and other statutes ▪ Facilitates development and approval of operational plans and permitting ▪ Supports the implementation of the results based Forest and Range Practices Act (FRPA) framework ▪ Reduces the need for interagency referrals
3. Addresses First Nations opportunities, constraints, values and interests.	<ul style="list-style-type: none"> ▪ Addresses legal requirements for planning (e.g. court-ordered accommodation) ▪ Supports advancement of a treaty settlement with First Nations ▪ Provides a vehicle for reconciliation of Provincial and First Nations interests consistent with the New Relationship ▪ First Nations have an expressed willingness/capacity to participate in collaborative planning process
4. Identifies economic opportunities and constraints associated with public lands and resources	<ul style="list-style-type: none"> ▪ Deals with a major shift required for economic stability of a region ▪ Addresses emerging economic opportunities

Table 2 (continued): New Direction Criteria for Initiating Planning Projects

Criteria	Examples
5. Addresses government commitment to major conservation or stewardship initiative	<ul style="list-style-type: none"> ▪ Provides for needs of endangered species and/or specific species ▪ Addresses specific priority environmental issue: <ul style="list-style-type: none"> Ecosystem management Species at Risk Habitat conservation Disease/infestations Consumptive use watersheds Global Climate change

Project proponents may also want to consider how the project specifically aligns with ILMB’s business plan, or that of another provincial agency that will be supporting the project.

4.2.4 Options Assessment

The purpose of the options section is to provide the reader with an outline of the realm of possibilities that are available to address the problem or opportunity. It provides a detailed description of viable options that will address the business problem or opportunity.

For Category A projects, at least three viable options should be considered. A ‘do nothing’ (status quo) option is usually included so that the implications of any option may be assessed relative to the status quo. For Category B Projects it may suffice to identify only one option, if the project is relatively simple and the most appropriate methodology is clearly known. Each option identified should include the information outlined in Table 3 below.

Table 3: Information Requirements for each Option

1. Title	▪ Name of the Option
2. Description	<ul style="list-style-type: none"> ▪ Brief description of the project, outlining key features. ▪ Identify agencies and stakeholders that will be impacted by this option
3. Agency and Stakeholder Support	▪ Identify the level of agency and stakeholder support for the option
4. Critical Success Factors and Likelihood of Success	▪ Identify the likelihood of success for this option, and key success factors (e.g. interagency support and resourcing, policy changes, staff resources, staff training)
5. Limitations and Constraints	▪ Describe any limitations or constraints that apply to the option
6. Advantages and Disadvantages (Qualitative)	▪ List the advantages to this option including the opportunities it may provide or cause, and the disadvantages, including the threats and concerns that may occur
7. Resources Required	<ul style="list-style-type: none"> ▪ A simple summary of costs for the option (e.g.) <ul style="list-style-type: none"> a. FTE’s required (# and \$) per fiscal year for each agency involved b. Operational \$ required per fiscal year for each agency involved
8. Risk Assessment	▪ Identify the risks that will occur with this option, the likelihood they will occur, the impact if they did occur, and an appropriate treatment

A business case for the establishment of land use objectives is expected to be relatively brief, and include only one option for assessment (establish legal objectives). It may be included as one component of a broader business case for a new Strategic Land and Resource Plan. In either case, the following specific criteria should be addressed in the assessment of a proposal to establish legal objectives:

1. Assess whether the planning issue identified can be addressed under the Forest and Range Practices Act (FRPA) framework.
2. Assess whether Land Use Objectives are necessary for the purposes of implementing FRPA, or would policy objectives suffice.
3. Assess whether legal objectives are already in place, and whether there is a risk of duplication.
4. Assess whether the Land Use Objectives Regulation (LUOR) is the appropriate legal tool by which to establish legal objectives, or whether another enactment is more appropriate.
5. Assess whether there is interagency support for the project.

The *Land Use Objectives Regulation: Policies and Procedures* provides further information on the procedures for establishing legal objectives.

4.2.5 Cost and Benefit Considerations

The purpose of this section is to provide a summary evaluation of the costs and benefits associated with each viable alternative. Costs and benefits may be both financial (quantitative) and non-financial (qualitative), and should be assessed to a level that is appropriate for the complexity of the project. The time period for consideration of costs and benefits should cover both initial and ongoing costs. It is essential to document all quantitative and qualitative assumptions that are used to determine any costs and benefits for all alternative or options.

Quantitative Analysis – Financial Costs and Benefits

All quantifiable costs and benefits related to all stakeholders should be identified for the project timeframe. Cost considerations include:

Direct costs – costs associated with the project itself. Examples of direct costs may include the costs of negotiation or planning, the costs of implementation and monitoring, and any compensation costs that may be incurred. Costs should be identified by fiscal year, and for all affected agencies and stakeholders.

Indirect costs – costs that would normally occur whether the project was there or not (standard overhead costs associated with the organization).

All quantifiable benefits related to all stakeholders should also be identified, including when these benefits will be achieved, the beneficiary of these benefits and the certainty of these benefits (probable – most likely, possible – somewhat likely, and potential – maybe). Examples of potentially quantifiable benefits include anticipated government revenues, cost avoidance (e.g. avoidance of litigation), and increased process efficiencies (e.g. decreased staff time/ FTE's).

Table 4: Sample Costing Table for Each Option

Quantitative Analysis – Option 1	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Costs (by agency):						
<i>Direct Costs</i>						
Negotiation / Planning / GIS & Analytical Support	\$	\$	\$	\$	\$	\$
Implementation & Monitoring	\$	\$	\$	\$	\$	\$
Compensation	\$	\$	\$	\$	\$	\$
Human Resources (FTE's)	\$	\$	\$	\$	\$	\$
<i>Indirect Costs</i>						
Potential Loss in Govt. Revenue	\$	\$	\$	\$	\$	\$
Total Cost of Option 1	\$	\$	\$	\$	\$	\$
Benefits (by agency):						
Potential Govt. Revenue Generation	\$	\$	\$	\$	\$	\$
Cost Avoidance	\$	\$	\$	\$	\$	\$
Process Efficiencies	\$	\$	\$	\$	\$	\$
Total Benefits of Option 1	\$	\$	\$	\$	\$	\$

Qualitative Analysis – Non-Financial Benefits and Costs

Many costs or benefits may not be quantifiable and therefore difficult to attach a dollar value to. Such costs and benefits should be qualitatively described. Examples of non-quantifiable costs could be a negative impact on the investment climate for a given sector, or a reduced government ministry image. Examples of non-quantifiable benefits could be an improved investment climate associated with increased land use certainty or improved relations with stakeholders, or increased conservation of critical habitat.

Summary Matrix of Costs and Benefits

All identified costs and benefits should be rolled up into a matrix that allows for an evaluation of the overall implications of each option. An example matrix is provided below.

Table 5: Example Summary Matrix of Costs and Benefits

	Option 1	Option 2	Option 3
Costs			
Quantitative Costs			
<i>Direct Project Costs (\$)</i>			
<i>Negotiation (FTE's and operational \$)</i>			
<i>Implementation – (FTE's) and Operational \$</i>			
<i>Compensation \$</i>			
<i>Indirect Project Costs</i>			
Qualitative Costs			
<i>Land Use Certainty/ Investment Climate</i>			
<i>Environmental Impacts (e.g. Biodiversity, carbon)</i>			
<i>Stakeholder Impacts (industries, First Nations, communities)</i>			
Benefits			
Quantitative Benefits			
<i>Provincial Government Revenues</i>			
<i>E.g. Resource Royalties</i>			
<i>Industry Investment / Economic Activity</i>			
<i>E.g. Mineral Exploration</i>			
Qualitative Benefits			
<i>Land Use Certainty / Investment Climate</i>			
<i>Environmental Impacts (e.g. Biodiversity, carbon)</i>			
<i>Stakeholder Impacts (industries, First Nations, communities)</i>			

4.2.6 Recommended Option

This section must clearly indicate the recommended option and why it is the preferred option. This section should be brief and address the precise authority sought. Requirements for funding and for executive or cabinet decision (i.e. a mandate for selected aspects of the plan) should be described. If the decision is required by a particular time it should be mentioned here.

4.2.7 Executive Summary

For Category A projects and any business case that is fairly comprehensive in nature, an Executive Summary should be prepared and inserted at the beginning of the business case. The Executive Summary is a concise summary of key highlights presented in the Business Case. It should give the reader an understanding of the project, by providing a brief background, options considered and recommended decision.

APPENDIX 1: OVERVIEW OF ILMB PLANNING PROJECTS

Strategic Land and Resource Plans

Strategic land and resource plans (SLRPs) provide direction for the management and allocation of public lands and resources (both coastal/marine and terrestrial) over a defined area. The geographic extent of a SLRP may be regional, sub regional, specific to a First Nations territory, landscape or watershed level, coastal, or specific to the distribution of a particular resource or value. The products of a SLRP can include *geographic zones* (terrestrial or coastal/marine) including areas of special interest to First Nations, an expression of *desired future outcomes* (goals and objectives), *management direction* (strategies, measures/indicators, targets) for Crown lands and resources, or *opportunity matrices* for Crown land activities.

Strategic land and resource planning may be initiated to support a wide variety of goals:

- To address the management of values of importance to First Nations (cultural, spiritual, economic or environmental) and reconcile Crown and First Nations interests in land use and allocation;
- To support the development of a New Relationship with First Nations, or support Treaty negotiations;
- To support Crown land allocation decisions related to land tenuring and sales (coastal zone and uplands);
- To identify opportunities for crown land development or use activities;
- To resolve land use conflicts and competing demands for land and resource allocation.
- To support the implementation of the results-based Forest and Range Practices Act (FRPA);
- To identify a land base and management regime to support forest and range operations (FRPA) and allocations (AACs/grazing levels, tenures);
- To develop detailed management direction required to ensure the sustainability of land use activities (e.g. Recreation and Tourism Plan), or;
- To support delivery of government protection or conservation programs (e.g. protected areas, species at risk management plans).

Consistent with the New Relationship, it is the Province's goal to develop new SLRPs cooperatively with interested First Nations whose territories overlap the plan area. The process used to develop a plan and the products derived from it may vary depending upon the specific issues to be addressed in the plan. SLRPs may range in:

- scope and complexity;
- extent of social choice decisions and potential for socio-economic impacts;
- level of stakeholder interest and engagement;
- political profile;
- the number of resource values and issues to be addressed, and;
- the resources required for planning.

Some examples of recent and current types of SLRPs include the following: Land and Resource Management Plans, Land Use Plans, Sustainable Resource Management Plans, Old Growth

Management / Biodiversity plans, Crown Land Allocation Plans, Marine and Coastal Zone Plans, Recreation and Tourism Plans, and Species at Risk Recovery Plans.

There are also additional types of strategic plans that may be developed by agencies other than ILMB, and do not require the services of ILMB (e.g. Water Allocation Plans developed by the Ministry of Environment). If ILMB resources are not required, then project proponents will not be expected to follow the procedures outlined in this document for the initiation of new plans.

Establishment and Amendment of Legal Objectives

Land Use Objectives (LUOs) are an important tool for ensuring that policy level management direction is given legal effect under the FRPA framework, and incorporated into Forest Stewardship Planning. The *Land Use Objectives Regulation (LUOR)* under the *Land Act* authorizes the Minister of Agriculture and Lands to establish legal land use objectives for the purposes of the *Forest and Range Practices Act (FRPA)*.

Generally, LUOs may originate from four different sources of management direction.

- Implementation of a completed Sustainable Land and Resource planning process, such as a Land and Resource Management Plan or a Sustainable Resource Management Plan requires legal objectives.
- An existing order containing LUOs requires revision and amendment
- A resource issue or pressure emerges outside a planning process and is brought forward by the forest industry, First Nations, other stakeholders, or internally by government, and legally binding objectives are required to manage the issue.
- A government agreement (outside of a planning process) requires LUOs to implement the agreement.

Detailed procedures for assessing the requirement for LUOs are outlined in the *Land Use Objectives Regulation: Policies and Procedures*

Plan Amendments

Strategic Land and Resource Plans require periodic updating and amendment if they are to remain current and relevant to land use decision-making and management. The *Plan Amendment Policy* identifies three types of plan amendments: administrative revisions, minor amendments and major amendments. Administrative revisions do not require the development of a business case for their initiation, and are not addressed in this document. Minor and major amendments will likely require a business case to support a decision to initiate these types of planning projects. Definitions of each are provided below.

Minor amendments

Minor amendments are changes to a plan that are approved at a regional level by the IAMC (or a Managers Committee if this authority has been delegated by the IAMC). An amendment proposal would be categorized as a minor amendment if it meets all of the following criteria:

- Limited to specific components of a plan, as opposed to the entire plan.
- Sufficient resources are available regionally to support the development of the needed amendment(s)

- Low to moderate complexity of resource issues
- Limited social choice decisions with minimal socio-economic and environmental impacts
- Low to moderate potential for conflict with stakeholders.
- Affected First Nations are either engaged, or there is a low to moderate risk of impacts to First Nations.
- Low potential for elevated political profile

Examples of Minor Amendments include: an amendment to a plan to update biodiversity objectives and strategies to incorporate new science, or; updating a plan to incorporate First Nations interests where the social choice has already been approved at an Executive level.

Major amendments

Major amendments are significant changes to a plan that require the approval of ADMCILM, or a higher level of Executive. An amendment proposal would be categorized as a major amendment if any of the following criteria are true:

- Comprehensive and thorough update of a plan;
- High complexity of resource issues
- Significant social choice decisions with potential for significant socio-economic and environmental impacts
- High potential for conflict with stakeholders.
- High risk of not fully engaging affected First nations.
- Moderate to high potential for elevated political profile
- Insufficient resources available regionally; and/or
- A change to legislation is required (e.g. park boundaries)

Examples of Major Amendments include: updating a plan for major resource changes (e.g. mountain pine beetle attack) where amendments may impact most or all of the plan direction with significant social choice decisions, or; updating a plan to incorporate new species at risk information or direction where there may be a significant socio-economic or environmental impact.

Plan Monitoring

Monitoring is an important tool for ensuring the successful implementation of strategic land and resource plans, and for assessing and validating the utility of plans over time. Procedures for implementation and validation monitoring are outlined in the *Framework for Monitoring of Strategic Land and Resource Plans in BC*. Proposed monitoring projects (other than implementation monitoring) should be supported by a strong business case, and should be prioritized where one or more of the following applies:

- Resources are identified as a high priority for environmental, social or cultural reasons;
- Targets for resource condition are missed or are close to being missed;
- There is high uncertainty about impacts to the resource; and/or
- There is high potential risk to the resource from activities.

APPENDIX B:
PROJECT DESCRIPTION REPORT TEMPLATE

Project Description Report Template

Title:

Author:

Date:

1. Problem Identification and Background

- Identification of problem, opportunity or need
- Brief description of key context and background that has led to the problem or opportunity

2. Project Description

Provide a broad overview of the following:

- Project scope – specific issues that should be excluded or included.
- Suggested project sponsors (e.g. IAMC, ADM, Agency, FN)
- Key Stakeholders (both internal and external)
- Brief description of the service or work to be performed.
- List of project deliverables that are anticipated.

3. Risk Assessment

- What are the major risks associated with this problem or opportunity, with and without initiation of this project?

4. Strategic Alignment

- How do the goals and objectives fit with planning priorities of government, and specifically the New Direction criteria for initiating planning projects?

5. Project Category (A or B)

- What category of project does this project description fit under
- Justify the category.

Reviewed By:

<u>Name</u>	<u>Signature</u>	<u>Date</u>

APPENDIX C: BUSINESS CASE TEMPLATE

Business Case: Proposed Project or Initiative Name

Author:

Business Area:

Creation Date:

Last Updated:

Document Number:

Project Sponsor

<u>Sponsor</u>	<u>Signature</u>	<u>Date</u>

Business Case Approvals

<u>Endorsed By³</u>	<u>Signature</u>	<u>Date</u>

<u>Approved By⁴</u>	<u>Signature</u>	<u>Date</u>

³ IAMC endorsed. IAMC gives approval to develop Business Case.

⁴ Approved by IAMC, ADMCILM or above.

Table of Contents

Executive Summary (Optional)

- i. Background
- ii. Option(s) Considered
- iii. Recommended Option(s)

1.0 Problem or Opportunity Statement

2.0 Background

3.0 Strategic Alignment

4.0 Options Assessment

5.0 Cost and Benefit Considerations

6.0 Recommended Option

Executive Summary (Optional for Category B projects, or brief business cases).

The Executive Summary is a concise summary of key highlights of the Business Case. It should give the reader an understanding of the project, the role planning has and justification for the project.

i. Background:

- *Identification of the problem, opportunity or need – what is the current situation?*
- *Describe the scope and objectives of the project*

ii. Option(s) Considered:

- *List option(s) considered as possible solutions to the identified problem.*

iii. Recommended Option:

- *Identify the recommended option, its key features and why it is the preferred option.*
- *Summarize the decision being sought.*

1.0 Problem/Opportunity Statement

Provide a brief description of the business problem or opportunity that the project is trying to address.

2.0 Background

Provide an introduction to the subject of the business case. Describe the history and current state of affairs giving rise to or relating to the general problem/opportunity that is the subject of this business case.

3.0 Strategic Alignment

Assess how the project strategically aligns with the 5 major criteria identified as requirements for initiating new planning projects, under the New Direction.

4.0 Options Assessment

Category A projects should include at least 3 options including a status quo option. Category B projects may include 1 to 3 options depending upon the nature of the project. For the establishment of Land Use objectives, see Section 4.2.4 for more specific assessment criteria.

Each option should include:

- 1. Title - Name of option*
- 2. Description - Brief description of option*
- 3. Agency and Stakeholder Support*
- 4. Critical Success Factors and Likelihood of Success.*
- 5. Limitations and constraints*
- 6. Advantages and Disadvantages (Qualitative)*
- 7. Resources Required: Summarize FTEs and \$\$ required.*
- 8. Risk Assessment*

5.0 Cost and Benefit Considerations

Provide a summary evaluation of the costs and benefits associated with each viable alternative. Costs and benefits may be both financial (quantitative) and non-financial (qualitative), and should be assessed to a level that is appropriate for the complexity of the project.

6.0 Recommended Option

Clearly the recommended option and why it is the preferred option. This section should be brief and address the precise authority sought. If the decision is required by a particular time it should be mentioned here.

APPENDIX D: BUSINESS CASE CHECKLIST

1. Executive Summary

- Will the reader get a clear understanding of the reasons for the project and its outcome?
- Does it contain any information that is not contained in the body of the business case?
- Is the Executive Summary less than 2 pages?
- Can the Executive Summary be treated as a stand-alone document?

2. Problem Statement and Background

- Has reasonable effort been expended to properly document and assess the problem, opportunity or need?
- Is there evidence that the business requirements are well understood and documented?
- Is there agreement or shared understanding of the importance of the problem?
- Is the problem clearly stated?

3. Strategic Alignment

- Has the problem, opportunity or need been assessed by all strategic factors?
- Is the goal consistent with the department, ministry or government strategic plans, and with the New Direction criteria for initiating planning projects?
- Are all linkages to existing procedures and policy identified and understood?

4. Options and Cost-Benefit Analysis

- Have all the viable solutions or options been considered?
- Have all the internal and external stakeholders been identified and evaluated?
- Have all associated risks been assessed for each alternative or option?
- Do the risks have treatment (mitigation) strategies?
- Have all the implications for each option been mentioned?
- Have the potential impacts of each option on the overall organization, human resources, etc. been considered?
- Have the direct, indirect, initial and capital costs been documented?
- Are the tangible (quantitative) as well as the non-tangible (qualitative) benefits been identified?
- Are the benefits likely to be realized?
- Has the impact on stakeholders been considered beyond the timeframe encompassed by the initial project?
- Are the options legal and consistent with existing legislation?
- Are the options appropriate for the public sector?
- Do the options present inventive ways to achieve the desired objectives?
- Are the financial, human and technology resources sufficient to achieve the objectives of each option?
- Are the factors that may negatively and positively affect the demand or need for this issue identified?
- Are there other inputs that need to be considered?

5. Recommendations

- Has the preferred option been chosen objectively or has it been influenced subjectively?
- Have the major issues and implications with the preferred option been forecasted?