

2020

# Muskwa-Kechika Advisory Board

Strategic Direction and Operational Business  
Plan

2020/21– 2022/23



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## EXECUTIVE SUMMARY

The Board's Strategic Direction and Operational Business Plan for the first time spans a three-year time horizon (2020/21 to 2022/23) rather than its historical one-year time span.

The Muskwa-Kechika Management Area (M-KMA) was originally founded on the consensus recommendations of the Fort Nelson and Fort St. John Land and Resource Management Plans (LRMP) in 1997. It was subsequently expanded in 2000 to include parts of the Mackenzie LRMP area, and now totals 6.4 million hectares, encompassing a mosaic of special management zones, protected areas, and special wild-land zones.

In addition, the LRMPs proposed the formation of the M-KMA Advisory Board (Board) and the establishment of the M-KMA Trust Fund. The principal elements of the M-KMA governance model were given effect through the *Muskwa-Kechika Management Area Management Plan Regulation* (1997) (Regulation) and the *M-KMA Management Area Act* (1998) (Act).

The Board acknowledges Government's direction over the last few years (see Appendix 1). As a result, the primary focus of this plan is the completion of the Board's draft Natural Resource Management Framework, improved communications between natural resource ministries and the Board as well as engaging in the initiative to update the Fort Saint John LRMP.

Additional priorities include reaching a shared and common understanding of the management intent for the M-KMA with Government through the Preamble to the Act, the Board's vision for the area and its definition of Wilderness. The Board is also committed to improving communications and relations with First Nations with territories that may overlap the M-KMA. Improved communications with natural resource ministries are also a priority for the Board as is maintaining a robust and highly functioning governance structure including the maintenance and updating of its ethics, behaviours, and accountabilities guidelines for current and future Board members and creating a transparent and comprehensive set of guidelines for the selection and appointment/re-appointment of Board members.

The Board will continue to collaborate with the University of Northern British Columbia (UNBC) to align research priorities of mutual interest between the Board and UNBC.

Outcomes from these initiatives ensure that the Board's advice follows a structured and predictable process (Framework) that weaves together pre-tenure planning, Board Member knowledge and experience, and other research and studies relevant to the management of the M-KMA.

After nearly twenty years, the Board is poised to provide to Government feedback, advice and recommendations that will ensure the spirit and intent of the M-KMA remains intact as economic development is considered for the area.

## A) INTRODUCTION

### **The Muskwa-Kechika Management Area**

The Board's Strategic Direction and Operational Business Plan now spans the fiscal period 2020/21 to 2022/23 rather than its historical one-year time horizon. The Board elected to expand the plan's time frame to bring a greater level of certainty and direction to its business.

The establishment of the Muskwa-Kechika Management Area (M-KMA) was originally founded on the consensus recommendations arising from the Fort Nelson and Fort St. John Land and Resource Management Plans (LRMP) in 1997. It was subsequently expanded in 2000 to include parts of the Mackenzie LRMP area, and now totals 6.4 million hectares, encompassing a mosaic of special management zones, protected areas, and special wild-land zones. In addition to the LRMPs proposing the establishment of the M-KMA, they also proposed the formation of the M-KMA Advisory Board (Board) and the establishment of the M-KMA Trust Fund. The principal elements of the governance model for the M-KMA were given effect through the *Muskwa-Kechika Management Area Management Plan Regulation (1997)* (Regulation) and the *M-KMA Management Area Act (1998)* (Act).

The M-KMA was legally designated under Bill 37, the *Muskwa-Kechika Management Area Act*. The Act established a legal hierarchy within which operational planning and resource use permitting must abide by within the MKMA.

This legal framework ensured consistency between the strategic land use direction provided by the Management Plan (adopted as a regulation) and the objectives set out as General Management Direction in the LRMPs. However, with the passage of time, many of the plans cited in the Regulation are no longer created in the form or manner cited when the Regulation was written. While there is agreement between the ministry and the Board that the Act and Regulations require updating it is currently not a high priority.

Through legislation approximately 25% of the area is designated under the provincial park system and 75% is designated for special resource management where resource development is permitted in a manner that ensures the vision for the M-KMA is maintained in perpetuity.

The Board's 2020/21 – 2022/23 Strategic Direction and Operational Business Plan acknowledges and reflects Government's direction over the last few years (see Appendix 1). The primary focus of this plan is the completion of the Board's draft Natural Resource Management Framework, improved communications between natural resource ministries and the Board as well as engaging in the updating of the Fort Saint John LRMP. Outcomes from these initiatives ensure that the Board's advice follows a structured and predictable process (Framework) that weaves together pre-tenure planning, Board Member knowledge and experience, and other research and studies relevant to the management of the M-KMA.

Our primary focus also includes reaching a shared and common understanding of the management intent for the M-KMA with Government through the Preamble to the Act, the Board's vision for the area and its definition of Wilderness. The Board believes it is imperative that the Government at least understand and appreciate the Board's perspective of the management intent for the M-KMA as it underpins the Natural Resource Management Framework and Board advice.

The Board is also committed to improving communications and relations with First Nations with territories that may overlap the M-KMA. Improved communications with natural resource ministries are also a priority for the Board.

The Board will be submitting its “Report to the Premier and the Public of British Columbia” in digital format for the first time in fiscal 2020/21. It will be an interactive on-line report which is intended to increase the report’s accessibility and usefulness to anyone interested in development trends in the M-KMA.

Over the three-year time frame of its Strategic Plan and Operational Business Plan the Board is committed to developing a set of guidelines to assist with Board composition and appointment guidelines to ensure a comprehensive and transparent process for recommending the appointment of new members and/or the re-appointment of current members. Over this time frame the Board also commits to completing its guide for potential mineral exploration in the M-KMA.

## **B) STRATEGIC DIRECTION**

The Board’s strategic direction is guided by the shared priorities and direction from Government as well its own views of the priorities for the M-KMA. Although relatively outdated, the legal framework that enshrines the management of the M-KMA is an important foundation upon which the future strategic direction of the Board is created, which includes its Vision, its definition of Wilderness and its Natural Resource Management Framework.

### **1. The Context**

The Board’s Strategic Directions and Operational Business Plan continues the Board’s commitment to undertake a meaningful and logical transition from existing natural resource management and decision-making processes (that are largely sector specific) to a cross-sectoral and more integrated natural resource management and decision-making process. To support this transition this plan identifies the immediate priorities in the M-KMA that the Board believes are likely to occur (forest harvesting and Renewable Energy for example) in the near future by ensuring advice is created well in advance of development proposals and that the advice it creates is clear, integrated, meaningful and measurable.

Among the several initiatives identified in this plan, the highest priority for the Board, is the completion of its Natural Resource Management Framework. This Framework provides the foundation that will guide the Board’s creation of advice to Government and supports the Board’s commitment to operating in a cross-sectoral and more integrate natural resource management and decision-making environment.

### **2. The Preamble to the *M-KMA Act***

The preamble to the Act guides the development of a shared vision for the M-KMA and management decisions within the M-KMA. The preamble states:

*“The Muskwa-Kechika Management Area is an area of unique wilderness in northeastern British Columbia that is endowed with a globally significant abundance and diversity of wildlife; the management intent to maintain in perpetuity the wilderness quality and diversity of wildlife and the ecosystems on which they depend while allowing resource development and use; recognizing the*

*long-term maintenance of wilderness characteristics is critical to the social and cultural well-being of First Nations and other people in the area; the integration of management activities especially related to the planning, development of road access is central to achieving the intent and the long-term objective is to return the lands to their natural state as development activities are completed.”*

The Preamble to the Act clearly articulates that management within the M-KMA follows priorities different to how management decisions are made outside of the M-KMA. Specifically, within the M-KMA resource development is not the primary emphasis of management intent and decision. The primary emphasis of management intent and decision is the maintaining in perpetuity of its key values (wilderness, ecosystems, wildlife, and culture) where resource development may only occur where these values are not significantly or irreparably impacted. Outside of the M-KMA, often, management decisions place primary emphasis on resource development with other values being accommodated to various degrees.

### **3. The Advisory Board**

#### **3.1 The Board’s Vision**

The Vision statement for the M-KMA was developed by the Board guided by the Preamble to the Act. The Board’s Vision is:

*“The Muskwa Kechika Management Area is a globally significant area of wilderness, wildlife and cultures, to be maintained in perpetuity, where world class integrated resource management decision making is practiced ensuring that resource development and other human activities take place in harmony with wilderness quality, wildlife and the dynamic ecosystems on which they depend.”*

As the policymaker and regulatory decision-maker, the Government’s role is to exercise its decision-making authority in the M-KMA reflecting the advice and guidance of the Board. Underpinning this relationship is achieving a shared and common understanding of the meaning of the preamble and the Board’s Vision and its definition of Wilderness between the Government and the Board. This shared and common understanding is critical to understanding and appreciating the construct of the Board’s Natural Resource Management Framework as well as the Board’s advice.

#### **3.2) The Mission of the Board**

The mission of the Board is to advise on natural resource management in the management area.<sup>1</sup>

#### **3.3) The Responsibilities of the Board**

The mandate or responsibilities of the Board to the Government of British Columbia are enshrined in the *M-KMA Regulation*<sup>2</sup>. Specifically:

- a) conducting semi-annual reviews of the issuance of tenures and approval of operational activities to examine the achievement of management plan objectives through local

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<sup>1</sup> Section 9 of the *Muskwa-Kechika Management Area Act*.

<sup>2</sup> Section 2.1.1 (a) – (i) of the *Muskwa-Kechika Management Area Regulation*.

strategic planning and operational activities;

- b) reporting, at least annually, to the public and the Premier on the results of the Board's semi-annual reviews and any other issues related to the management of the Muskwa-Kechika Management Area;
- c) providing advice to MFLNRO's Northeast and Omineca Managers Committees<sup>3</sup> on corporate priorities for and coordination of local strategic planning in the Muskwa-Kechika Management Area. For the immediate future, this is the highest priority of the Board;
- d) facilitating provincial, national, and international exposure of the values and management of the Muskwa-Kechika Management Area;
- e) recommending and implementing measures to raise money for a Muskwa-Kechika Fund;
- f) reviewing proposals and funding requests for, but not limited to, research projects; and making recommendations for expenditures from the Muskwa-Kechika Fund;
- g) supporting the initiation of local strategic plans for the Muskwa-Kechika Management Area, to achieve the management plan objectives;
- h) ensuring adequate public consultation in the preparation and approval of local strategic plans, amendments to the Muskwa-Kechika Management Plan, any other significant policy issue for the Muskwa-Kechika Management Area, or as requested by the MLNRO's Northeast and Omineca Managers Committees<sup>4</sup>; and
- i) providing recommendations to the Environment and Land Use Committee on any proposed amendments to the Management Plan.

### ***3.4) The Value of the Board***

British Columbia has developed a strong track record of collaborative planning approaches in the field of natural resource management dating back at least to the formation of the British Columbia Round Table on Forestry, the British Columbia Round Table on the Environment and the Economy, the launching of the provincial 'Protected Areas Strategy', the establishment of the Commission on Resources and Environment (CORE) that coordinated regional land use plans on Vancouver Island and in the Cariboo Chilcotin and East and West Kootenays, and the many multi stakeholder LRMP processes coordinated by the Ministry of Forests and then the Land Use Coordination Office that continued through the 1990s.

The creation and sustaining of the M-KMA Advisory Board, Act and Regulations is another example of the Government's leadership in pioneering and refining innovative collaborative planning processes. When the M-KMA was created Government understood that the assembly of a broad cross section of First Nations, communities, industry and stakeholders

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<sup>3</sup> These committees update the current reference in Regulation to the defunct Interagency Managers Committee.

<sup>4</sup> These committees update the current reference in Regulation to the defunct Interagency Managers Committee.



would afford it a distinct opportunity of translating the vision for the MKMA into tangible economic, social and environmental outcomes.

A significant strength of the Board is its relationship with First Nations with territories that may include portions of the M-KMA and its commitment to continue to strengthen that relationship. First Nation's wisdom, knowledge, experience and unique perspective and relationship with the M-KMA are invaluable to the Board as it undertakes its planning and business in the M-KMA.

It should be noted that that Government to Government discussions are rightfully not an accountability or responsibility of the Board. As well, First Nation's representation on the Board should not be construed as representing First Nation's Rights and Title. They are there, as noted previously, to share their experience, perspective and wisdom that arise from their unique relationship with the M-KMA to assist the Board to achieving its mandate and vision for the area.

In light of the current legislative and regulatory framework for the M-KMA the Board provides a unique and invaluable service to Government by providing clear, integrated, meaningful and measurable advice to assist decision makers with evaluating immediate resource development authorizations as well as providing cross-sectoral feedback to the Fort Saint John LRMP update initiative. The Board's goal is to provide invaluable service by assisting Government with determining if, how, when and where resource development may occur across the M-KMA. The serves to also provide industry with the clarity, certainty, and predictability it requires for planning operations in the M-KMA.

When the existing legislative and regulatory framework is updated, the Board, because of its knowledge, experience, history, and perspective, can provide critical and insightful advice on the nature, extent, and type of changes to this framework.

In other words, the value of the Board to the Government is to provide it with meaningful, cross-sectoral advice at a policy, regulatory and strategic level.

Therefore, the Board commits to re-establishing and nurturing working relationships and communication protocols between the Board and Government managers and staff. This creates the opportunity to build trust, respect, and learning each other's needs and priorities as well as appreciating and utilizing each other's strengths and opportunities that are of benefit to both parties. This sets the foundation for the creation and implementation of a plan and the providing of advice from the Board that reflects the management intent for the M-KMA.

Over the years, there have been considerable learnings and relationships that have developed on the Board. The collective trust, knowledge and wisdom of this diverse cross section of communities, First Nations, industries and other stakeholders that exists positions the Board as a compelling and attractive source of advice to Government – not only for the M-KMA but potentially for all of northern British Columbia.

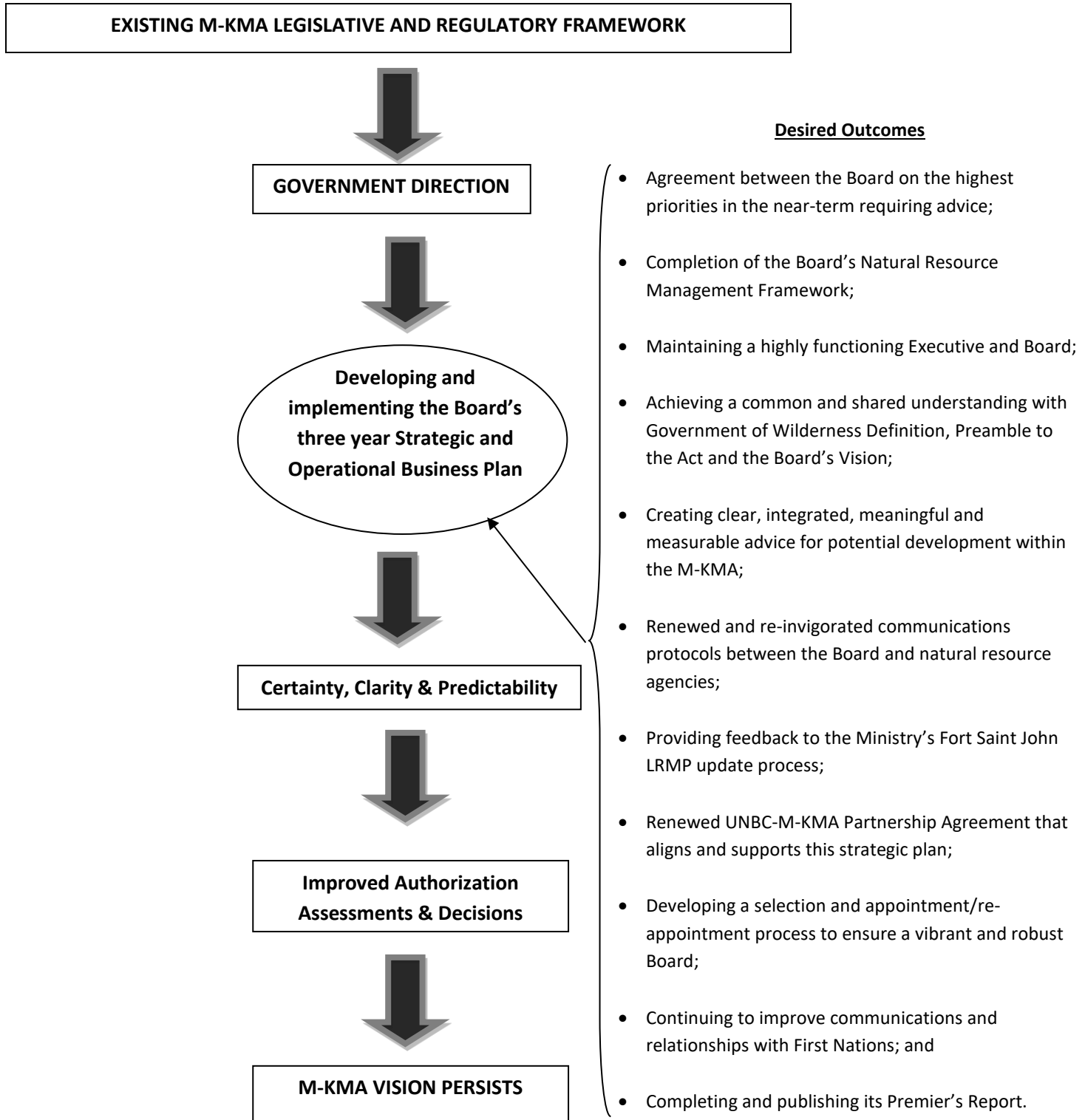
The Board understands the complexity, challenges and opportunities in the M-KMA and the northern region of the Province which will be invaluable for providing advice to guide

Government with determining if, how and when resource development may proceed while maintaining in perpetuity the values enshrined in the preamble and the Act.

In summary, the value the Board brings to assisting the Government with industrial and non-industrial natural resource management in the M-KMA that balances economic, social and environmental values in the M-KMA is:

- An increased likelihood of the public and other interest groups accepting resource development because authorizations are founded upon the Board's advice to Government. Advice from a Board that has a broad sectoral and First Nations representation that is independent of, or arms-length to, Government affords significant credibility to the Government's regulatory, policy and decision making processes in the MKMA and increases the likelihood of industries maintaining their social licence to conduct their operations within the MKMA;
- An increased likelihood that the public interest will be met and maintained, because a greater range of alternatives and options are likely to have been considered through the interaction among the members of the Board and because the consensus approach helps to ensure that mutual interests are at least partially addressed in the outcome;
- Advice that increases the certainty, clarity and predictability necessary to industry to guide its planning and operations;
- Significant social capital and development of skills, knowledge and working relationships among the members of the Board since its inception. The investment has been made and should be capitalized upon. The Government benefits considerably from advice regarding the wise management of renewable and non-renewable resources in the MKMA. The Government benefits from knowledgeable advice on the updating and re-alignment of the current legislative and regulatory framework to its priorities and direction; and
- Over time, the Board's advice may serve as a valuable source of information to the northern region with respect to implementing or improving cross-sectoral integrated natural resource management frameworks, multi-stakeholder collaboration processes, decision making frameworks and best management practices in the field.

**Table 1: Schematic of the Strategic Direction**



## **4) STRATEGIC COMMITMENTS**

Over the period of this Strategic Direction and Operational Business Plan the Board commits to:

### ***4.1) Completing its Natural Resource Management Framework***

This is this highest priority for the Board as it will bring rigour and transparency to the management intent for the M-KMA as well as future advice for industrial development in the area;

### ***4.2) Achieving a Shared and Common Understanding of the Preamble to the Act, the Board's Wilderness Definition, and its Vision for the M-KMA***

Completing the work of the Board to reach agreement on a shared and common understanding of the management intent for the M-KMA as captured in the Preamble to the Act, the Board's Vision and its Wilderness Definition for the M-KMA;

### ***4.3) Finalizing and Submitting its Report to the Premier and the Public of British Columbia***

Completing and submitting to Government the Board's first on-line, interactive annual report that covers multiple years to display industrial operational trends and to "give life" to the normal listing of development statistics.

### ***4.4) Providing Advice***

Providing to Government clear, integrated, meaningful and measureable advice for forestry and wind energy proposals soon and for other development proposals has been an important priority and expectation of the Board which will benefit from completion and implementation of this Framework. The Board will provide feedback and guidance on:

- developing policies and the making of decisions for the M-KMA that will result in development activities in the M-KMA that collectively, over space and time, maintain in perpetuity the wilderness quality and diversity of wildlife and the ecosystems on which they depend as well as returning the lands to their natural state as development activities are completed;
- addressing unforeseen potential activities, proposals, policies, etc. that may arise from time to time;
- facilitating a shift from a largely sector specific planning framework to a more efficient and integrated cross-sectoral integrated Natural Resource Management Framework; and

### ***4.5) Maintaining Capacity to Deliver Commitments:***

The Board will maintain its capacity to provide advice and other business by supporting a Coordinator to assist with the delivery of the commitments and projects identified in this, and future, plans;

**4.6) *Maintaining a Robust and Highly Effective Governance Structure***

Maintaining a robust and highly functioning governance structure including the maintenance and updating of its ethics, behaviours, and accountabilities guidelines for current and future Board members and creating a transparent and comprehensive set of guidelines for the selection and appointment/re-appointment of Board members;

**4.7) *Maintaining an Effective and Efficient Collaborative Partnership with the University of Northern British Columbia***

Continue to collaborate with the University of Northern British Columbia (UNBC) to align research priorities of mutual interest between the Board and UNBC.

**C) OPERATIONAL BUSINESS PLAN**

This section translates the Strategic Direction component of the strategic plan into a concise and clear set of actions by themed strategic opportunities and challenges for the duration of the plan.

**1) Opportunities and Challenges Themes**

The MKAB delivers its Mandate, Vision and Mission within the following four areas of focus:

**1.1) *Resource Management***

Developing a Natural Resource Management Framework that will guide the Board's future advice to Government that is clear, integrated, meaningful and measurable and that assists policy and regulatory decision-makers with their decision-making processes and practices.

**1.2) *Improved Relationships and Communication***

Diversifying and strengthening the Board's relationships and communication with Provincial and local Governments, First Nations, academia, industry, and other stakeholders to ensure a broad level of appreciation and support of the management strategies for the MKMA. Provide continuing advice to Government at the policy, regulatory and strategic level and strengthen relationships and communications with managers and staff in developing plans, reviewing reports, and providing feedback on whether Government is achieving the vision for the MKMA.

**1.3) *Highly Effective Governance Structure***

Continue routine scheduled meetings of the Board and the Executive throughout the year. Given current funding, the Board will meet once a year (normally in the Fall). The Executive will continue to mind the business of the Board through four to six-week meetings. For the foreseeable future, these meetings will be via videoconferencing until the COVID-19 pandemic abates. Minutes of these meetings will be published on the Board's website for public review.

Develop a transparent and comprehensive set of guidelines for the selection, appointment and re-appointment of Board members that ensures a representative cross-section of the natural resource sectors, First Nations, and others and meets the expectations and requirements of Government.

**1.4) Monitoring and Reporting**

Completing the Board’s Report to the Premier and the Public of British Columbia and publishing it on-line. Over the longer term, measuring progress toward the meeting of the preamble to the M-KMA Act and the shared Vision for the M-KMA as operations unfold in accordance with advice provided by the Board.

**1.5) Sustainable Funding**

Maintaining a sustainable funding model that:

- supports the operations and business of the Board; *and*
- supports capacity to assist with delivering the Board’s commitments.

**2) Goals, Objectives, and Outcomes**

**2.1) Goals**

*Goals* are general statements describing the overarching accomplishment that the Board seeks to achieve in each Program Area.

**2.2) Objectives**

Objectives describe a measurable, quantifiable, or time-defined Board plan of action towards achieving a Goal.

**2.2) Outcomes**

Outcomes describe the consequence of achieving and Board Goal and associated Objectives.

The Goals, Objectives, and Outcomes for each area of focus are described in the following four tables:

**Table 2: Resource Management Theme**

GOALS	OBJECTIVES	OUTCOMES
Facilitate world class management of renewable and non-renewable resources that ensures the maintenance of conservation, ecological, wildlife, wilderness values.	<ul style="list-style-type: none"> <li>➤ Increased clarity, certainty, and predictability for those planning industrial and non-industrial operations and/or projects in the M-KMA;</li> <li>➤ Increased clarity by ministry decision makers of the expectations and criteria critical for evaluating proposed applications to proceed with industrial and non-industrial natural resource operations/projects</li> </ul>	<ul style="list-style-type: none"> <li>➤ Strategic Direction and Operational Business Plan approved by the Board and submitted to Government;</li> <li>➤ Achieve a common and shared agreement with Government of the Preamble to the Act, the Board’s Vision, and its Wilderness Definition;</li> <li>➤ Participate in the Ministry’s Fort Saint John LRMP Update process;</li> </ul>

	<p>in the M-KMA; and</p> <ul style="list-style-type: none"> <li>➤ Develop a single over-arching Natural Resource Management Framework.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Finalize a draft Natural Resource Management Plan to guide future advice from the Board pertaining to potential development in the M-KMA;</li> <li>➤ Complete Mineral Exploration guidance document;</li> <li>➤ Provide advice to Government well in advance of anticipated development proposals;</li> <li>➤ Provide an “expectations” document to Government regarding the criteria and factors necessary to determine not only if, but under what conditions, mineral exploration can proceed in the MKMA.</li> </ul>
<p>Updated Fort Saint John LRMP that reflects the advice and feedback of the Board.</p>	<ul style="list-style-type: none"> <li>➤ Ensuring the Fort Saint John LRMP Update process reflects the values, priorities and management expectations for the M-KMA.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Participate in the Fort Saint John LRMP Update process.</li> </ul>
<p>Champion the development of world class and innovative industrial and non-industrial natural resource development that ensures the maintenance of conservation, ecological, wildlife and wilderness values.</p>	<ul style="list-style-type: none"> <li>➤ UNBC and the Board are recognized as local, Provincial and world leaders in research that informs world class and innovative industrial natural resource development that maintains conservation, ecological, wildlife and wilderness values.</li> </ul>	<ul style="list-style-type: none"> <li>➤ A renewed and reinvigorated relationship with UNBC including renewal of the Protocol Agreement and Endowment between UNBC and the Board that incorporates: <ul style="list-style-type: none"> <li>- targeted and timely research that supports the Board’s near term Strategic and Operational Business Plan priorities (for example, exploring the potential of utilizing and evolving their “Analysis of Conflict between Potential Resource Use and Wildlife Conservation” work to assist the Board with creating</li> </ul> </li> </ul>

		<p>advice;</p> <ul style="list-style-type: none"> <li>- exploration of options for renewable and non-renewable management; and</li> <li>- informs how to achieve cultural resiliency within the M-KMA and Northern British Columbia.</li> </ul>
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**Table 3: Relationship Theme**

<b>GOALS</b>	<b>OBJECTIVES</b>	<b>OUTCOMES</b>
Improved communications and relationships between Government and the Board.	<ul style="list-style-type: none"> <li>➤ Ensure the timely flow of information between the Board and Government.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implement a strategic engagement strategy between the Ministry and the Board; and</li> <li>➤ Achieve a shared and common understanding of the Preamble to the Act, the Board’s Vision and its Definition of Wilderness.</li> </ul>
Diversify collaborative partnership agreements with multiple academic institutions that lead to a comprehensive resource management framework in the MKMA and potentially elsewhere.	<ul style="list-style-type: none"> <li>➤ In addition to its renewed and revitalized partnership with UNBC expand similar partnerships with other academic institutions to further knowledge and research in other key fields of natural resource management such as innovative collaboration and conflict resolution models.</li> </ul>	<ul style="list-style-type: none"> <li>➤ New Agreements with other interested academic institutions are signed;</li> </ul>



Advice to Government and natural resource ministries that provides valuable guidance to the management of natural resources in the MKMA as well as the development or improvement of policies, legislation, best management practices, etc.	<ul style="list-style-type: none"> <li>➤ A highly effective and efficient Advisory Board that provides valuable advice to Government and natural resource ministries.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Timely, measurable, and clear advice to Government.</li> </ul>
Improved communications and relationships between the Board and First Nations with territories that overlap the M-KMA.	<ul style="list-style-type: none"> <li>➤ Ensure the timely flow of information between the Board and First Nations</li> <li>➤ Develop an engagement strategy between the Board and First Nations.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Indigenous rights and title within the M-KMA are respected and reflected in the Board's Framework and advice.</li> </ul>

**Table 4: Highly Effective Governance Structure Theme**

<b>GOALS</b>	<b>OBJECTIVES</b>	<b>OUTCOMES</b>
High functioning Board and executive	<ul style="list-style-type: none"> <li>➤ Well informed Board and Executive;</li> <li>➤ Open and honest communications between members;</li> <li>➤ Highly engage Board and Executive members; and</li> <li>➤ Maintaining support capacity to ensure the business of the Board and Executive flow in a timely fashion.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Routine meetings;</li> <li>➤ Efficiently run meetings;</li> <li>➤ Succinct and meaningful documentation of meetings;</li> <li>➤ Routine information updates between Executive and the Board;</li> <li>➤ Annual meeting of the Board; and</li> <li>➤ Board members abide by their "Conducting Our Business" document and annually updates it based on the principles of continuous improvement.</li> </ul>

**Table 5: Monitoring and Reporting Theme**

<b>GOALS</b>	<b>OBJECTIVES</b>	<b>OUTPUTS</b>
Longer term strategic and operational planning.	<ul style="list-style-type: none"> <li>➤ Return to a three-year Strategic Direction and Operational Business Plan time frame; and</li> <li>➤ Maintain an annual work plan cycle.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Finalize a 2020/21 – 2022/23 Strategic Direction and Operational Business Plan; and</li> <li>➤ Strategic direction and business plan priorities are</li> </ul>

		operationalized through an approved annual work plan.
Improved access to current information and the transfer of knowledge related to the M-KMA.	➤ Provide current information regarding the M-KMA for the public through the Board's website.	➤ Finalize and submit the Board's first ever on-line "Report to the Premier and the Public of BC" ➤ Current information is posted on the Board's website.
Measure progress toward the achievement of the Vision for the M-KMA.	➤ In the long term, reporting protocols are in places that facilitate the Board's monitoring of resource activities within the M-KMA that are authorized in the short term and serve as a foundation for longer term monitoring.	➤ Resource activities authorized in the short term are monitored by the Board based on reporting protocols developed in partnership with MFLNRO managers and staff.
Inform Provincial Government decision-makers and others on the 'state of the M-KMA' and the implications this may have for resource management planning within the M-KMA and in other regions of the Province <sup>5</sup> .	➤ Work with MFLNRO's Northeast and Omineca Manager's committees to develop a structured and co-ordinated reporting process between the Board and Government.	➤ Provincial Government decision makers and others, through the reporting process, have up-to-date and comprehensive knowledge and information of the degree to which the objectives outlined in the Management Plan are being met through management activities, plans and permits. ➤ The report will include all proposed updates and amendments to the Management Plan or any other recommendations made by the Advisory Board.

<sup>5</sup> Section 5.1 of the *Muskwa-Kechika Management Area Regulation*.

**Table 6: Sustainable Funding Model Theme**

<b>GOALS</b>	<b>OBJECTIVES</b>	<b>OUTCOMES</b>
Maintain the Board’s fiscal model to support the operations and business of the Board.	<ul style="list-style-type: none"> <li>➤ Sufficient funding to support the operations and business of the Board.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Annual Work Plan and Budget developed and submitted to Government by July 15, 202;</li> <li>➤ Sufficient funding to support Coordinator capacity to assist with delivering commitments and other business of the Board.</li> </ul>
Long term sustainable funding	<ul style="list-style-type: none"> <li>➤ In the long term, secure multi-year dedicated funding</li> </ul>	<ul style="list-style-type: none"> <li>➤ Longer term planning;</li> <li>➤ Greater certainty, clarity and predictability of operations; and</li> <li>➤ Delivery of a broader suite of services by the Board to Government.</li> </ul>

**D) Annual Work Plan and Budget**

**Table 7: Annual Work Plan and Budget**

<b>PROJECT</b>	<b>GOALS</b>	<b>ACTIVITIES</b>	<b>OUTCOMES</b>	<b>FORECAST</b>
Fixed Costs (Chair’s honorarium, web site support, videoconferencing, Administration Fees).	Support on-going business of the Advisory Board and Executive.	<ul style="list-style-type: none"> <li>- Support business of the Chair;</li> <li>- Timely processing of honorarium invoice.</li> <li>- Timely payment of other invoices.</li> <li>- Payment of Administration Fees.</li> <li>- Payments of website support and annual fee.</li> <li>- Payment of videoconferencing</li> </ul>	<ul style="list-style-type: none"> <li>- Seamless support of the Board’s business.</li> <li>-</li> </ul>	<b>\$17,525</b>

PROJECT	GOALS	ACTIVITIES	OUTCOMES	FORECAST
		g annual fee and toll-free charges as they accrue.		
Annual Board Meeting including on-going support	Strategic discussions, information sharing, etc.	<ul style="list-style-type: none"> <li>- Two-day videoconference.</li> <li>- Various information and feedback presentations on first day.</li> <li>- In-Camera business session of the Board on second day.</li> <li>- On-going Board business (update calls for example)</li> </ul>	<ul style="list-style-type: none"> <li>- Presentations to the Board from various individuals and proponents that inform and solicit feedback from the Board.</li> <li>- Board is current and support the latest version of its draft Natural Resource Management Framework.</li> <li>- Future direction of the Board articulated.</li> <li>- Enhanced relationships between Board members.</li> <li>- Year-round support for the Board (information sharing, progress updates, etc.).</li> </ul>	<b>\$20,034</b>
Fort Saint John LRMP Update Initiative	Ensuring the Fort Saint John LRMP Update process reflects the values, priorities, and management expectations for the M-KMA.	<ul style="list-style-type: none"> <li>- Meetings;</li> <li>- Research;</li> <li>- Reporting;</li> <li>- Updates;</li> <li>- Test driving the Board's Natural Resource Management Framework</li> </ul>	<ul style="list-style-type: none"> <li>- Updated Fort Saint John LRMP that reflects the advice and feedback of the Board.</li> </ul>	<b>\$25,000</b>

<b>PROJECT</b>	<b>GOALS</b>	<b>ACTIVITIES</b>	<b>OUTCOMES</b>	<b>FORECAST</b>
Continue to develop M-KMA Natural Resource Management Framework to be ready to “test drive” within the FS John LRMP Update Process.	Have our framework ready to “test drive” within the FS John LRMP Update Process.	- 15 videocalls between Wilderness WG.	- Framework ready to “test drive” within FS John LRMP Update.	<b>\$ 25,972</b>
Continue to work with Ministry officials on shared priorities. <sup>6</sup>	Shared and common understanding of Preamble, Vision and Wilderness Definition.  Complete engagement strategy with Ministry.	- 8 Videocalls between Wilderness WG members as well as with ministry consultants and/or officials.	- Achieve a shared and common understanding of the Preamble, the Board’s Vision and Wilderness Definition.  - Mutually agreeable engagement strategy signed and implemented.	
Relations with Indigenous Peoples with interest in the M-KMA	Improved Relations with Indigenous Peoples with interest in the M-KMA	- Develop an engagement strategy between the Board and Indigenous Peoples	- Timely flow of information between the Board and First nations  - Indigenous rights and title within the M-KMA are respected and reflected in the Board’s Framework and advice.	<b>\$3,000</b>
Mineral Exploration Guidance	Follow up on recommendations in EBM Study	- Review Report;  - Convene Working Group;  - Write guidance	- Mineral Exploration Guidance	<b>\$ 1,842</b>

<sup>6</sup> Note we have not forecasted for other priorities that we would cover with additional \$25,000 uplift request.

<b>PROJECT</b>	<b>GOALS</b>	<b>ACTIVITIES</b>	<b>OUTCOMES</b>	<b>FORECAST</b>
Executive Committee	Highly functioning Executive Committee meeting routinely to attend to the business and priorities of the Board in a timely and effective manner.	<ul style="list-style-type: none"> <li>- Video calls</li> <li>- Agendas.</li> <li>- Minutes.</li> <li>- Email management.</li> <li>- Website management.</li> <li>- Ministry inquiries.</li> <li>- Public inquiries.</li> <li>- Budget forecasting and reports.</li> <li>- Special projects.</li> </ul>	<ul style="list-style-type: none"> <li>- Routinely scheduled video calls.</li> <li>- Timely agendas and attending materials to allow for adequate pre-call review.</li> <li>- Full member engagement.</li> <li>- Majority of Executive attend calls.</li> <li>- Timely and informative minutes published on-line for Board information.</li> </ul>	<b>\$11,977</b>
Board Member Composition and Appointment Guidelines and Board Appointment and Re-Appointment Process	Create draft Membership Composition and Appointment Guidelines (including Principles and Procedures) to govern future appointment recommendations to the Board;	<ul style="list-style-type: none"> <li>- Video calls.</li> <li>- Drafting of material.</li> <li>- Board appointment process</li> </ul>	<ul style="list-style-type: none"> <li>- Appointment guidelines for Board review and approval</li> </ul>	<b>\$ 3,625</b>
Sustainable Funding Model	Seek potential new partnerships and funding sources	<ul style="list-style-type: none"> <li>- - Research and conversations</li> </ul>	<ul style="list-style-type: none"> <li>- Improved funding model</li> </ul>	<b>\$ 1,450</b>
Updated Strategic Directions and Operational Business Plan	Three-year Strategic Directions and Operational Business Plan	<ul style="list-style-type: none"> <li>- Finalize an updated Strategic Direction and Operational Business Plan that reflects</li> </ul>	<ul style="list-style-type: none"> <li>- Updated three-year Strategic Directions and Operational Business Plan</li> </ul>	<b>\$ 4,257</b>

PROJECT	GOALS	ACTIVITIES	OUTCOMES	FORECAST
		Government's direction and the Board's priorities April 30, 2020 and submit to the Ministry for information.		
Interactive "Premier's Report".	Finalize "Premier's Report".	- Review, writing, collaboration with key ministry officials, etc.	- "Premier's Report" on-line and interactive	<b>\$ 1,736</b>
Projected GST Refund				<b>\$1,000</b>
			<b>TOTAL 2020/21 BUDGET FORECAST</b>	<b>\$117,418</b>
			<b>2020/21 OPERATIONAL BUDGET</b>	<b>\$117,418</b>
			<b>DIFFERENCE</b>	<b>\$ -</b>

## E) 2020 Operational Budget Forecast by Quarter

Table 8: 2020/21 Operational Budget Forecast by Quarter

2020/21 BUDGET FORECAST	ACTUAL	FORECAST	FORECAST	FORECAST	FORECAST
REVENUE	Q1	Q2	Q3	Q4	TOTAL
2019/20 Carry Forward	\$ 90,418	\$ -	\$ -	\$ -	\$ 90,418
FS John Update Process & Ministry Engagement Funding	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Previous Quarter Carry Forward	\$ -	\$ 98,007	\$ 77,979	\$ 33,537	\$ -
GST Rebate	\$ 200	\$ 200	\$ 300	\$ 300	\$ 1,000
<b>TOTAL OPERATING BUDGET</b>	<b>\$ 115,618</b>	<b>\$ 98,207</b>	<b>\$ 78,729</b>	<b>\$ 33,837</b>	<b>\$ 117,418</b>
<b>EXPENDITURES</b>					
<b>FIXED COSTS</b>					
Chair Honorarium	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000
Website Support	\$ -	\$ -	\$ -	\$ 252	\$ 252
Videoconferencing (2020/21 Subscription)	\$ 32	\$ -	\$ -	\$ 436	\$ 468
Fraser Basin Council Fees	\$ 2,701	\$ 2,701	\$ 2,701	\$ 2,702	\$ 10,805
<b>Total Fixed Costs</b>	<b>\$ 4,233</b>	<b>\$ 4,201</b>	<b>\$ 4,201</b>	<b>\$ 4,890</b>	<b>\$ 17,525</b>
<b>DISCRETIONARY COSTS</b>					
<b>BOARD MEETING AND TRAVEL EXPENSES</b>					
Board Spring Meeting	\$ -	\$ -	\$ -	\$ -	\$ -
Board Fall Meeting	\$ -	\$ -	\$ 11,000	\$ -	\$ 11,000
Coordinator and Meeting Expenses	\$ -	\$ -	\$ 1,500	\$ -	\$ 1,500
<b>Total Board Meeting and Travel Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,500</b>	<b>\$ -</b>	<b>\$ 12,500</b>
<b>WG/BOARD MEETING EXPENSES</b>					
FS John LRMP Update Process & Ministry Engagement	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 10,000
Wilderness WG Meeting	\$ -	\$ 1,800	\$ 3,725	\$ 3,943	\$ 9,468
UNBC Partnership WG	\$ -	\$ -	\$ -	\$ -	\$ -
First Nations Relationship WG	\$ -	\$ -	\$ -	\$ -	\$ -
Minerals WG	\$ -	\$ -	\$ -	\$ -	\$ -
Board	\$ -	\$ -	\$ -	\$ -	\$ -
Board Membership & Composition WG	\$ -	\$ -	\$ -	\$ -	\$ -
Board Appointment/Re-Appt. Process	\$ -	\$ -	\$ -	\$ -	\$ -
Alternative Funding WG	\$ -	\$ -	\$ -	\$ -	\$ -
Videoconferencing Costs (toll free phone costs)	\$ 442	\$ 100	\$ 100	\$ 100	\$ 742
Coordinator and Meeting Expenses	\$ -	\$ 1,500	\$ 3,196	\$ 3,196	\$ 7,892
<b>Total Working Group Meeting Expenses</b>	<b>\$ 442</b>	<b>\$ 3,400</b>	<b>\$ 12,021</b>	<b>\$ 12,239</b>	<b>\$ 28,102</b>
<b>COORDINATOR SUPPORT</b>					
Fort Saint John LRMP Update/ministry engagement)	\$ 110	\$ 3,500	\$ 2,500	\$ 2,700	\$ 8,810
Wilderness WG	\$ 6,174	\$ 2,207	\$ 2,955	\$ 2,725	\$ 14,061
UNBC Partnership WG	\$ -	\$ -	\$ -	\$ -	\$ -
First Nations Relationship WG	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 3,000
Minerals WG	\$ -	\$ -	\$ 921	\$ 921	\$ 1,842
Executive Support	\$ 3,308	\$ 3,925	\$ 3,925	\$ 3,925	\$ 11,977
Board Support	\$ 459	\$ 2,270	\$ 2,270	\$ 2,534	\$ 7,533
Board Membership & Composition WG	\$ -	\$ 725	\$ 725	\$ 725	\$ 2,175
Board Appointment/Re-Appt. Process	\$ -	\$ -	\$ 725	\$ 725	\$ 1,450
Sustainable Funding WG	\$ -	\$ -	\$ 800	\$ 800	\$ 1,450
Strategic Plan	\$ 2,132	\$ 725	\$ -	\$ 1,400	\$ 4,257
Premier's Report	\$ 753	\$ 328	\$ 327	\$ 328	\$ 1,736
<b>Total Coordinator Support</b>	<b>\$ 12,936</b>	<b>\$ 13,627</b>	<b>\$ 15,020</b>	<b>\$ 16,708</b>	<b>\$ 58,291</b>
<b>TOTAL FORECASTED EXPENDITURES</b>	<b>\$ 17,611</b>	<b>\$ 20,228</b>	<b>\$ 43,742</b>	<b>\$ 33,837</b>	<b>\$ 117,418</b>
<b>CARRY FORWARD</b>	<b>\$ 98,007</b>	<b>\$ 77,979</b>	<b>\$ 33,537</b>	<b>\$ -</b>	<b>\$ -</b>



# **APPENDIX 1**

## **Government Direction**

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**Advise to the Muskwa-Kechika Management Area (MKMA) Advisory Board**

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**From :** Greg FLNR Rawling:EX <Greg.Rawling@gov.bc.ca> Wed, Feb 11, 2015 09:08 PM  
**Subject :** Advise to the Muskwa-Kechika Management Area (MKMA) Advisory Board  
**To :** PHIL ZACHARATOS <mkmasupport@shaw.ca>, Stephanie Killam <stephkillam46@gmail.com>  
**Cc :** Dale FLNR Morgan:EX <Dale.Morgan@gov.bc.ca>, Heather I FLNR Wiebe:EX <Heather.Wiebe@gov.bc.ca>, Laura FLNR Plante:EX <Laura.Plante@gov.bc.ca>, Kevin FLNR Kriese:EX <Kevin.Kriese@gov.bc.ca>

Advise to the Muskwa-Kechika Management Area (MKMA) Advisory Board

Dear Stephanie:

We have reflected upon recent conversations with you and some members of the Advisory Board as well as the opportunity to view a presentation by Nobu Suzuki of the University of British Columbia regarding the work he has done in the Muskwa-Kechika (MK) Management Area. As a result, we believe it would be beneficial to share our thoughts or observations to assist you and the Advisory Board with updating its Strategic Direction and Operational Business Plan that focuses your limited fiscal and human resources in a direction that aligns with government priorities and expectations.

We encourage the ongoing use of tools such as Nobu Suzuki's work to assess risk in a transparent way, and to guide future work through an assessment of risk. The development of this tool could help identify which values are at greater risk, or what areas are more likely to see emerging development conflicts. Due to the limitations of the inventory, we suggest that the tool be considered as a coarse filter with input from other program experts to confirm the management and risk perspectives.

While there has been little to no industrial development in the MKMA to date we believe it is only a matter of time before a decision maker will be faced with adjudicating a development proposal within the management

area. At that time the decision maker will either turn to existing advice or guidance from the Advisory Board or to the Advisory Board itself for its advice or guidance. The large majority of the MK is designed to allow for industrial development in a way that is compatible with wildlife values in the area; the uncertainty about how those values will be integrated is a concern for the province. We believe guidance on how industry can take into account wilderness objectives, such as the Advisory Board produced for mineral exploration, can pro-actively address these concerns.

It is important to focus the work of the board, the research program, and any government actions, on the issues and areas where there is a higher risk of change to the values that are most critical to the MK. Therefore, we suggest the Advisory Board would be highly strategic to proactively focus, over the next few years, on creating a framework or process that assists with providing meaningful, integrated, clear and measurable advice or guidance for the industries most likely to submit a development proposal in the MK. It is apparent that development of forestry in the north end of the Mackenzie Timber Supply Area is possible in the next five years. Guidance on how forestry could occur in that area in a way that is compatible with the MK values would be beneficial. Another area where there is a high probability for future development applications is in wind resources. There is an opportunity to provide guidance as to how wind resources could be developed in a way that is compatible with maintenance of high elevation caribou habitat and wilderness values.

In general, guidance is best when it is received well in advance of a proposal, when it is clear and measurable, and when it has been developed through a transparent process. As you know, fiscal and human resources continue to be challenging so whatever we can do to focus the work of the Advisory Board to assist decision makers to adjudicate development proposals that harmonize with the spirit, intent and vision for the MK, the more effective and successful we will be.

Yours Truly,

Greg Rawling, Regional Executive Director,  
Omineca Natural Resource Region