



M-KMA STRATEGIC DIRECTION AND OPERATIONAL BUSINESS PLAN

2023/24 – 2025/26

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**MUSKWA-KECHIKA ADVISORY BOARD
DRAFT STRATEGIC DIRECTIONS AND OPERATIONAL BUSINESS PLAN (2023/24 – 2025/26)
INCLUDING ANNUAL WORK PLAN AND BUDGET FORECAST FOR 2023/24**

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A) Strategic Direction

1) Preamble to the M-KMA Act

The preamble to the *Muskwa-Kechika Management Area Act* (Act), coupled with the Board's vision (Section 3) is the foundation of the Board's Strategic Direction. It sets the spirit and intent of the management of the area as well as the values to be conserved in perpetuity. The preamble reads as follows:

"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 decisions. The primary emphasis of management intent and decisions 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.

2) Muskwa-Kechika Management Plan

The management plan for the Muskwa-Kechika Management Area is given force through enactment of the *Muskwa-Kechika Management Plan Regulation*.¹ Section 1.2 describes the management plan as:

"Objectives for the management of the Muskwa-Kechika Management Area were developed as part of the Fort Nelson and Fort St. John Land and Resource Management Plans. Participants in these processes recommended that the objectives for the Muskwa-Kechika Management Area be formally designated establishing a separate jurisdiction: the Muskwa-Kechika Management Area. The Muskwa-Kechika Management Plan identifies objectives for the management of the Muskwa-Kechika Management Area and specifies an integrated and coordinated planning structure to meet these objectives..."

The Mackenzie LRMP, which forms the third plan of the M-KMA Management Plan was amended into the management plan in 1998. Although the management plan is outdated the fact remains that any changes to it, or consideration of activities that deviate from the Plan, must be brought to the attention of the Board for review and advice.

3) Board Vision

The Board's Vision for the M-KMA is as follows:

¹ <https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/1347673393>

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“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 stated earlier, the Board’s vision coupled with the Preamble to the Act is the foundation of its advice. Policymakers and regulatory decision-makers must consider this advice when evaluating potential activities within the M-KMA or contemplating any changes to the management plan.

For future statutory decision makers and others considering activities within the area the Board firmly believes it is important to reach a shared and common understanding of the meaning of the preamble, the Board’s Vision, and its definition of Wilderness. This shared and common understanding informs statutory decision makers, and others, behind the reasoning or nature of Board advice.

4) The Responsibilities of the Board

The mandate or responsibilities of the Board to the Government of British Columbia are enshrined in the *Muskwa-Kechika Management Area Regulation*². However, over time, for various reasons, the Board has been unable to deliver the regulated responsibilities.

In this light the Board commits to working with Government to determine if legislated responsibilities that are not being addressed by the Board are sufficiently important for the Board to consider delivering those responsibilities and together determine how to accomplish this outcome.

The following are the legislated responsibilities with brief commentary as to which ones are currently addressed by the Board and those that are not:

- 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 strategic planning and operational activities.”*
Commentary: The Board does not deliver this responsibility. Communication between the Board and Government has eroded over time affecting the Board’s ability to deliver this responsibility. There is a commitment to improve communication which should include an evaluation of the feasibility (or desire) to re-instate this responsibility or agree to removing it when the legislation is updated.
- 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.”*
Commentary: The Board has struggled to produce this report annually primarily because data from various ministries has been difficult to obtain. Recently the Board, in collaboration with the former Ministry of Forests, Lands and Natural Resource Operations, developed and published an interactive web-based report which it felt would improve the likelihood of the Board producing this report annually.
- c) *“Providing advice to MFLNRO’s Northeast and Omineca Managers Committees on corporate priorities for and coordination of local strategic planning in the Muskwa-Kechika Management Area”*

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

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Commentary: The Board does not deliver this responsibility because of diminished communications and the fact that the Ministry of Forests, Lands and Natural Resource Operations and the Northeast and Omineca Managers Committees no longer exist. One of the strategic commitments of the Board is to improve communications with our Parent Ministry³, various other natural resource ministries, and their cross-ministry management teams to allow the Board to deliver this obligation.

d) *“Facilitating provincial, national, and international exposure of the values and management of the Muskwa-Kechika Management Area.”*

Commentary: The Board partially delivers this responsibility through its website. The Board does not have the fiscal or human resources to deliver this responsibility to a higher level (symposia, presentation to various forums, etc.). The Board’s discussions with Government pertaining to improving communications should include whether the Government wishes the Board to assume this responsibility through sufficient funding.

e) *“Recommending and implementing measures to raise money for a Muskwa-Kechika Fund”*

Commentary: The Board does not deliver this responsibility. However, it has created a working group to evaluate how the Board may assume this responsibility. However, this will likely require additional funding to engage a consultant to seek additional monies as the Board does not currently have the expertise to undertake this evaluation.

f) *“Reviewing proposals and funding requests for, but not limited to, research projects; and making recommendations for expenditures from the Muskwa-Kechika Fund”*

Commentary: The Board delivers this responsibility through its Collaborative Partnership with the University of Northern British Columbia.

g) *“Supporting the initiation of local strategic plans for the Muskwa-Kechika Management Area, to achieve the management plan objectives.”*

Commentary: The Board partially delivers this responsibility through the development of its Natural Resource Management Framework. Communication between the Board and Government has eroded over time affecting the Board’s ability to fully deliver this responsibility with respect to other local strategic plans. There is a commitment to improve communications which should include an evaluation of the feasibility (or desire) to improve the Board’s ability to fully deliver this responsibility.

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 MFLNRO’s Northeast and Omineca Managers Committees”*

Commentary: The Board does not deliver this responsibility because of diminished communications with Government and the fact that the Ministry of Forests, Lands and Natural Resource Operations and the Northeast and Omineca Managers Committees no longer exist. There is a commitment to improve communications which should improve the likelihood of the Board assuming this responsibility.

³ Ministry of Land, Water and Resource Stewardship

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- i) *“Providing recommendations to the Environment and Land Use Committee on any proposed amendments to the Management Plan.”*

Commentary: The Board does not deliver this responsibility. Communication between the Board and Government has eroded over time and the fact that the “Environment and Land Use Committee” no longer exists has affected the Board’s ability to deliver this responsibility. There is a commitment to improve communications which should increase the likelihood of the Board assuming this responsibility.

5) 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 would afford it a distinct opportunity of translating the vision for the M-KMA into tangible economic, social, and environmental outcomes.

A significant strength of the Board is its relationship with Indigenous peoples with territories that overlap portions of the M-KMA and its commitment to continue to strengthen that relationship. Indigenous people’s perspective, wisdom, knowledge, history is 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, Indigenous representation on the Board should not be construed as representing Indigenous Rights and Title. They are there, as noted, 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.

Considering 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 testing its natural resource management framework within the Fort Saint John LRMP Update initiative. The Board’s framework is designed to guide statutory decision makers with “if, how, when, where and for how long” 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.

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.

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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 of each other's needs and priorities as well as appreciating and utilizing each other's strengths and opportunities to the benefit to both parties.

The Board has also committed to providing advice or perspective on elements of the Minister's mandate letter as well as the Ministry's Service Plan, 2023/24 – 2025/26, and has identified those elements in our plan and how we may add value to mutually important goals.

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, Indigenous peoples, industries, and others positions the Board as a compelling and attractive source of advice to Government; the Board could be a model for other areas of the province that would benefit from local advice to guide planning and decision-making.

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, best management practices in the field and the delivery of the Minister's mandate letter and the Ministry's Strategic Plan, 2022/23 – 2024/25.

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6) Three Year Strategic Commitments

The three-year strategic plan is divided into three key themes. They are “Indigenous Relations”, “Management Advice”, and “Board Governance and Administration”. Within the key themes of “Indigenous Relations” and “Management Advice” the Board has carefully evaluated the Minister’s mandate letter and her Ministry’s Strategic Plan 2022/24 – 2025/2 and have cross-referenced our plan to those documents where the Board feels it can bring value, in-sight and perspective that can help in achieving mutually beneficial goals.

Therefore, Our Strategic Direction and Operational Business Plan for 2023/24 – 2025/26 commits the Board to the following Strategic Commitments:

6.1 Indigenous Relations:

- 6.1(a)** Continue to seek the full participation of the Kaska Dena First Nations on the Board.
- 6.1(b)** Continue to seek other indigenous people’s representation on the Board who have territory within the M-KMA.
- 6.1(c)** Use the Board’s structure and mandate for potentially informing the ministry’s goal of working with Nations to build a vision for co-management on the land base that embraces shared decision-making and builds an approach for co-management of land and natural resources that will ensure effective management now and in the future.⁴
- 6.1(d)** Provide recommendations on and support the development of the new land use planning processes that align with the Treaty 8 First Nations signed agreements, as of January 2023.
- 6.1(e)** Provide recommendations regarding the Kaska Dena First Nations proposed Indigenous Protected and Conserved Area (IPCA) which has significant overlap with the MKMA.

6.2 Management Advice:

- 6.2(a)** Continue to seek a common perspective on the management of the M-KMA consistent with the Board’s vision and the legislative framework pertaining the M-KMA.
- 6.2(b)** The Board recognizes the importance of collaboration with partners to develop and improve relationships, agreements, and strategies that enhance wildlife management and biodiversity.⁵

⁴ Goal 1, First Nations and the provincial government are partners in effective stewardship of water, land and natural resources, Ministry of Land, Water and Resource Stewardship Service Plan, February 8, 2023/24 – 2025/26 (page 8)

⁵ Goal 2, Improve Stewardship of Land and Water for Reconciliation, Environmental Protection and Economic Development, Ministry of Land, Water and Resource Stewardship Service Plan, February 8, 2023/24 – 2025/26 (page 12)

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6.2(c) The Board to provide meaningful advice on natural resource management within the M-KMA.

6.2(d) Provide recommendations on opportunities for efficiencies and alignment between future land use planning in Northeast British Columbia and other overlapping land use initiatives in the MKMA.

6.3 Board Governance and Administration:

6.3(a) Timely and current exchange of information between the Board and others is critical to the success of the Board and the quality of its advice.

6.3(b) Timely and current exchange of information between the Board members is critical to the success of the Board and the quality of its advice.

6.3(c) We commit to fiscal probity through careful planning and budgeting.

6.3(d) We commit to transparency and consistency in the appointment and reappointment Board members to ensure a healthy and vibrant Board.

6.3(e) Manage the business of the Board efficiently and effectively to ensure coherent and timely functioning.

6.3(f) We commit to the development of a new governance structure for the M-KMA that aligns with the Government of British Columbia's commitment to shared decision-making and co-stewardship of resources with Indigenous Communities

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B) Operational Business Plan (Annual Work Plan and Budget)

STRATEGIC THEME	STRATEGIC COMMITMENT & RATIONALE	BUSINESS PLAN COMMITMENTS
INDIGENOUS RELATIONS	<p>Continue to seek the full participation of the Kaska Dena First Nations on the Board.</p> <p>Continue to seek other indigenous people’s representation on the Board who have territory within the M-KMA.</p> <p>Use the Board’s structure and mandate for potentially informing the ministry’s goal of working with Nations to build a vision for co-management on the land base that embraces shared decision-making and builds an approach for co-management of land and natural resources that will ensure effective management now and in the future.⁶</p> <p>Provide recommendations on and support the development of the new land use planning processes that align with the Treaty 8 First Nations signed agreements, as of January 2023.</p> <p>Provide recommendations regarding the Kaska Dena First Nations proposed Indigenous Protected and Conserved Area (IPCA) which has significant overlap with the MKMA.</p> <p><u>RATIONALE</u> Indigenous relations are foundational to the effectiveness of the Board. It is important to try and maintain the four Kaska members as per the 1997 Letter of Understanding and add additional Indigenous Board members. This will improve on a co-management and decision-making model for the management of the Muskwa-Kechika Management Area. The Board’s activities and experience may be a resource for the ministry in achieving elements of its Strategic Plan, 2023/24 – 2025/26.</p>	<p>1) 2023/24</p> <ul style="list-style-type: none"> ▪ Draft an Indigenous engagement strategy by December 1, 2023. Strategy to include improving relations with the Board as well as filling the existing two Kaska board vacancies. ▪ Present strategy to Executive for review and approval. ▪ Weather permitting, implement the strategy in Q4 by visiting select communities (led by Stephanie Killam). ▪ Evaluate a potential role for the Board in assisting the ministry with co-developing performance measures to track progress on a co-management and shared decision-making framework. ▪ Explore with the ministry the utility of engaging the advisory Board to formally meet with the Treaty 8 First Nations to discuss their Land Use Planning proposals. Based on the discussion with the Treaty 8 FNs, the Advisory Board would then provide advice and counsel to the Minister as to issues and concerns that will need to be addressed by the Government as well as potential pathways forward to resolve and address the issues and concerns identified. ▪ Explore with the ministry the utility of engaging the advisory Board to formally meet with the Kaska to discuss their proposal. Based on the discussion with the Kaska, the Advisory Board would then provide advice and counsel to the Minister as to issues and concerns that will need to be addressed by the Government as well as potential pathways forward to resolve and address the issues and concerns identified. <p>BUDGET: \$ 40,000</p> <p>2) 2024/25</p> <ul style="list-style-type: none"> ▪ Evaluate progress of initiatives in 2023/24 and develop a detailed business plan and budget. <p>BUDGET: \$10,000</p>

⁶ Goal 1, Objective 1.1, Strengthen Partnerships and Advance Engagement with First Nations in the Stewardship of B.C.s Natural Resource Values, Ministry of Land, Water and Resource Stewardship Service Plan, February 8, 2023/24 – 2025/26 (page 8)

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STRATEGIC THEME	STRATEGIC COMMITMENT & RATIONALE	BUSINESS PLAN COMMITMENTS
		<p>3) 2025/26</p> <ul style="list-style-type: none"> ▪ Evaluate progress of initiatives in 2024/25 and develop a detailed business plan and budget. <p>BUDGET: \$5,000</p>
<p>MANAGEMENT ADVICE</p>	<p>Continue to seek a common perspective on the management of the M-KMA consistent with the Board’s vision and the legislative framework pertaining the M-KMA.</p> <p>The Board recognizes the importance of collaboration with partners to develop and improve relationships, agreements, and strategies that enhance wildlife management and biodiversity.⁷</p> <p>The Board to provide meaningful advice on natural resource management within the M-KMA.</p> <p>Provide recommendations on opportunities for efficiencies and alignment between future land use planning in Northeast British Columbia and other overlapping land use initiatives in the MKMA.</p> <p>RATIONALE This objective is important to ensuring Government representatives understand future Board advice and the basis upon which it rests and the potential of assisting achieving elements of its 2022/23 – 2024/25 Service Plan.</p>	<p>1) 2023/24</p> <ul style="list-style-type: none"> ▪ Achieve a shared and common understanding between the Advisory Board and our Parent Ministry regarding the Board’s draft Vision for the M-KMA. ▪ Engage with the ministry in determining the feasibility of connecting the systems, tools and people to the transformative work taking place across the natural resource sector to assist with increasing the province’s ability to manage for cumulative effects through integrated, science-based land, aquatic, resource, and geographic data. ▪ Update our Report to the Premier and the Public of British Columbia. ▪ Working with staff from MWLRS, our colleagues at UNBC and Indigenous leaders, offer advice and counsel to the Ministry on future land use planning in Northeast BC. <p>BUDGET: \$5,000</p> <p>2) 2024/25</p> <ul style="list-style-type: none"> ▪ Evaluate progress of initiatives in 2023/24 and develop a detailed business plan and budget. <p>BUDGET: \$5,000</p> <p>3) 2025/26</p> <ul style="list-style-type: none"> ▪ Evaluate progress of initiatives in 2023/24 and develop a detailed business plan and budget. <p>BUDGET: \$5,000</p>

⁷ Goal 2, [British Columbia is a global leader in stewarding water, land and natural resources](#), Ministry of Land, Water and Resource Stewardship Service Plan, February 8, 2023/24 – 2025/26 (Page 12)

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STRATEGIC THEME	STRATEGIC COMMITMENT & RATIONALE	BUSINESS PLAN COMMITMENTS
	<p>Timely and current exchange of information between the Board and others is critical to the success of the Board and the quality of its advice.</p> <p>RATIONAL Increased knowledge and awareness of the Board within Government Agencies ensures the Board is made aware of activities and initiatives planned within the M-KMA and solicited for advice in a timely fashion.</p>	<p>1) 2023/24</p> <ul style="list-style-type: none"> ▪ Develop a communications and engagement strategy by meeting with our Parent Ministry and other appropriate Ministry reps in time for presentation to the Board fall meeting. ▪ Identify communication objectives, processes (including types of communication, level of detail, process for information sharing, etc.), and timetables. ▪ Clarification and agreement on how advice is provided from the Board. BUDGET: \$5,000 <p>2) 2024/25</p> <ul style="list-style-type: none"> ▪ Evaluate progress of initiatives in 2023/24 and develop a detailed business plan and budget. BUDGET: TBD <p>3) 2025/26</p> <ul style="list-style-type: none"> ▪ Evaluate progress of initiatives in 2024/25 and develop a detailed business plan and budget. BUDGET: TBD
<p>BOARD GOVERNANCE & ADMINISTRATION</p>	<p>Timely and current exchange of information between the Board members is critical to the success of the Board and the quality of its advice.</p> <p>RATIONALE The fall and spring meetings are important to building commitment to the Board, renewing existing relationships and generally improving the engagement, efficiency, and effectiveness of the Board.</p>	<p>1) 2023/24</p> <ul style="list-style-type: none"> ▪ Prepare a draft agenda for the Fall Board meeting for Executive Approval. ▪ Coordinate speakers, materials in time, venue, catering, etc. BUDGET: 15,000 <p>2) 2024/25</p> <ul style="list-style-type: none"> ▪ Prepare for a Fall Board meeting. BUDGET: 15,000 <p>3) 2025/26</p> <ul style="list-style-type: none"> ▪ Prepare for a Fall Board Meeting. BUDGET: \$15,000
	<p>We commit to fiscal probity through careful planning and budgeting.</p>	<p>1) 2023/24</p>

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STRATEGIC THEME	STRATEGIC COMMITMENT & RATIONALE	BUSINESS PLAN COMMITMENTS
	<p>RATIONALE The strategic plan is out of date and the Board needs to have this plan to wisely expend its resources.</p> <p>Q1 and Q2 is behind us without a forecast, so an updated workplan and budget forecast for Q2 – Q4 is prudent fiscal management for this fiscal</p> <p>To avoid this in the future we will update both our Strategic Plan prior to January 31st and the Annual Work Plan prior to March 31st, annually.</p>	<ul style="list-style-type: none"> ▪ Draft a three-year strategic vision and operational business plan for 2023/24 – 2025/26 in time for Board fall meeting. ▪ Draft 2022/23 Annual Work Plan and Forecasted Budget by Quarter. ▪ Begin 2023/24 – 2025/26 update to Strategic Plan. (Prior to January 31, 2023) ▪ Draft 2023/24 Annual Work Plan and Forecasted Budget by Quarter. (Prior to March 31, 2023) BUDGET: \$5,000 2) 2024/25 <ul style="list-style-type: none"> ▪ Draft 2024/25 – 2026/27 update to Strategic Plan (Prior to January 31, 2024) ▪ Draft 2024/25 Annual Work Plan and Forecasted Budget by Quarter (Prior to March 31, 2024) BUDGET: \$5,000 3) 2025/26 <ul style="list-style-type: none"> ▪ Draft 2025/26 – 2027/28 update to Strategic Plan (Prior to January 31, 2025) ▪ Draft 2025/26 Annual Work Plan and Forecasted Budget by Quarter (Prior to March 31, 2025) BUDGET: \$5,000
	<p>We commit to transparency and consistency in the appointment and reappointment Board members to ensure a healthy and vibrant Board.</p> <p>RATIONALE Clarifies and documents procedures for Board appointments and re-appointments making the process transparent, consistent, and defensible.</p>	<ol style="list-style-type: none"> 1. 2023/24 <ul style="list-style-type: none"> ▪ Finalize Board Membership and Composition Appointment and Re-Appointment Procedures by December 31, 2022. BUDGET: \$1,000 2. 2024/25 <ul style="list-style-type: none"> ▪ Review procedures and adjust if required. BUDGET: \$1,000 3. 2025/26 <ul style="list-style-type: none"> ▪ Review procedures and adjust if required. BUDGET: \$1,000
	<p>Manage the business of the Board efficiently and effectively to ensure coherent and timely functioning.</p>	<ol style="list-style-type: none"> 1. 2023/24 <ul style="list-style-type: none"> ▪ Manage the business of the Board and Executive BUDGET: \$34,000

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STRATEGIC THEME	STRATEGIC COMMITMENT & RATIONALE	BUSINESS PLAN COMMITMENTS
	RATIONALE Keeps the general business of the Board and Executive running efficiently and effectively.	2. 2024/25 ▪ Review procedures and adjust if required. BUDGET: \$34,000 3. 2025/26 ▪ Review procedures and adjust if required. BUDGET: \$34,000
	TOTAL FORECASTED BUDGET for 2023/24	\$ 105,000

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C) Annual Work Plan and Budget Forecast

2023/24 BUDGET FORECAST	Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	2023/24
REVENUE	ACTUALS	FORECAST	FORECAST	FORECAST	TOTALS
2022/23 Carry Forward	\$ 136,567.36	\$ 136,567.36	\$ -	\$ -	\$ 136,567.36
2023/24 Operational Budget Funding	\$ 75,000.00	\$ 62,784.20	\$ -	\$ -	\$ 75,000.00
					\$
TOTAL OPERATING BUDGET BALANCE	\$ 211,567.36	\$ 199,351.56	\$185,738.86	\$135,822.23	\$
EXPENDITURES					
FIXED COSTS					
Chair Honorarium	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 6,000.00
Website Support	\$ 101.47	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 4,601.47
Zoom Videoconferencing Subscription	\$ 174.20	\$ -	\$ -	\$ -	\$ 174.20
Total Fixed Costs	\$ 1,775.67	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 10,774.20
DISCRETIONARY COSTS					
BOARD MEETING AND TRAVEL EXPENSES					
Board Fall Meeting (Nov 7-8 in Victoria)	\$ -	\$ -	\$ 14,000.00	\$ -	\$ 14,000.00
Secretariat and Meeting Expenses	\$ -	\$ -	\$ 1,000.00	\$ -	\$ 1,000.00
Total Board Meeting and Travel Expenses	\$ -	\$ -	\$ 15,000.00	\$ -	\$ 15,000.00
WG MEETING AND TRAVEL EXPENSES					
Treaty 8 First Nations meetings (4)	\$ -	\$ -	\$ 5,000.00	\$ 5,000.00	\$ 10,000.00
Kaska Dena First Nation meeting (1)	\$ -	\$ -	\$ 5,000.00	\$ 5,000.00	\$ 10,000.00
TOTAL WG MEETING AND TRAVEL EXPENSES	\$ -	\$ -	\$ 10,000.00	\$ 10,000.00	\$ 20,000.00
SECRETARIAT EXPENSES					
TOTAL SECRETARIAT FEES	\$ 9,932.00	\$ 10,000.00	\$ 19,000.00	\$ 16,068.00	\$ 55,000.00
EXTERNAL EXPENSE TOTAL (FIXED & DISCRETIONARY COSTS)	\$ 11,707.67	\$ 13,000.00	\$ 47,000.00	\$ 29,068.00	\$100,774.00
GST REBATE (5%)	\$ 406.00	\$ 409.00	\$ 777.10	\$ 657.18	\$ 2,249.50
FRASER BASIN COUNCIL FEES (8%)	\$ 920.13	\$ 1,021.70	\$ 3,693.73	\$ 2,284.45	\$ 7,919.82
TOTAL EXPENDITURES	\$ 12,215.80	\$ 13,612.70	\$ 49,916.63	\$ 30,695.27	\$106,440.40
TOTAL FUND BALANCE	\$199,351.56	\$185,738.86	\$135,822.23	\$105,126.96	\$105,126.96