

2015

# Muskwa-Kechika Advisory Board

Strategic Direction and Operational Business  
Plan

April 1, 2015 – March 31 2016



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## A) INTRODUCTION

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

This version of the Board's Strategic and Operational Business Plan covers the fiscal year 2015/16. The goal of the Board is to return to a minimum three year plan and attending budget but acknowledges the fiscal and human resource challenges faced by Government by remaining with a one year plan. The Board, in discussions with ministry representatives, will re-evaluate this matter in the fall of 2015 to determine the appropriate time frame for the next update to this plan.

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

The MKMA 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 take place 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 not a high priority at this time.

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 MKMA is maintained in perpetuity.

The Board's 2015/16 – 2017/18 Strategic Direction and Operational Business Plan acknowledges and reflects Government's direction (Appendix 1) to create clear, integrated, meaningful and measureable advice to assist decision makers with adjudicating anticipated forest harvesting proposals in the Fox/Ob drainages. The plan also identifies evaluating whether or not Wind Energy proposals within the MKMA may be acceptable development and developing attending advice for ministry decision makers. The "Analysis of Conflict between Potential Resource Use and Wildlife Conservation" work that emerged from the UNBC-MKMA Partnership is identified for further evaluation to determine the role it can play supporting the development of clear, integrated, meaningful and measureable advice for the identified priorities in the preceding paragraph and future priorities.

The Wilderness Definition and Vision advice and Mineral Exploration advice working groups are carried forward from the previous plan as priorities in this plan. The Wilderness Definition and Vision is of particular importance to this plan as it will help to define the frequency, temporal and

spatial distribution of human intervention (industrial development) in landscape units within the MKMA.

Finally, over time, the Board's desire is to amalgamate all of the advice, pre-tenure planning and other direction it creates into a single, cohesive and integrated overarching natural resource management framework that will bring consistency and efficiency to the planning process for the MKMA.

## **B) STRATEGIC DIRECTION**

### **1) The Preamble to the MKMA Act**

The preamble to the Act guides the development of a shared vision for the MKMA and management decisions within the MKMA. The preamble is:

*"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."*

### **2) The Vision**

The vision statement for the MKMA was developed by the Board guided by the preamble to the Act, which 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 policy-maker and regulatory decision maker, the Government's role is to exercise its decision making authority in the MKMA based upon the advice and guidance of the Board. Underpinning this relationship is the preamble to the MKMA Act and the regulation which includes a shared understanding of the meaning of the vision articulated above.

In fact, a shared understanding of the meaning of the vision for the MKMA is essential to guide the development and implementation of this plan as well as individual and collective expectations of appropriate courses of action and outcomes in the MKMA in the short and long term.

Therefore, the Board acknowledges the importance of this initiative and commits to the goal of achieving agreement with its members, and with Government, of a shared understanding of the meaning of the vision for the MKMA including achieving agreement with its members and Government a shared understanding of the definition of wildlife, ecological and cultural values as well as a shared understanding of the definition of wilderness, wilderness qualities and characteristics.

### ***3) The Context***

This plan continues to follow a meaningful and logical transition from existing natural resource management and decision making processes (that are largely sector specific) to a cross-sectoral or more integrated natural resource management and decision making framework. To support this direction the plan addresses the immediate priorities in the MKMA that the Board believes are likely to occur (forest harvesting in the Fox/Obo drainages and Wind Energy) in the near future by ensuring advice is created well in advance of any development proposals and that the advice it creates is clear, integrated, meaningful and measureable.

Further, the Board is committed to evaluating the “Analysis of Conflict between Potential Resource Use and Wildlife Conservation” work that emerged from the UNBC-MKMA Partnership and identifying additional works that align with this strategic direction in its pending update to the Partnership Agreement.

Finally, the Board’s goal is to ensure the various elements of its strategic priorities are integrated to the extent possible. As noted earlier, the Wilderness Definition and Vision will be designed to inform the forestry advice (and Wind energy projects as required) for the Fox/Obo watersheds. The Board’s advice for forestry, for example, will inform decision makers the criteria or factors to weigh that will differentiate operations within the MKMA from those outside of the MKMA. The same is true for the Wilderness Definition and Vision; how it is described will differentiate how it is implemented (spatially and temporally) within the MKMA from how wilderness would be implemented outside of the MKMA.

### ***4) The Advisory Board***

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

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

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

The mandate<sup>2</sup> or responsibilities of the Board is to provide advice to the Government of British Columbia and others regarding:

- 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;
- 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

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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*.

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

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.

#### ***4.3) 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 MKMA Advisory Board, Act and Regulations is another example of the Government's leadership in pioneering and refining innovative collaborative planning processes. When the MKMA 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 MKMA into tangible economic, social and environmental outcomes.

First Nation's wisdom, experience and unique perspective and relationship with the MKMA are invaluable to the Board as it undertakes its planning and business in the MKMA. The Advisory Board is committed to continue to strengthen relationships with First Nations by initiating conversations with them to begin the process of building trust and respect.

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 to be construed as representing First Nation's Rights and Title. They are there, as noted

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

previously, to share their experience, perspective and wisdom that arise from their unique relationship with the MKMA to assist the Board to achieving its mandate and vision for the area.

In light of the current legislative and regulatory framework for the MKMA the Board provides a unique and invaluable service to Government by providing clear, integrated, meaningful and measureable advice to assist decision makers with evaluating immediate resource development authorizations. In the longer term, 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 MKMA. The serves to also provide industry with the clarity, certainty and predictability it requires for planning operations in the MKMA.

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 and invaluable advice at a policy, regulatory and strategic level.

Also of importance is the Board's inter-relationship with managers and staff in developing plans, reviewing reports and providing feedback on whether Government is achieving the vision for the MKMA.

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 priorities and current fiscal realities for the MKMA.

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 MKMA but potentially for all of northern British Columbia.

The Board understands the complexity, challenges and opportunities in the MKMA 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 the values enshrined in the vision.

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

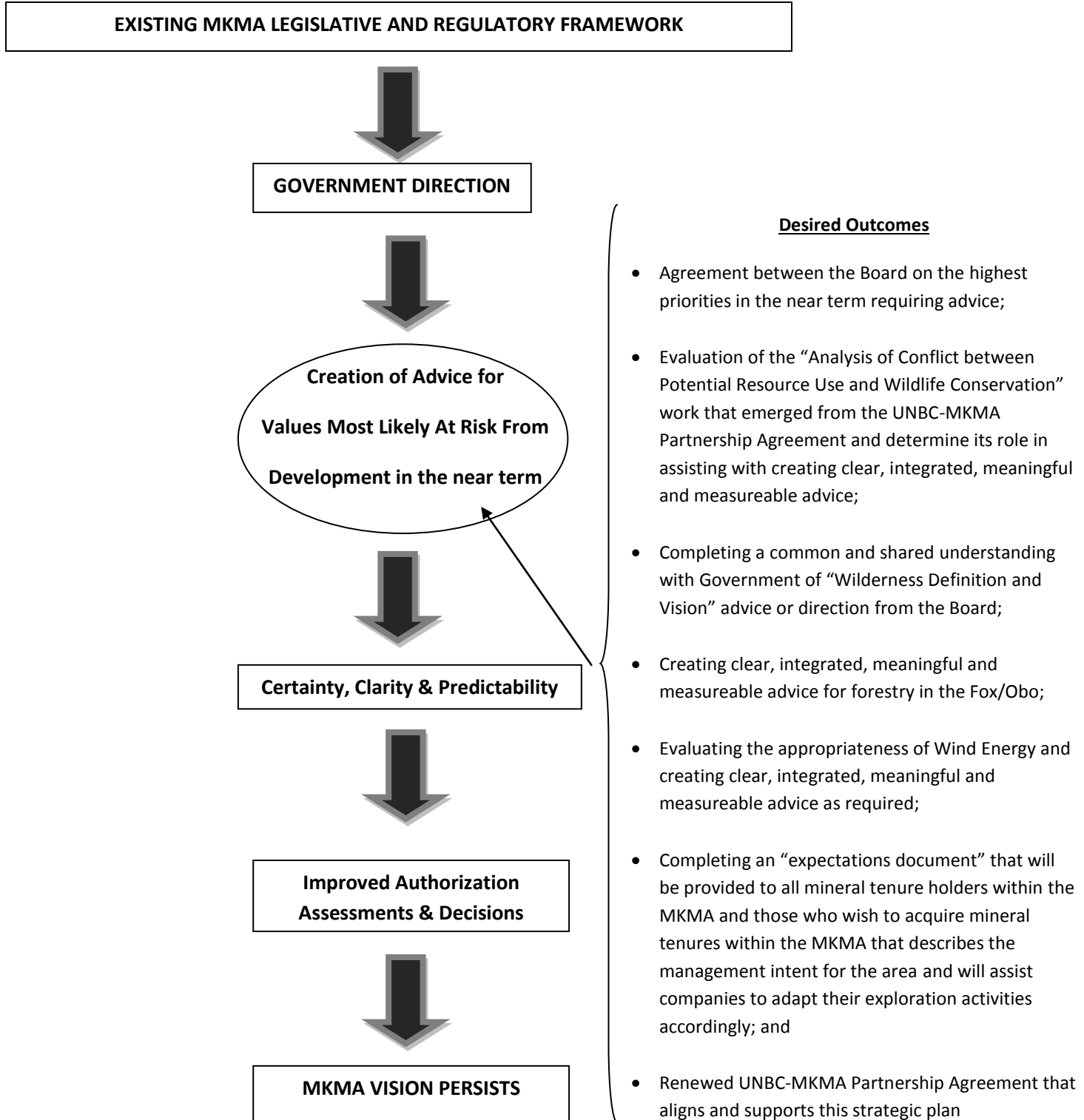
- An increased likelihood of the public and other interest groups accepting resource development because authorizations are founded upon the Board's advice to Government. Advice from a Board that has a broad sectoral and First Nations representation that is independent of, or arms-length to, Government 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
- The Board is positioned to provide immediate advice to Government regarding:
  - the additional criteria it requires to assess mineral claims currently awaiting evaluation and decisions;
  - the transition from a largely sectoral planning regime in the MKMA to an integrated natural resource management and monitoring framework over the long term that will be invaluable to decision makers within, and potentially outside of, the area; and
  - advice and support when Government commences its review and updating of the MKMA legislation and regulation.
- 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**



## **C) STRATEGIC COMMITMENTS**

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

### ***1) Common and Shared Agreement of a Wilderness Definition and Vision for the MKMA***

Complete the work of the Board to reach agreement on a common and shared agreement for a Wilderness Definition and Vision for the MKMA between the Board and Government;

### ***2) Advice***

Providing to Government clear, integrated, meaningful and measureable advice for forestry in the Fox/Obo drainages, Wind Energy (if appropriate), mineral exploration and any other advice or direction requested from Government or at the discretion of the Board which will guide:

- the development of policies and the making of decisions for the MKMA that will result in development activities in the MKMA 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;
- address unforeseen potential activities, proposals, policies, etc. that may arise from time to time;
- over the long term facilitating a shift from a largely sector specific planning framework to a more efficient cross-sectoral integrated natural resource management framework; and
- over the long term creating and supporting the monitoring of development activities to support the continuous improvement of a cross-sectoral integrated natural resource management framework;

### ***3) Capacity to Deliver Commitments:***

Maintain capacity by supporting a Coordinator to assist with the delivery of the commitments and projects identified in this, and future, plans;

### ***4) Governance Structure***

Maintain a healthy and functioning governance structure including the creation/confirmation and implementation of ethics, behaviours and accountabilities for current and future Board members; and

### ***5) Longer Term Planning***

Improve the Advisory Board's Strategic Planning by developing and implementing a longer term strategic direction and operational business planning cycle.

## **D) OPERATIONAL BUSINESS PLAN**

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

## **1) Opportunities and Challenges Themes**

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

### ***1.1) Resource Management***

Developing and recommending to Government clear, integrated, meaningful and measureable advice that assists policy and regulatory decision makers with their decision making processes and practices (as well as guiding those planning industrial and non-industrial operations/projects in the MKMA) pertaining to the management of the MKMA while maintaining the wilderness, wildlife, ecological and cultural values within the area.

### ***1.2) Monitoring and Reporting***

Over the longer term, measuring progress toward the meeting of the preamble to the MKMA Act and the shared Vision for the MKMA as operations unfold in accordance with advice provided by the Board.

### ***1.3) 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.

### ***1.4) Relationships***

Diversifying and strengthening the Board's relationships 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 invaluable advice to Government at the policy, regulatory and strategic level and strengthen relationships with managers and staff in developing plans, reviewing reports and providing feedback on whether Government is achieving the vision for the MKMA.

## **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) Objective***

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	OUTPUTS
<p>Facilitate world class management of renewable and non-renewable resources that ensures the maintenance of conservation, ecological, wildlife, wilderness values.</p>	<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 MKMA;</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 in the MKMA; and</li> <li>➤ In the long term all advice, guidance and plans provided by the Board are integrated into a single over-arching Integrated Natural Resource Management Framework.</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 a Wilderness Definition and Vision that guides project proponents and decision makers to plan and evaluate industrial and non-industrial natural resource operations in the MKMA;</li> <li>➤ Create a transparent "values at risk" assessment tool to guide/assist development of advice of from the Board. Investigate the potential of leveraging the "Analysis of Conflict between Potential Resource Use and Wildlife Conservation" work from UNBC for this tool. Investigate potential of integrating other value layers such as a Wilderness Definition and Vision into UNBC's work;</li> <li>➤ Provide clear, integrated, meaningful and measureable advice to Government for values at risk from proposed industrial natural resource development proposals most likely to occur in the near term (forestry in Fox/Obo drainages and wind energy);</li> <li>➤ Provide advice to Government well in advance of anticipated development</li> </ul>

		<p>proposals;</p> <ul style="list-style-type: none"> <li>➤ Define elements of advice; (clear, integrated, meaningful and measureable); and</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>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 advice;</li> <li>- exploration of options for renewable and non-renewable management; and</li> <li>- informs how to achieve cultural resiliency within the MKMA and Northern British Columbia.</li> </ul> </li> </ul>

**Table 3: Monitoring and Reporting Theme**

GOALS	OBJECTIVES	OUTPUTS
Measure progress toward the achievement of the Vision for the MKMA.	<ul style="list-style-type: none"> <li>➤ In the long term, reporting protocols are in places that facilitate the Board's monitoring of resource activities within the MKMA that are authorized in the short term and serve as a foundation for longer term monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Resource activities authorized in the short term are monitored by the Board based on reporting protocols developed in partnership with MFLNRO managers and staff.</li> </ul>
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>➤ A 2016/17 – 2018/19 Strategic Direction and Operational Business Plan is developed and submitted for Government review and approval by December 31, 2015; and</li> <li>➤ Strategic direction and business plan priorities are operationalized through an approved annual work plan.</li> </ul>
To inform Provincial Government decision makers and others on the 'state of the MKMA' and the implications this may have for resource management planning within the MKMA and in other regions of the Province <sup>5</sup> .	<ul style="list-style-type: none"> <li>➤ Work with MFLNRO's Northeast and Omineca Manager's committees to develop a structured and co-ordinated reporting process between the Board and Government.</li> </ul>	<ul style="list-style-type: none"> <li>➤ 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.</li> <li>➤ The report will include all proposed updates and amendments to the</li> </ul>

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

Improved access to current information and the transfer of knowledge related to the MKMA.	<ul style="list-style-type: none"> <li>➤ Provide current information regarding the MKMA for the public through the Board's website.</li> </ul>	<p>Management Plan or any other recommendations made by the Advisory Board.</p> <ul style="list-style-type: none"> <li>➤ Current information is posted on the Board's website.</li> </ul>
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**Table 4: Sustainable Funding Model Theme**

GOALS	OBJECTIVES	OUTPUTS
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; and</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤ Annual Work Plan and Budget developed and submitted to Government by April 6, 2015; and</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>

**Table 5: Relationship Theme**

GOALS	OBJECTIVES	OUTPUTS
<p>Establish and maintain clear and effective relationships with the Provincial Government, local and regional agencies.</p>	<ul style="list-style-type: none"> <li>➤ Develop a meaningful and mutually beneficial working relationship and communications protocol between the Board and Government's MKMA liaison person(s), managers and staff responsible for the MKMA;</li> <li>➤ Develop meaningful and mutually beneficial working relationships with a broad cross section of the natural resource sector, First Nations, communities, etc. to gain their support and endorsement for not only maintaining but enhancing the Board model as a means to managing renewable and non-renewable resources in the best interests of British Columbians.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Routine communication with Government liaison person(s);</li> <li>➤ From time to time, Board representation on Northeast and Omineca Manager's committees; and</li> <li>➤ Improved understanding of each other's priorities and information needs.</li> <li>➤ Valuable insight and information to assist the Board with developing advice and guidance; and</li> <li>➤ Broader and balanced Advisory Board membership.</li> </ul>
<p>Diversify collaborative partnership agreements with multiple academic institutions that lead to a comprehensive resource management framework in the MKMA and potentially elsewhere.</p> <p>Continue to strengthen the relationship and liaison between First Nations with territories that may include portions of the MKMA and the Advisory Board.</p>	<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> <li>➤ Work with the Government and First Nations to refine and strengthen appropriate arrangements for continued First Nations participation on</li> </ul>	<ul style="list-style-type: none"> <li>➤ New Agreements with other interested academic institutions are signed;</li> <li>➤ Improved and enduring relationship between both parties and dialogues the helps the Board to set priorities and direction and</li> </ul>

<p>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.</p>	<p>the Advisory Board.</p> <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>	<p>critical advice required by managers (on-going).</p> <ul style="list-style-type: none"> <li>➤ An MKMA Advisory Board that reflects a positive, constructive, working relationship with First Nations whose territories may include portions of the MKMA (on-going).</li> <li>➤ Board members abide by their “Conducting Our Business” document and annually updates it based on the principles of continuous improvement.</li> </ul>
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## **E) Annual Work Plan and Operational Budget**

All of the projects identified in this work plan are directly linked to the Strategic Direction and Operational Business Plan (2015/16 – 2016/17). This is a focused work plan with the goal of developing and delivering advice to Government through the Ministry of Forests, Lands and Natural Resource Operations (MFLNRO) and the Ministry of Energy and Mines.

The plan identifies a significant investment of fiscal and human resources towards improving First Nation's relations which will improve the quality and credibility of the advice the Advisory Board develops.

The annual work plan is forecasted at approximately \$102,000 meaning a potential shortfall of \$22,000. The Advisory Board has incorporated cost saving measures such as adjoining working group meetings to Board meetings to reduce costly travel expenses, utilizing telephone/video conferencing as much as possible and minimizing the number and frequency of face to face meetings.

The Board will monitor, and report to MFLNRO, its annual plan, quarterly, to evaluate progress towards its goals as well as financial expenditures.

### **1. Fox/Obo Forestry Advice Working Group**

The Ministry's Chief Forester is in the process of determining an Allowable Annual Cut (AAC) that includes the Muskwa Kechika Management Area which is then followed by apportionment of the AAC by the Minister. From this process it is anticipated that forest harvesting tenures will eventually be issued to First Nations (Kwadacha) within the Fox/Obo watersheds.

Therefore, this working group has formed under the auspices of the Advisory Group. The purpose of the working group is to create clear, integrated, meaningful and measureable advice in anticipation of forest harvesting plans (Forest Stewardship Plans followed by cutting authorities) in the Fox/Obo watersheds. One of the outcomes from the working group's work is to clearly identify how forest operations within the MKMA differ from similar operations outside of the MKMA. The group projects it has two to three years to complete and submit its advice to senior officials in the Ministry of Forests, Lands and Natural Resource Operations (MFLNRO).

Information exchange between the Kwadacha and this working group is essential although it is recognized that the advice created will be applicable to any entity that may conduct forestry operations in the Fox/Obo. There are a myriad of documents, reports, maps and studies that have been conducted within the MKMA by the Board which will be reviewed for potential data and information that can inform the discussion and creation of the working group's advice.

There are strong linkages between this working group and the Wilderness Definition and Vision working group because the outcomes and outputs of the Wilderness group will likely significantly influence the development of the Fox/Obo forestry advice.

The working group projects a budget of approximately \$10,850 to support the following activities (by tying in with the Board's October meeting, the working group's travel costs are significantly reduced for their meeting):

	<b>Members</b>	<b>Coordinator</b>	<b>TOTAL</b>
Scoping Call	\$0	\$650	\$650
Background Research (Nobi's source material?)	\$0	\$5,000	\$5,000
Telecon scheduling and management	\$0	\$300	\$300
Face to face meeting (October BOD Meeting tie-in)	\$500	\$900	\$1,400
Draft Options/scenarios	\$0	\$2,500	\$2,500
Pre/Post meeting materials & work	\$0	\$1,000	\$1,000
<b>TOTAL</b>	<b>\$500</b>	<b>\$10,350</b>	<b>\$10,850</b>

## **2. Wilderness Definition and Vision Working Group**

This working group was identified as a high priority deliverable in the Advisory Board's 2015/16 Strategic Direction and Operational Business Plan as well as its previous plan. The working group has made considerable progress towards defining a definition and vision for wilderness (quality and characteristics) as it pertains to the MKMA.

The group's goal for 2015/16 is to complete guidelines and principles to assist decision makers with implementing the definition and vision within the MKMA. One of the outcomes from the working group's work is to clearly identify how the conservation and management of wilderness values within the MKMA differ from the conservation and management of wilderness values outside of the MKMA.

Upon the completion of its work, the working group will then engage with senior ministry officials to reach a "shared and common understanding" of the definition, vision, guidelines and principles.

The working group projects a budget of approximately \$4,400 to support the following activities (by tying in with the Board's October meeting, the working group's travel costs are significantly reduced for their meeting):

	<b>Members</b>	<b>Coordinator</b>	<b>TOTAL</b>
Tie-in with June Board Meeting	\$750	\$900	\$1,650
Pre/Post meeting materials & work	\$0	\$1,000	\$1,000

Telecon scheduling and management	\$0	\$300	\$300
Meet with Ministry (tie-in to October Board Meeting)	\$750	\$700	\$1,450
<b>TOTAL</b>	<b>\$1,500</b>	<b>\$2,900</b>	<b>\$4,400</b>

### 3. Improving First Nation's Relations

First Nation members on the Board have advised that relationships between the Advisory Board can be improved through outreach and communication outside of the venue of Advisory Board meetings. Members of the Advisory Board are committed to improving relations with First Nations and have identified this as a key element of its annual work plan.

This initiative is projected to require approximately \$18,750 as follows:

	<b>Members</b>	<b>Coordinator</b>	<b>TOTAL</b>
Write, Travel and Meet with Kwadacha FN.	\$6,250	\$1,500	\$7,750
Write, Travel and Meet with other FNs & MFLNRO	\$6,000	\$5,000	\$11,000
<b>TOTAL</b>	<b>\$12,250</b>	<b>\$6,500</b>	<b>\$18,750</b>

### 4. UNBC/MKMA Partnership Agreement Renewal Working Group

With the MKMA as its focus, the partnership between UNBC and the Advisory Board was founded on a joint vision for the research needs and priorities of the MK Management Area during the first decade of the new millennium. UNBC established the Ian McTaggart-Cowan Muskwa-Kechika Research Professorship in 2000. The individual holding this position conducts research in support of the vision for the MK Management Area and helps to maintain linkages between the Advisory Board and UNBC.

Balancing the industrial activities of sustainable economic development in and adjacent to the MK Management Area with the globally significant environmental values of the MK Management Area creates a unique set of challenges for maintaining the vision and management intent for the MK Management Area itself.

As a result, the Advisory Board and UNBC recognize that they can work together in many different areas of research and community service in the best interests of both the MK Management Area and the northern part of the province through a renewed collaborative partnership.

As the working group prepares an updated partnership agreement it will consider if, and how, to facilitate and communicate the opportunities for potential research initiatives including exploring

potential opportunities to align initiatives with the strategic priorities of the MKMA Advisory Board's Strategic Direction and Operational Business Plan (the Fox/Obo Working Group for example).

One of the key outcomes from this updated agreement is working with UNBC to explore evolving Nobi Suzuki's "Analysis of Conflict between Potential Resource Use and Wildlife Conservation in the Muskwa-Kechika Management Area" into a support tool for the Board's use when developing advice for Government.

The working group projects a budget of approximately \$7,400 to support the following activities (by tying in with the Board's October meeting, the working group's travel costs are significantly reduced for their meeting):

	<b>Members</b>	<b>Coordinator</b>	<b>TOTAL</b>
Annual Meeting of partnership group (tie in with October Board Meeting)	\$1,200	\$1,200	\$2,400
Pre and post meeting support	\$0	\$1,200	\$1,200
Final Agreement signing	\$0	\$100	\$100
Follow up meeting to determine priorities (60 days). Including conversations exploring evolving Nobi's work for the Board Advice Support	\$1,200	\$2,500	\$3,700
<b>TOTAL</b>	<b>\$2,400</b>	<b>\$4,900</b>	<b>\$7,400</b>

## **5. Mineral Tenures Working Group**

This working group is focused on developing guidance on how mineral claims may be explored and potentially developed in the MKMA. To this end, the Board commissioned a report which was finalized in March 2013. The Board has discussed the final report with Ministry of Energy and Mines staff. From these discussions, the working group is considering the final recommendations of the report with the goal of providing advice to the Board for its consideration. The outcomes of the Board's review and acceptance of this advice from the working group will be provided to the Ministry of Energy and Mines in the form of a recommendation.

There is an initiative to create an "expectations document" that will be afforded to all mineral tenure holders within the MKMA that describes the management intent for the area in order to assist tenure holders consider their potential exploration activities accordingly.

The working group projects a budget of approximately \$2,300 to support the following activities:

	<b>Members</b>	<b>Coordinator</b>	<b>TOTAL</b>
Teleconferences	\$0	\$200	\$200
Pre/Post call support	\$0	\$300	\$300
Draft advice and expectations documents	\$0	\$700	\$700
Review and submit to Board for review	\$0	\$600	\$600
Finalize advice and expectations document and			
forward to Ministry of Energy and Mines	\$0	\$500	\$500
<b>TOTAL</b>	<b>\$0</b>	<b>\$2,300</b>	<b>\$2,300</b>

## 6. Advisory Board Meetings

The Board meets face to face twice a year to discuss strategic and operational business. Meeting in person improves the effectiveness and efficiency of the Board through strengthened relationships, trust and respect. The Board seeks to minimize costs by using meeting rooms at low or no cost (member facilities), travelling together whenever possible, making travel arrangements well in advance of meetings to take advantage of sales, focused agenda that allow members (to the extent possible) to avoid costs of additional overnight accommodation, etc.

The Advisory Board projects a budget of approximately \$24,800 as follows:

June/October Meetings (travel)	\$20,000	\$2,500	\$22,500
Pre, during and Post meeting support	\$0	\$2,300	\$2,300
<b>TOTAL</b>	<b>\$20,000</b>	<b>\$4,800</b>	<b>\$24,800</b>

## 7. Executive Conference Calls

The Executive meets through conference call once a month throughout the fiscal year. The Executive deals with strategic and operational issues that arise between Advisory Board meetings.

The Executive projects a budget of approximately \$9,600 as follows:

	<b>Members</b>	<b>Coordinator</b>	<b>TOTAL</b>
<b>Monthly Calls (scheduling/agendas/minutes/etc.)</b>	<b>\$0</b>	<b>\$9,600</b>	<b>\$9,600</b>



## 8. Other Operational Business of the Advisory Board and Executive

This section pertains to the on-going business of the MKMA Advisory Board and Executive that supports the functioning of organization. This work projects a budget of approximately \$23,998 as follows:

		<b>Members</b>	<b>Coordinator</b>	<b>TOTAL</b>
<b>Strategic Direction &amp; Operation Business Plan Update</b>	Update in November/December	\$0	\$700	\$700
	Seek input from Board and Executive	\$0	\$100	\$100
	Seek input from MFLNRO Staff	\$0	\$100	\$100
	<b>TOTAL</b>	<b>\$0</b>	<b>\$900</b>	<b>\$900</b>
<b>Appointments &amp; Re-Appointments</b>	Used workload from 2014/15 for estimate	\$0	\$1,500	\$1,500
	<b>TOTAL</b>	<b>\$0</b>	<b>\$1,500</b>	<b>\$1,500</b>
<b>Budget Management</b>	Track expenditures/reconcile with RNA/Reporting, etc	<b>\$0</b>	<b>\$3,900</b>	<b>\$3,900</b>
<b>Chair's Honorarium</b>	\$500/month	<b>\$6,000</b>	<b>\$100</b>	<b>\$6,100</b>
<b>Administration</b>	Website mngt/incoming correspondence, etc.	\$0	\$1,000	\$1,000
	Board Meeting Expenses (catering, etc.)	\$0	\$600	\$600
	Board member's 2014/15 Travel Expenses (one time charge)	\$1,448	\$0	\$1,448
	RNA Financial Administration Fees	\$6,300	\$0	\$6,300
	Teleconference and Web support fees	\$0	\$2,250	\$2,250
<b>Total Administration</b>		<b>\$7,748</b>	<b>\$3,850</b>	<b>\$11,598</b>
<b>TOTAL OTHER OPERATIONAL BUSINESS</b>		<b>\$13,748</b>	<b>\$10,250</b>	<b>\$23,998</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

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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