



OMINECA

Beetle Action Coalition

Business Plan

April 2011 – March 2014



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510-175 2nd Ave.
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June 1, 2011

Delivered via email gordon.borgstrom@gov.bc.ca

Dear Gordon Borgstrom;

I am pleased to submit the following Business Plan for the Omineca Beetle Action Coalition for the period April 1, 2011 – March 31, 2014.

The Coalition will continue to operate under the mandate: *To provide oversight and leadership in the implementation of various mountain pine beetle strategies.* We are appreciative of the support the Province has given by providing OBAC with three years of funding. This enables us to make long term commitments and see to the sustainable development of our Diversification and Implementation Plan.

Over the last several months, the Board has developed a framework to guide an application process for our member communities. Our projects will continue to be selected for their potential to build regional capacity and partnerships, fill critical gaps, and leverage increased benefits from existing programs and policies.

We look forward to working with the Province on ensuring sustainable development and resiliency for the OBAC region.

Yours truly,

Don Bassermann,
Chair, Omineca Beetle Action Coalition

Cc Minister Pat Bell, Ministry of Jobs, Tourism and Innovation
Donna Barnett, Parliamentary Secretary for Regional Economic Development

Purpose

This Business Plan sets out the 2011 – 2014 implementation objectives for the Omineca Beetle Action Coalition. It describes the proposed projects and initiatives that will be undertaken, in whole or in part, by the Coalition April 2011 – March 2014. It also describes the resources required for implementation and the methods and measures of success.

Overview

From its establishment in 2005 to September 2009 the Omineca Beetle Action Coalition’s mandate was to make plans for economic diversification and community resilience in the wake of a Mountain Pine Beetle epidemic that has threatened to devastate the region’s timber industry and exacerbated pre-existing trends in population decline and economic uncertainty. The planning work involved a broad range of stakeholders, and resulted in an overarching *Five Year Diversification and Implementation Plan*¹ and nine sector strategies containing 42 recommendations and 246 suggested actions. Following on the strategies, the Coalition has developed action plans to outline the initial steps of implementation.

As a result of this planning work, the region has, for the first time, a “blueprint” that sets out what needs to be done to assure a prosperous future. Many of the action items have also been identified by other organizations, and in some cases work is already underway. However, there is a continuing need to communicate and act on priorities as a region, coordinate the use of public resources for best value, and build lasting partnerships that will see the work done over the long-term.

In October 2010, the focus of the Coalition shifted from planning to implementation. OBAC will participate directly in several small, strategically important projects and initiatives with short-term deliverables, and a significant part of its effort will be in activities that solidify common regional priorities, facilitate implementation partnerships, provide advice to senior governments, and improve the region’s capacity going forward.

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¹ See OBAC Diversification and Implementation Plan, Provincial Government Submission, August 28, 2009

1. Objectives

The Omineca Beetle Action Coalition has completed its initial planning objectives and must now take the necessary measures to ensure the plans serve both the region and the province effectively. Broadly, the Coalition's objectives are *to work to ensure the sustainable development and resiliency of the region by:*

- **Completing projects that were initiated concurrent with the planning phase;**
- **Facilitating the implementation of high priority projects relevant to each sector strategy while concurrently strengthening delivery partnerships;**
- **Providing leadership that enhances the climate for on-going collaborative implementation of strategies over the longer term; and**
- **Providing advice to the Provincial Government.**

2. Project Selection Guidelines

While working to see achievement of the broad Vision and Capstone Objectives set out in the Diversification and Implementation Plan, and the many objectives of the sector strategies, the Coalition will undertake a number of strategically important projects. The 246 actions identified in regional strategies could lead to several hundred projects, however, projects will stem from the Interim Action Plans created with each strategy. These selected actions had the most potential for immediate implementation and/or were essential for further development of the Diversification and Implementation Plan. The Coalition's role is to champion these actions, by providing oversight, leadership and, leveraging funding and support.

Project Priority 1:

Complete projects that are already underway and projects for which a financial commitment has been made. Where a financial commitment has been made subject to other funding, the \$ may be reallocated if the project does not proceed within a reasonable time.

Project Priority 2:

Invest in member led and OBAC supported projects that are ready to be operational preferably in six months or less and produce measurable results within the fiscal year (projects may continue in subsequent years but must be showing tangible results). Leveraged funding from outside the region and/or with a federal component is encouraged where possible.

Project Priority 3:

Invest in projects that require design and feasibility work, and/or additional in-house resources by OBAC, and that may take more than a year to produce tangible results. Where possible leverage funding from outside the region and preferably with a federal component.

The selection of these projects will be based upon the following guidelines:

1. Consistency with the regional strategies and the broad input they received;
2. Contribution to building long-term partnerships and benefits that strengthen the region's communities and economy;
3. Value and relevance at the regional level;
4. Contribution to the building of long-term capacity in the region;
5. Linkage to provincial strategies, programs and priorities;
6. Positive impact on the region's economic climate, particularly economic diversification and the growth of small businesses;
7. Improvement to the availability, quality or efficient delivery of services;
8. Opportunity to leverage funding and benefits with other initiatives;
9. Availability of partners to participate in project delivery and funding; and
10. The capacity to show measurable progress within defined timelines;
11. Funding available within the OBAC budget.

3. Project Delivery

a) OPERATING ASSUMPTIONS

The ability to achieve the objectives and carry out the functions identified above, as well as the subsequent budget projections below, is based on the following assumptions:

Board Operations

- The Board will retain its present structure, including the availability of three seats (presently not filled) for First Nations. The invitation for First Nations participation will remain open.
- The Board will continue to rely on its Executive Committee for operational oversight.
- The Board will continue to meet regularly, however, it is hoped that cost reductions will be achieved through the use of technology to reduce the number of face-to-face meetings.

Staff and Infrastructure

- One or more individuals (staff and contractors) will be required to responsibly carry out implementation.
- The present office space at UNBC will be retained.

Provincial Government Staff Support

- The Coalition will receive support from one full-time senior staff person who is located in the region from the MBP Division, Ministry of Jobs, Tourism and Innovation. The nature of this support will include liaison and relationship building with government ministries and direct involvement/management of specific projects or initiatives.

Delivery Partnerships

- Regional organizations, including First Nations organizations, will be approached to become partners in project implementation. Local governments, provincial ministries and agencies, and the federal government are also potential delivery partners.
- The preferred model for project delivery will be through a partnership whereby one or more of the partners provides the project management with participation from Coalition or Ministry staff. The Coalition will manage delivery of some projects directly.

- Delivery partners will bring additional funding (i.e. leveraged), and capacity (e.g., in-kind contributions) to projects.
- Delivery partnerships will be developed with the expectation of building long-term capacity for regional economic and community development in the region.

Project Selection / Management Flexibility

- The final selection and disposition of projects will depend upon the outcome of the initial design stage and collaboration with partner organizations. This may lead to some projects being modified to better meet defined needs, and others being deferred and replaced with alternate high priority projects.

Leveraged Funding

- The preferred funding model for projects will be to leverage equal or greater financial contributions from non-coalition sources. These sources may include delivery partners or funding programs (e.g., Northern Trust, Columbia Trust, First Nations Trust, Western Diversification, Community Futures, etc.).

b) PROJECTS

Project Overview Documents

As individual projects are developed and confirmed, each will have a one-page project overview in addition to any more detailed planning that may be required. The project overview will include:

1. Project description
2. Rationale
3. Partners
4. Timelines
5. Resources (people and \$)
6. A summary of intended activities, outputs, and outcomes

Strategy Implementation Projects and Partnership Building

A number of small projects (typically <\$10,000) will be undertaken to address specific opportunities to ensure follow-through on the regional strategy work done over the past several years. Examples of these projects include:

- Creating an efficient web-based mechanism for existing funding organizations, economic development agencies, provincial ministries and others to use the strategies for project planning, assessment and approval purposes.
- Continuing to invite input from communities and sector organizations on changing and emerging needs and opportunities.
- Tracking and reporting on accomplishments relative to the strategies as work is carried out by governments and the private sector.
- Preparing information and analysis to support regional implementation of provincial programs and policies (e.g., the “rural lens” work).
- Working with First Nations organizations to identify projects that are suitable for joint implementation.

Completion of Active Projects

As of March 2011, the OBAC has several active projects arising from the regional strategies:

- Continuation of *Community Participation in Forest Management Decisions* in the upcoming OBAC TSRs
- *Bridges - Linking Resources for Community Forests*
- Implementation of the Community Transition Toolkit Website

- *Regional Air Traffic and Airport Improvement Phase II*
- Alternative Energy Office
- *Green Energy Development as a Rural Development Tool*
- *Burns Lake Bioenergy Pilot Project*
- OBAC Agriculture Working Group
- Farm to School Initiatives – Salad Bar Program
- Establishment of an agriculture research and development initiative
- *Beyond the Market – Growing the North*
- *Science and Technology Advancement Project*
- *Rural BC Project*
- *Linking Communities Project*

Potential Projects

The 246 actions identified in regional strategies could lead to several hundred projects; however most can occur without the direct involvement of the OBAC. A short-list of potential projects for OBAC involvement follows in Appendix 1. For several of these potential projects some work has been done on concept and tactical planning, however they have not yet reached the stage of a “project pending”. As other projects are completed, and depending on capacity, additional projects may be selected from this list for implementation.

Measures of Success

General

- Completion of projects on time and budget.
- Number of projects with multiple delivery partners and leveraged funding sources.
- Overall uptake of strategy recommendations.

Specific

- Each project will provide a final report within 60 days of completion that describes the following results:
 1. Project description and documentation of activities
 2. Participating partners
 3. OBAC funding, leveraged funding, and in-kind contributions
 4. Results / outputs
 5. Relevance of the Results to broader objectives.

Appendix 1 - List of Potential Projects

Note: The OBAC Interim Implementation Plans address all 42 recommendations and 246 action items contained in the nine sector strategy documents. This table is a summary of selected projects that the directors have identified as high priority work to be done by OBAC in order to maintain momentum and ensure the necessary implementation partnerships are established. It is organized according to the Key Priorities for Action identified in the OBAC Diversification and Implementation Plan. A small number of these projects will be selected for implementation based on the Project Selection Guidelines in Section 2 above.

KEY PRIORITY	PROJECT DESCRIPTION	SOURCE STRATEGY	REQUIRED OBAC ACTIVITIES	POTENTIAL PARTNERS AND RESOURCES	INTENDED RESULTS	CURRENT STATUS
1. Create mechanisms and capacity that will enable community leaders (both Local Government and First Nations government), practitioners and businesses to work together as a regional community to achieve shared interests and priorities.	1.1 Develop a stronger alliance between Local Governments and First Nations leaders at the community and regional level.	Minerals and Mining (also reflected in several other strategies).	<ul style="list-style-type: none"> • Undertake an initial dialogue about common interests identified in strategy work. • Establish a joint regional forum on community and economic sustainability. • Design and implement a program to support community-level capacity for joint projects. 	<u>Partners:</u> <ul style="list-style-type: none"> • First Nations and Local Government leaders in the region. • Province: (MEMPR) • Industry organizations <u>OBAC Resources:</u> <ul style="list-style-type: none"> • Staff • Director participation • Contract support to help organize and facilitate 	Initial focus will be to have an on-going, respectful and well informed dialogue on minerals and mining, however when combined with other initiatives this is expected to support a much broader working relationship between Local Governments, First Nations Governments, and resource industries.	Initial contacts and information exchanges have taken place between OBAC and First Nations. Discussions have been held with senior MEMPR officials. Tactical plans have been approved by the OBAC Board to guide further work.

KEY PRIORITY	PROJECT DESCRIPTION	SOURCE STRATEGY	REQUIRED OBAC ACTIVITIES	POTENTIAL PARTNERS AND RESOURCES	INTENDED RESULTS	CURRENT STATUS
	<p>1.2 Work with senior governments and others to develop and implement a mechanism for regional coordination of social services.</p>	<p>Community Social Services and Supports (also strongly linked to Attraction and Retention).</p>	<ul style="list-style-type: none"> • Work with partners to develop a detailed concept paper and funding options. • Leverage existing resources for implementation. • Possible pilot projects. • Provide coordinated input to the Province on the implementation of a “rural lens” for policy and program development. 	<p><u>Partners:</u></p> <ul style="list-style-type: none"> • Province (various agencies) • Local Governments and First Nations • Regional organizations • Providers and United Way • UNBC (Community Development Institute) <p><u>OBAC Resources:</u></p> <ul style="list-style-type: none"> • Staff • Contract \$ to contribute to detailed concept and business plan development • In-kind local government participation 	<p>A working model that achieves more effective, efficient and equitable use of resources within the region = greater value for dollar.</p> <p>This is expected to lead to an overall improvement in services over time.</p>	<p>An initial meeting has taken place with senior officials from the provincial government (ADM).</p> <p>The United Way has expressed interest in exploring the initiative in conjunction with their services.</p>
	<p>1.3 Work with senior governments, regional organizations and the private sector to develop options for the establishment of a regional economic development agency.</p>	<p>Attraction and Retention (strongly linked to several other strategies).</p>	<ul style="list-style-type: none"> • Convene a discussion with partners to refine the concept and develop a solid proposal for implementation. 	<p><u>Partners:</u></p> <ul style="list-style-type: none"> • Province (various agencies) • Federal Government • Regional and local economic development organizations (e.g. CFDCs) and practitioners • Local Governments and First Nations <p><u>OBAC Resources:</u></p> <ul style="list-style-type: none"> • Staff • Participation of directors • In-kind local government staff participation • Contract project support \$ 	<p>A working model that achieves more effective and efficient use of resources within the region and is able to work on behalf of the region as a whole.</p> <p>This is expected to lead to an overall improvement in the regions capacity to grow and diversify its economy over time.</p>	<p>Community Futures Development Corporations have expressed in interest in using their organizations to help achieve this.</p> <p>The concept has been raised with senior provincial government officials (ADMs).</p>

KEY PRIORITY	PROJECT DESCRIPTION	SOURCE STRATEGY	REQUIRED OBAC ACTIVITIES	POTENTIAL PARTNERS AND RESOURCES	INTENDED RESULTS	CURRENT STATUS
	1.4 Work with senior governments to ensure that funding for services remains in place for a transition period following the MPB epidemic.	Attraction and Retention (strongly linked to Community Social Services and Supports).	<ul style="list-style-type: none"> Establish a dialogue with senior governments. Assist with the analysis and presentation of data to ensure grants accurately reflect the number of people relying on services. Provide coordinated local government input to the provincial and federal governments. 	<u>Partners:</u> <ul style="list-style-type: none"> Province (various agencies) Federal Government Local Governments Service providers <u>OBAC Resources:</u> <ul style="list-style-type: none"> Staff \$ to participate in data collection and analysis 	Grants to communities from senior governments accurately reflect the population relying on services.	The matter has been raised in an initial meeting with senior provincial government officials (ADMs).
	1.5 Work with the Northern BC Tourism Association (NBCTA) to establish a Tourism Advisory Working Group that will help identify and provide leadership on implementation of key regional tourism development and marketing priorities, and collaborate with others on tourism related economic development.	Tourism Sector Strategy	<ul style="list-style-type: none"> Meet with the NBCTA to develop the concept (e.g., draft terms of reference) further. Identify a list of potential participants and consult with them. Confirm a “host” or sponsoring organization as necessary. Convene an initial meeting 	<u>Partners:</u> <ul style="list-style-type: none"> Tourism associations, including First Nations tourism interests. Province (Ministry of Tourism, Culture and the Arts) Marketing and development interests (TBA) <u>OBAC Resources:</u> <ul style="list-style-type: none"> Staff to work with initial partner(s) Minor contract \$ to help the group conduct initial meeting(s) 	Regionally based tourism marketing and development priorities. Beneficial relationships amongst stakeholders, leading to sector growth.	Very preliminary discussions have occurred with NBCTA.

KEY PRIORITY	PROJECT DESCRIPTION	SOURCE STRATEGY	REQUIRED OBAC ACTIVITIES	POTENTIAL PARTNERS AND RESOURCES	INTENDED RESULTS	CURRENT STATUS
2. Encourage the growth and expansion of focused training and certification opportunities in the region to develop, attract and retain the workforce needed to diversify the economy.	2.1 Initiate and support technology transfer events.	Alternative Energy Sector Strategy	<ul style="list-style-type: none"> Update detailed needs analysis. Organize and deliver at least two technical information sessions or business opportunities analysis sessions. 	<u>Partners:</u> <ul style="list-style-type: none"> Federal and Provincial Governments Research organizations Colleges and Universities Other regional organizations <u>OBAC Resources:</u> <ul style="list-style-type: none"> Staff Small amount of project support funding 	Communities, investors and entrepreneurs in the region are well informed about the opportunities.	Initial discussions with NRCan and other potential Federal partners, as well as with senior provincial government officials (ADMs). Anticipated support from the Northern Bioenergy Partnership – Alternative Energy Office
	2.2 Initiate service enhancements that assist self-employed.	Attraction and Retention Strategy	<ul style="list-style-type: none"> Work with partners to identify gaps and opportunities. Work with partners to develop the necessary program proposals to address the gaps. 	<u>Partners:</u> <ul style="list-style-type: none"> Provincial and federal governments. Local/regional education and service providers (public and private). Employment organizations, including First Nations organizations. <u>OBAC Resources:</u> <ul style="list-style-type: none"> Staff Minor contract support to convene initial work. 	Programs available to provide high quality, accessible training for self-employment. Longer-term: growth in the number and success of small businesses in the region.	Identified in initial meeting with senior provincial government officials (ADMs). OBAC needs to further develop a tactical plan to move this ahead. OBAC has participated on a HR Shared Services Project with United Way.

KEY PRIORITY	PROJECT DESCRIPTION	SOURCE STRATEGY	REQUIRED OBAC ACTIVITIES	POTENTIAL PARTNERS AND RESOURCES	INTENDED RESULTS	CURRENT STATUS
3. Ensure the region's new and existing transportation infrastructure provides for safe, cost effective, and expeditious movement of people, goods and services.	3.1 Reduce barriers to transportation infrastructure at the local level.	Regional Integrated Infrastructure Strategy.	<ul style="list-style-type: none"> Communicate with local governments throughout the region to recommend that they review local planning documents to remove any unnecessary barriers to transportation infrastructure development. Follow-up survey to assess results and impact. 	<u>Partners:</u> <ul style="list-style-type: none"> Local Governments <u>OBAC Resources:</u> <ul style="list-style-type: none"> Staff 	Short term: More streamlined local plans and fewer local barriers to transportation infrastructure development. Longer term: More efficient and cost effective development of infrastructure.	Initial information available through strategy. Regional discussions have occurred.
	3.2 Develop regional information needed to support infrastructure planning and inquiries.	Regional Integrated Infrastructure Strategy.	<ul style="list-style-type: none"> Establish and maintain a list of regional priorities for transportation infrastructure development and improvement, including rationales. Develop a small airport strategy that identifies physical infrastructure and service improvement requirements, including rationales. Provide regional input to the Province's Resource Roads Strategy, Federal Rail Services Review, and BC Utilities long-term plans for electricity transmission. Communicate with governments on priority needs. 	<u>Partners:</u> <ul style="list-style-type: none"> Local Governments and First Nations Provincial Government Federal Government Utilities/Authorities/Service providers Existing advisory organizations <u>OBAC Resources:</u> <ul style="list-style-type: none"> Staff Contract support / project management funding In-kind participation from Local Governments 	General agreement on regional priorities. Improved input to decisions from the regional community. Infrastructure better meets regional needs and supports growth and diversification.	General issue has been communicated to senior provincial officials (ADMs), and follow-up is needed. OBAC has provided input to the Federal Rail Service Review. Regional discussions have occurred. Specific issues have been addressed (e.g., Smithers Airport). The strategy document includes some examples of specific priorities.

KEY PRIORITY	PROJECT DESCRIPTION	SOURCE STRATEGY	REQUIRED OBAC ACTIVITIES	POTENTIAL PARTNERS AND RESOURCES	INTENDED RESULTS	CURRENT STATUS
	<p>3.3 Improved transportation services between communities within the region (especially between small communities and larger centers).</p>	<p>Integrated Regional Infrastructure Strategy</p> <p>Tourism Sector Strategy</p> <p>Community Social Services and Supports Strategy</p>	<ul style="list-style-type: none"> Conduct a more in-depth needs assessment and gap analysis. Develop options and innovative models, including the business case and/or funding requirements for preferred models. Communicate the options and analysis to public and private sector organizations. 	<p><u>Partners:</u></p> <ul style="list-style-type: none"> Local Governments and First Nations Sector associations and authorities (health, tourism, transportation, agriculture, etc.) Transportation providers Provincial and Federal Governments <p><u>OBAC Resources:</u></p> <ul style="list-style-type: none"> Staff Funding (preferably leveraged) to manage the project and undertake the activities. 	<p>Innovative models suitable for implementation.</p> <p>Improved awareness of multi-sector needs and benefits.</p> <p>More efficient use of regional services and goods.</p>	<p>Part of initial communication with senior provincial officials (ADMNs). Follow-up required.</p> <p>Regional discussions have occurred.</p>
<p>4. Remove impediments for access to, and encourage more diverse use of natural resources.</p>	<p>4.1 Promote the diversification of fiber use, including the opportunities identified in the Alternative Energy Sector Strategy.</p>	<p>Future Forest Products and Fiber Use Strategy</p> <p>(strongly linked to the Alternative Energy Sector Strategy)</p>	<ul style="list-style-type: none"> Continue to work with the existing and emerging industries to identify opportunities and constraints. Work with the Province and BC Hydro to identify options to improve the regulatory and fiscal environment. Work with NRCAN, FPInnovations, UNBC and others to encourage innovation in the region. Work with the province to identify industry information needs relative to fiber availability. 	<p><u>Partners:</u></p> <ul style="list-style-type: none"> Province BC Hydro Existing and emerging forest industry (associations and individual companies) Federal Government Research organizations (e.g., FPInnovations, UNBC) <p><u>OBAC Resources:</u></p> <ul style="list-style-type: none"> Staff Small amount of contract \$ Support through Alternative Energy Office 	<p>Short-term: improved regulatory environment for non- traditional forest products businesses.</p> <p>Longer term: more diversity and resilience of the region's forest products industries.</p>	<p>Initial communication with senior provincial officials (ADMNs).</p> <p>Initial communication with NRCAN.</p> <p>The province has made some changes to legislation and has work underway.</p> <p>Alternative Energy Office established.</p>

KEY PRIORITY	PROJECT DESCRIPTION	SOURCE STRATEGY	REQUIRED OBAC ACTIVITIES	POTENTIAL PARTNERS AND RESOURCES	INTENDED RESULTS	CURRENT STATUS
	4.2 Engage local governments, industry and CN Rail in a dialogue.	Integrated Regional Infrastructure Strategy	<ul style="list-style-type: none"> Initiate and facilitate initial discussions on behalf of local governments. Document regional needs and issues, as well as possible solutions. 	<u>Partners:</u> <ul style="list-style-type: none"> Local governments Industry Associations CN Rail (possibly MOT and Transport Canada if required) <u>OBAC Resources:</u> <ul style="list-style-type: none"> Staff In-kind participation of local governments 	<p>Short-term: CN and its regulators are fully aware of regional interests and issues.</p> <p>Longer term: Regional needs are better met.</p>	Follow-up required.
	4.3 Initiate one or more projects that will improve relationships and mutual benefits for tourism and forestry tenure holders working on a common land base.	Tourism Sector Strategy	<ul style="list-style-type: none"> Follow-up with industry associations / sector participants to do a problem analysis and identify potential pilot projects. Play facilitation /catalyst role to get establish terms of reference and get pilot projects underway. 	<u>Partners:</u> <ul style="list-style-type: none"> Tourism and Forest sector tenure holders and associations Province (Tourism and Forests) Resources North Association <u>OBAC Resources:</u> <ul style="list-style-type: none"> Staff Contract project management support 	<p>Short-term: policy and practice recommendations for both sectors and their regulators.</p> <p>Longer-term: better integration and greater overall benefits from the shared land base.</p>	Follow-up required.

KEY PRIORITY	PROJECT DESCRIPTION	SOURCE STRATEGY	REQUIRED OBAC ACTIVITIES	POTENTIAL PARTNERS AND RESOURCES	INTENDED RESULTS	CURRENT STATUS
5. Undertake public information, awareness and information programs to help citizens contribute to, and benefit from opportunities.	5.1 Work with the Province and others to undertake a public information program that provides a fair, balanced and realistic picture of mineral exploration and mining. Document a common community perspective on mine development and regulatory processes.	Minerals and Mining Sector Strategy	<ul style="list-style-type: none"> • Convene a small advisory group and develop a project terms of reference. • Develop information materials. • Carry out an information program for community leaders. • Provide regional feedback to regulators. 	<u>Partners:</u> <ul style="list-style-type: none"> • Province • Industry Associations • Local Governments • (Potentially First Nations) <u>OBAC Resources:</u> <ul style="list-style-type: none"> • Staff • In-kind participation of local governments • Project management funds 	Short-term: increased awareness and better informed community input to sector activities. Longer-term: Strong regional community/industry partnership with lasting mutual benefits.	Initial discussions held with MEMPR at ADM level. Draft tactical plan developed.
	5.2 Encourage and support initiatives to test new models for communities to benefit from forest management.	Future Forest Products and Fiber Use Strategy.	<ul style="list-style-type: none"> • Complete the PG/Lakes TSA Pilot Project underway with the Ministry of Forests, Mines and Lands. • Work with the province and communities to identify opportunities and pilot new approaches. 	<u>Partners:</u> <ul style="list-style-type: none"> • Local governments • Ministry of Forests, Mines and Lands <u>OBAC Resources:</u> <ul style="list-style-type: none"> • Staff • In-kind local government resources • Contract project support funding 	Short-term: Improved approaches to community involvement AAC decisions and recommendations. Longer term: improved community participation in and benefits from forest management policies and decisions.	Pilot project underway with MFML on Prince George AAC determination. Need to identify further opportunities.

KEY PRIORITY	PROJECT DESCRIPTION	SOURCE STRATEGY	REQUIRED OBAC ACTIVITIES	POTENTIAL PARTNERS AND RESOURCES	INTENDED RESULTS	CURRENT STATUS
Performance tracking and reporting	Establish a regionally based process for tracking and reporting on achievement of sector strategy objectives.	All	<ul style="list-style-type: none"> Identify key indicator, measurements and information sources. Develop a reporting format. Prepare a progress report. 	<u>Partners:</u> <ul style="list-style-type: none"> Province Sector working groups and other regional organizations UNBC (CDI) <u>OBAC Resources:</u> <ul style="list-style-type: none"> Staff Contract funds for development. Contract funds for report 	A credible feedback and accountability tool for strategy implementation and adaptation.	<p>Template proposed in interim action plans.</p> <p>Some existing indicators may be suitable for adaptation (e.g., Fraser Basin Trust)</p>
Full Implementation of Strategies: Interim Action Plans	Follow-through to ensure all OBAC strategy recommendations are communicated and fully considered for implementation.	All	<ul style="list-style-type: none"> Communications plan. Briefings, letters and reports Meetings with implementation organizations 	<u>Partners:</u> <ul style="list-style-type: none"> Province – Ministry of Community and Rural Development <u>OBAC Resources:</u> <ul style="list-style-type: none"> Staff Directors' participation Contract support funds Meeting and travel funds 	All recommendations and actions contained in the strategies are addressed.	Interim Action Plans are complete for all strategies. These plans guide OBAC's implementation role, including initial "immediate opportunities" in the above project list.

Appendix 2 - Background

RETROSPECTIVE OCTOBER 2005 – March 2011

The Pine Beetle epidemic's alteration of our region's landscape, economy and social fabric is being felt and will be witnessed for years to come. In 2005, Federal Mountain Pine Beetle Recovery dollars were conveyed to the Omineca Beetle Action Coalition for the member local governments to begin building a diversification plan for the region's communities – a response plan that would enable the forest dependent communities of the OBAC region to work together and to work with senior governments and others to build resilience and diversify the region's economy for the future. In their July 2005 proposal to government, the local government leaders of the OBAC region noted the circumstances and committed to the following:

“Rather than leave the degree and consequences of the post-epidemic economic bust to chance, members of the Interim Coalition propose to focus on the first objective in the Province's Mountain Pine Beetle Action Plan 2005-2010: “Encourage long-term economic sustainability for communities affected by the epidemic”. Economic development and diversification takes time and concerted effort. By acting now, we expect to make the best of the short-term increase in forestry activity, while at the same time preparing for the future challenges. By acting collectively we can be more effective.

Despite the urgency, the Interim Coalition proposes a deliberate and measured approach. We propose to first broadly consult with our communities, including First Nations, and to then formalize the Omineca Beetle Action Coalition as a legal entity designed to address regional interests. Throughout this process we wish to communicate factual information about the situation we face, and establish a realistic and positive outlook. The coalition will be designed to ensure inclusiveness, transparency and fiscal responsibility.

Once established the coalition will immediately begin work on an overarching strategic plan for economic development, and on the business plans and work plans necessary to ensure orderly and timely implementation of the first two years activities. During the same period we will work with the province to establish a trust fund to support future work. The objective will be put the necessary actions in motion over the next five years in order to mitigate the negative economic impact in the following period.”

Between October 2005 and March 2011, the OBAC communities have worked together to:

- Identify priorities, challenges and opportunities for at the regional scale for inclusion in the strategy development
- Established and undertaken a robust planning process to create 9 strategies that present 10 sector specific vision statements and objectives, assess opportunities and challenges and recommendations and actions that are widely supported as credible, appropriate measures and are reasonable for implementation.
- Built working relationships with external organizations that have vested interests in the outcomes of implementation of the ideas in the strategies.
- Built an overarching framework for diversification of the region's economy and resilience building across the region's communities and a pragmatic, collaboration-based delivery mechanism for implementation that are widely supported.

CURRENT CIRCUMSTANCES

The trend of declining population continues across the OBAC region. The resident population is down 7% between 1996 and 2006 compared to a 10% increase in the province as a whole. While significant strides have been made by many organizations and across sectors to diversify the region's economy, the region's economy continues to be heavily forest dependent (1/3 of the province's forest products manufacturing). Also, the heaviest Mountain Pine Beetle impacts provincially are found in the core of the OBAC region (based on the percentage of pine in the timber supply, direct employment and, level of dependency on forestry income). Additional pressures from the depressed global and U.S. economy and U.S. markets continue to make the operation our region's lumber manufacturing sector a losing proposition with forecasters projecting that this will continue for the foreseeable future.

Despite these circumstances, OBAC is confident that a diverse forest sector will be a strong part of this region's economy and livelihood. OBAC supports the industries and businesses that are already in the region to continue to be a part of the region's future prosperity. But the signals are clear, without new industries, businesses and markets and without engaging new people in generating new wealth in this region, we may erode our ability to continue to generate and contribute to the province's well being. The communities and leaders of this region are committed to investing their maximum effort to ensure that a different future is realized.

OBAC has met the commitments that it made back in 2005 and in some cases has exceeded its initial commitments and expectations. With a comprehensive set of regional strategies integrating across 10 priority topics presenting 42 recommendations and 246 actions, OBAC is now ready to immediately enter into priority implementation activities with implementation partners that will deliver value. These strategies and the overarching Diversification and Implementation Plan along with the strong and growing relationships built during the strategy development phase will be the foundation for action on reconfiguring this region's future. Achieving a new level of prosperity is a very real possibility, but it will take the efforts and ingenuity of us all and a heightened level of coordinated activity.

To this end, OBAC has presented a 3-5 year implementation phase with a focused proposal for the first year. The 3-5 year period enables the coalition to build capacity and momentum on projects and, establishes a horizon to assess performance. The receipt of the \$3 million funding received in April 2011 will enable OBAC to: 1) Maximize project leveraging and delivery; 2) Continue relationship building with existing and prospective implementation partners; and, 3) Provide support for Board operations and communities' delivery capacity.

This business plan proposes activities and a budget for April 2011 – March 2014.