



OBAC Briefing Note
Proposed Interim Action Plan for Integrated Regional Infrastructure Strategy
January 24, 2009

BACKGROUND:

The Integrated Regional Infrastructure Strategy is the third of the regional response strategies to be released (November 2008), and sets out three broad recommendations. To support the recommendations, 36 specific actions are proposed. As each successive regional response strategy is developed, it is expected that there will be many common and interdependent recommendations and actions.

The purpose of this Interim Action Plan is to identify what work can effectively take place now, in order to ensure that: a) High priority (important and immediate) opportunities are addressed in a timely manner, and b) Individuals and organizations whose mandate it would be to undertake specific activities are informed and engaged in implementation.

The Interim Action Plan recommends 8 key actions where OBAC leaders can take a direct leadership role and, 7 subject areas where OBAC leaders can immediately begin working with the senior levels of government, external organizations and the private sector.

The 8 actions where OBAC leaders can take a direct leadership role are:

1. Review local planning documents to identify and remove unnecessary barriers to transportation infrastructure development;
2. Develop the regional information needed to support major infrastructure planning initiatives and inquiries. These include the BC Utilities Commission inquiry into long-term electricity transmission, the Federal Rail Services Review and the Provincial review of resource roads.
3. Engage local governments, industry and CN Rail in a dialogue on rail service issues;
4. Promote removal of highest priority highway "bottlenecks";
5. Promote innovative business models for improved transportation services between small communities and larger centers;
6. Promote improved access to cellular phone services;
7. Establish a regionally based process for tracking and reporting on achievement of sector strategy objectives; and,
8. Prepare to engage with senior governments and others on the action items that are presented in the list below:
 - **Establish a priority infrastructure investment list for the OBAC region** based upon OBAC's infrastructure and other strategies and expert insight from other organizations' work. Make informed investment choices with decisions based upon: 1) contribution to economic diversification; 2) community safety and resilience and; 3) managing environmental and carbon footprint. Immediately begin to develop innovative funding mechanisms to ensure that the infrastructure development priorities are addressed.

- **Get the best use from existing transportation infrastructure.** Establish an integrated planning process and funding approaches which will facilitate the further development and efficient use of the Region's transportation infrastructure. This will inform the establishment of the priority investment list for the region called for under item #1. As part of this, review local planning documents to identify and remove unnecessary barriers to transportation infrastructure. Also as part of this integration, consider expanding the use of the facilities at the Port of Prince Rupert which allow truck shipped containers to move through the port.
- **Develop a small airport strategy which identifies physical infrastructure development and service improvement needs.** Use small airports to connect OBAC's small communities to each other and the world.
- **Engage with the provincial resource road review process.** Ensure that roads needed for community access, safety and economic diversification are maintained.
- **Engage in the Federal Rail Service Review**
- **Improve broadband connectivity in the region.** Extend broad band internet access to rural areas in the region that include this as part of their economic development equation.
- **Support informed decision making on power grid development in the region.** Work with agencies and private sector to identify opportunities and gaps in transmission line extension and capacity to support alternative energy producers' efforts to connect to the electrical grid in an efficient manner. With the support of specialists and provincial agencies assess community development power needs and generation opportunities and provide this information to the BC Utilities Commission to inform its inquiry into long-term electricity transmission needs.

OBAC does not have the mandate or resources to take on implementation of most actions in the Strategy. However, in line with its role to advocate for regionally important community interests, it will work collaboratively with others to see they are addressed. As such, OBAC is seeking the support and involvement of the Ministers and provincial agencies to embark on the identified priorities in the interim action plan.

In addition to the above actions which arise directly from the Strategy, a general need for regional economic development capacity is becoming evident in a number of sectors. Implementation of the sector strategies will require a concerted project-management effort. This effort will need to be staffed and resourced in some manner.

RECOMMENDATION:

The OBAC Board of Directors recommends that the Minister adopt the interim actions in principle and direct staff to work with OBAC to develop the necessary detailed options, proposals or workplans and resource requirements for approval.

Attachments: Interim Action Plan – Integrated Regional Infrastructure.



INTERIM ACTION PLAN

INTEGRATED REGIONAL INFRASTRUCTURE

STRATEGY

BACKGROUND

Motivated by the impacts of the Mountain Pine Beetle epidemic, the Omineca Beetle Action Coalition (OBAC) was established in 2005 to “work to ensure sustainable development and resiliency” in the north-central region of British Columbia bounded roughly by Smithers, Valemount and Mackenzie. A key function of the OBAC is the development of a series of regional response strategies. When complete, these strategies are expected to address eleven high-priority subject areas ranging from industry sectors to community services.

Each of the regional response strategies will provide an up-to-date profile of the current situation, analyze the opportunities and challenges associated with each subject area, and recommend a series of immediate and longer-term actions. Although each strategy is developed with broad stakeholder involvement, the final product remains advisory in nature – identifying what could be done by senior and local governments, industries, public institutions and others.

The Integrated Infrastructure Strategy is the third of the regional response strategies to be released (November 2008), and sets out six objectives and three broad recommendations. To support the recommendations, 36 specific actions are proposed. As each successive regional response strategy is developed, it is expected that there will be many common and interdependent recommendations and actions.

The economic circumstances that have developed over the past several months, plunging the country into a recession, increase the urgency to act on this strategy. Governments at all levels are looking to infrastructure investment as one way to maintain jobs and economic activity, while enhancing public assets during the next 2-3 years or longer.

KEY OBAC ACTIONS SUMMARY

OBAC does not have the mandate or resources to take on implementation of most actions in the regional strategies, including the Integrated Regional Infrastructure Strategy. However, in line with its role to advocate for regionally important community interests, it will work to see they are addressed.

OBAC will actively encourage the applicable parties to advance all the recommendations and specific actions identified in the Strategy. It is understood, however, that this does not mean that every action will be completed exactly as it is currently described – as work progresses and circumstances evolve, actions are expected to fall into a number of categories:

- a. Addressed through existing initiatives,
- b. Implemented as described,
- c. Intent is achieved, but through different means, and
- d. Deferred or dropped with reasons.

Appendix 1 describes each specific action and identifies steps the OBAC will take to encourage and advocate for implementation. In many situations, the OBAC function will be to communicate the opportunity, encourage partnerships and advocate for action by the appropriate government or organization. Concurrent to the completion of regional response strategies, the OBAC will work with other levels of government to determine what type of collaborative model will be best suited to oversee the implementation, monitoring and adaptation of strategies over the longer-term.

The Interim Action Plan recommends 8 key actions where OBAC leaders can take a direct leadership role and, 7 actions where OBAC leaders can immediately begin working with the senior levels of government, external organizations and the private sector.

1 Review local planning documents to identify and remove unnecessary barriers to transportation infrastructure

Target: Agreement by all members to review documents by June 30, 2009 and take action by December 31, 2009.

2 Develop the regional information needed to support major infrastructure planning initiatives and inquiries.

- **Support the BC Utilities Commission inquiry into long-term electricity transmission needs**

Target: Contact the BCUC by March 31, 2009 and prepare a regional overview assessment by May 30, 2009 (subject to timing for input established by BCUC)

- **Support engagement in the Federal Rail Services Review**

Target: A coordinated submission from local governments by August 31, 2009.

- **Encourage and support a regional resource roads strategy**

Target: Engagement in the provincial resource roads process, and a clearly defined role for local governments in a regional resource roads strategy by December 31, 2009.

- 3 **Engage local governments, industry and CN Rail in a dialogue**
Target: Establish a forum for information sharing and dialogue by August 31, 2009.
- 4 **Promote removal of highest priority highway “bottlenecks”**
Target: Submit a “regional high priority” list to the Provincial and Federal Ministers by March 31, 2009.
- 5 **Promote innovative business models for improved transportation services between small communities and larger centers**
Target: A needs assessment and options paper with business analysis complete by March 31, 2010.
- 6 **Promote improved access to cellular phone services**
Target: Prepare a risk assessment and options paper for regulators and providers by June 30, 2009.
- 7 **Establish baselines and track progress**
Target: Put in place a regionally based method to credibly track progress toward the objectives set out in the Regional Infrastructure Strategy, including documenting the baseline, by April 2009. (See example below).
- 8 **Prepare to engage with senior governments on the action items presented in the list below**
Target: Do cross regional work to identify priorities and prepare for engagement with external organizations and senior levels of government on the actions identified in the “External Engagement” list presented below, by April 2009.

Upon agreement in principle, a more detailed proposal will be developed for each of these actions.

EXAMPLES OF POSSIBLE MEASURES AND TARGETS

As part of the interim action planning process, a proposed performance measure and target is identified for each recommendation.

1. Ensure that the region’s new and existing transportation infrastructure provides for safe, cost-effective, and expeditious movement of people, goods and services.

Proposed success measure: To be determined

Information source: likely a comparative analysis

Proposed target: To be determined

2. Establish energy and communications infrastructure elements that will attract new businesses to the region and allow existing businesses to expand.

Proposed success measure: To be determined

Information source: likely a survey of businesses

Proposed target: To be determined

3. Establish collaborative planning approaches and innovative funding mechanisms to expedite the delivery of integrated infrastructure development solutions.

Proposed success measures: To be determined

Information source: To be determined

Proposed target: To be determined

“EXTERNAL ENGAGEMENT” LIST

The Action Plan also recommends that OBAC immediately engage with senior governments, external organizations, the private sector and major service providers to ensure that an additional 7 priority actions are undertaken. The 7 actions on the “External Discussions” list are:

1. **Establish a priority infrastructure investment list for the OBAC region** based upon OBAC’s infrastructure and other strategies and expert insight from other organizations’ work. Make informed investment choices with decisions based upon: 1) contribution to economic diversification; 2) community safety and resilience and; 3) managing environmental and carbon footprint. Immediately begin to develop innovative funding mechanisms to ensure that the infrastructure development priorities are addressed.
2. **Get the best use from existing transportation infrastructure.** Establish an integrated planning process and funding approaches which will facilitate the further development and efficient use of the Region’s transportation infrastructure. This will inform the establishment of the priority investment list for the region called for under item #1. As part of this, review local planning documents to identify and remove unnecessary barriers to transportation infrastructure. Also as part of this integration, consider expanding the use of the facilities at the Port of Prince Rupert which allow truck shipped containers to move through the port.
3. **Develop a small airport strategy which identifies physical infrastructure development and service improvement needs.** Use small airports to connect OBAC’s small communities to each other and the world.
4. **Engage with the provincial resource road review process.** Ensure that roads needed for community access, safety and economic diversification are maintained.
5. **Engage in the Federal Rail Service Review**
6. **Improve broadband connectivity in the region.** Extend broad band internet access to rural areas in the region that include this as part of their economic development equation.

7. **Support informed decision making on power grid development in the region.** Work with agencies and private sector to identify opportunities and gaps in transmission line extension and capacity to support alternative energy producers' efforts to connect to the electrical grid in an efficient manner. With the support of specialists and provincial agencies assess community development power needs and generation opportunities and provide this information to the BC Utilities Commission to inform its inquiry into long-term electricity transmission needs.

APPENDIX 1

Appendix 1 is based on the “specific actions” set out in Chapter 6 (pages 28-38) of the Integrated Regional Infrastructure Strategy.

Actions colour coded yellow indicate an immediate opportunity for OBAC



Actions colour coded green are considered to be already underway



INTEGRATED REGIONAL INFRASTRUCTURE STRATEGY

Recommendation 1: *Ensure that the region's new and existing transportation infrastructure provides for safe, cost-effective, and expeditious movement of people, goods and services.*

Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
Highways				
a) Accelerate the "twinning" of Hwy 97 from Cache Creek to Prince George. <ul style="list-style-type: none"> • The maximum vehicle height standard for the road should also be raised to allow larger and more cost efficient trucks to be used. • Address bottlenecks on Hwy 97 between Prince George and northeastern BC. Priorities include: Pine Pass, Taylor Hill 	<ul style="list-style-type: none"> • This action is linked to several sector strategies as a key aspect of economic development and diversification in the region. It is also consistent with the priorities of the Cariboo-Chilcotin economic diversification strategies, and should, therefore be considered a high priority. • Projects that are at various stages of planning can be moved forward in time to achieve a 2020 completion date. • November 2008 - NDIT and MTI announced a study on the business case for upgrading highway and rail bridge clearances. 	Province: Ministry of Transportation and Infrastructure (MTI) lead Federal Government: Transport Canada (funding and partnership with Province) Local Governments - support and cooperation Industries - support and cooperation NDIT - support feasibility and planning	Significant capital investments and on-going maintenance.	<ul style="list-style-type: none"> • Advocate on behalf of the region • Coordination, where appropriate with Cariboo-Chilcotin Region and Peace Region • Support regional input to planning and priorities
b) Improve Highway 16: Continue to upgrade this highway over time. Immediate priorities include the removal of "bottlenecks" which currently result in safety and congestion issues and impede the flow of commercial traffic. Priorities include: Telkwa and Burns Lake	<ul style="list-style-type: none"> • Currently projects are underway with funding from the Federal MPB Program, however that program has ended. • Telkwa and Burns Lake projects present a significant opportunity for continued Federal-Provincial cooperation 	Province: Ministry of Transportation and Infrastructure (MTI) lead Federal Government: Transport Canada (funding and partnership with Province) Local Governments - support and cooperation Industries - support and cooperation	Significant capital cost. Relocation of the highway may result in new maintenance costs for local governments on previous routes.	<ul style="list-style-type: none"> • Advocate on behalf of the region • Support regional input to planning and priorities

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Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
c) Ensure that Highways are maintained to a level such that increased traffic due to MBP related harvest does not degrade the highways.	<ul style="list-style-type: none"> This is consistent with the Provincial MPB Action Plan and has been part of the provincial funding over the past three years. It will need to continue at a similar level. 	Province: Ministry of Transportation and Infrastructure (MTI) lead Local Governments - support and cooperation Industries - support and cooperation	Capital and maintenance costs.	<ul style="list-style-type: none"> Advocate on behalf of the region Support regional input to planning and priorities
d) Improve safety and driving times on Fort St. James (Hwy 27) and Granisle (Hwy 118) links to Hwy 16. Improve road access to Clearwater and Tsay Keh and Kwadacha.	<ul style="list-style-type: none"> These links will be important in the medium to longer term to support sector strategies, industry recruitment and retention strategies and economic growth and diversification generally. 	Province: Ministry of Transportation and Infrastructure (MTI) lead Local Governments - support and cooperation First Nations - support and cooperation Industries - support and cooperation	Capital and maintenance costs	<ul style="list-style-type: none"> Advocate on behalf of the region Support regional input to planning and priorities
e) In conjunction with the Hwy improvement projects, establish additional rest stops and viewpoints.	<ul style="list-style-type: none"> These stops will be linked to the Tourism Sector Strategy and are also important for commercial transportation. There may be opportunities for local government, First Nations and private sector involvement. 	Province: Ministry of Transportation and Infrastructure (MTI) and Ministry of Tourism, Culture and the Arts (MTCA) Local Governments - active support and cooperation First Nations - support and cooperation Industries - support and cooperation	Capital and maintenance costs	<ul style="list-style-type: none"> Advocate on behalf of the region Support regional input to planning and priorities Encourage innovate models for funding of construction and maintenance

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f) Establish and further develop self-guided circle and other tours in conjunction with Highway and connector upgrades and resource road management. Priorities include: <ul style="list-style-type: none"> • Barkerville to Hwy 16 (Purden Lake) • Fort St. James, Germansen, Mackenzie • Granisle to Smithers 	<ul style="list-style-type: none"> • These links will be important in the medium to longer term to support sector strategies and economic growth and diversification generally. 	Province: Ministry of Transportation and Infrastructure (MTI), Ministry of Tourism, Culture and the Arts (MTCA), Ministry of Forests and Range (MFR) Local Governments - active support and cooperation First Nations - support and cooperation Industries - support and cooperation	Capital and maintenance costs	<ul style="list-style-type: none"> • Advocate on behalf of the region • Support regional input to planning and priorities • Encourage innovate models for funding of construction and maintenance
g) Improve bus and other transportation services from smaller OBAC communities to larger centers	<ul style="list-style-type: none"> • These are important links to support economic sector development as well as community services (e.g., health care) and amenities (e.g., sports and recreation), recruitment and retention, and overall effectiveness of the regional economy. 	Province: Ministry of Transportation and Infrastructure (MTI), Ministry of Tourism, Culture and the Arts (MTCA), Ministry of Healthy Living and Sport (MHLS) Local Governments - support and cooperation First Nations - support and cooperation Transportation service providers - innovative business models	Consideration should be given to government funding, if necessary, to support a business model that ensures smaller communities are not disadvantaged in their access to services and amenities that benefit the region as a whole	<ul style="list-style-type: none"> • Advocate on behalf of the region • Support regional input to planning and priorities • Encourage innovate models for funding of services
Resource Roads				
a) Under the recently announced resource roads initiative, the province and OBAC need to collaborate and develop a resource road strategy which addresses: <ul style="list-style-type: none"> - Key corridors to be maintained for multi-purpose use following their 	<ul style="list-style-type: none"> • A resource road strategy will be an important underpinning of the business case for several of the other action items in this strategy, as well as for Alternative Energy, Future Forest and Fiber Use, Minerals and Mining, Tourism, Agriculture and other sector development 	Province: Ministry of Transportation and Infrastructure (MTI), Ministry of Tourism, Culture and the Arts (MTCA), Ministry of Forests and Range (MFR), Ministry of Energy and Mines (MEM), Ministry of Agriculture and Lands (MAL) Local Governments - support and	The development of a strategy will involve some financial and in-kind support Implementation of the strategy will involve significant capital and maintenance costs	<ul style="list-style-type: none"> • Where necessary, play a catalyst role in collaboration with the Province • Advocate on behalf of the region • Support regional input to planning and priorities • Encourage innovate models for funding of services

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Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
use for industrial purposes; - Future development corridors; and - Public investment in the development and maintenance of the road system.	initiatives.	cooperation First Nations - support and cooperation Industries - support and cooperation		
Rail				
a) Continue to improve communications between CN rail and their current and potential clients.	<ul style="list-style-type: none"> Rail service is a critical aspect of competitive business for large and small enterprises in the region. An overall regional culture of strategic partnerships (teamwork) between CN and its clients must be promoted. Government regulators may have an important role, particularly if there are areas where CN's corporate interests are not aligned with regional interests. 	CN Rail and local/regional business organizations Federal Government - Transport Canada Province - Ministry of Transportation and Infrastructure (MTI) Local governments - support and cooperation	Some funding may be required to support a forum, however the resources required are primarily in-kind.	<ul style="list-style-type: none"> Advocate on behalf of the region Support regional input to planning and priorities Encourage innovate solutions Provide feedback to regulators on behalf of local governments
b) Monitor CN customer satisfaction by establishing a process that is controlled by a third party.	<ul style="list-style-type: none"> Ideally a cooperative process can be established (perhaps as part of (a) above), however if this is not possible, the regulator must take a leadership role. 	CN Rail and local/regional business organizations, Federal Government - Transport Canada Province - Ministry of Transportation and Infrastructure (MTI) Local governments - support and cooperation	There will be some direct costs to establish and carry out this function	<ul style="list-style-type: none"> Advocate on behalf of the region Encourage innovate solutions Provide feedback to regulators on behalf of local governments

INTEGRATED REGIONAL INFRASTRUCTURE STRATEGY

Recommendation 1: *Ensure that the region's new and existing transportation infrastructure provides for safe, cost-effective, and expeditious movement of people, goods and services.*

Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
c) OBAC communities participate in the Federal Rail Services Review	<ul style="list-style-type: none"> A contractor was retained in August 2008 to undertake the Federal Rail Services Review. The timeframe is expected to be about 18 months. Rail transport is sufficiently critical to the social and economic objectives of the region that well informed and presented community input is essential 	Local governments Industries - rail customers (current and potential)	Some costs will be involved to prepare and deliver input. Many costs will be in-kind.	<ul style="list-style-type: none"> Advocate for significant opportunity for involvement of communities Coordinate a regional submission on behalf of local governments Support individual communities to participate
d) Facilitate the establishment of commercial spur lines by ensuring that the needs of multiple commercial interests can be considered and addressed: - A proactive approach by the province and local government will be needed - Cooperatives may provide a good mechanism in some communities to bring together the business interests.	<ul style="list-style-type: none"> Linked to other sector strategies and processes discussed above. 	CN Rail and local/regional business organizations, Province - Ministry of Transportation and Infrastructure (MTI) Federal Government - Transport Canada Local governments - support and cooperation	Each spur line will have its own business case. Economic development funding may be required from senior governments to put initial infrastructure in place.	<ul style="list-style-type: none"> Advocate on behalf of the region Support regional input to planning and priorities
e) Assess the feasibility of extending the rail line from its current terminus in Minaret to Dease Lake and in the longer term, assess whether a project to connect this line to Alaska and Yukon is in the region's and province's interests.	<ul style="list-style-type: none"> Initial project is feasibility work, drawing on historical information and long-term projections. 	Province of BC - Ministry of Transportation and Infrastructure Federal Government - Transport Canada Industries Local governments Adjoining jurisdictions	A feasibility study sufficient to potentially support extension of the line will require financial resources for consultants and process.	<ul style="list-style-type: none"> Advocate on behalf of the region Support regional input to planning and priorities

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Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
f) Improve rail related infrastructure in communities to address safety and road traffic impediments at crossings and provide grade separations.	<ul style="list-style-type: none"> This is a general safety and efficiency measure. 	Province of BC - Ministry of Transportation and Infrastructure Federal Government - Transport Canada Industries Local governments	Some Federal MPB funding is presently going into these projects. This needs to be extended.	<ul style="list-style-type: none"> Advocate on behalf of the region Support regional input to planning and priorities
g) Develop an integrated intermodal strategy for OBAC communities by working collectively as a region to support an intermodal hub in Prince George that will serve the region. This will provide transportation services that attract and grow a vibrant manufacturing industry in the region. The strategy would also address the opportunities afforded by the "truck gate" at the Port of Prince Rupert and the possible need for container stuffing facilities in some communities.	<ul style="list-style-type: none"> The strategy must be seen as important by the key industry sectors 	Industries Local governments Province of BC - Ministry of Transportation and Infrastructure Federal Government - Transport Canada	Strategy development will require modest financial investment by senior governments (and possibly NDI). Implementation will be based on the business cases developed.	<ul style="list-style-type: none"> Advocate on behalf of the region Support regional input to planning and priorities
h) Improve the availability and quality of passenger / tourism rail services including the assessment of the feasibility of rail circle tours.	<ul style="list-style-type: none"> Linked to the Tourism Strategy as well as to action 1(g) under <i>Highways</i> - local transportation services 	Province of BC - Ministry of Transportation and Infrastructure, Ministry of Tourism Culture and the Arts, Federal Government - Transport Canada Industry Associations and Businesses Local governments	Feasibility work and development of business models will require resources from senior governments, NDI or others	<ul style="list-style-type: none"> Advocate on behalf of the region Support regional input to planning and priorities

INTEGRATED REGIONAL INFRASTRUCTURE STRATEGY				
Recommendation 1: <i>Ensure that the region's new and existing transportation infrastructure provides for safe, cost-effective, and expeditious movement of people, goods and services.</i>				
Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
Air				
a) Review the National Airport Policy and impact on the region and determine if measures are needed to address financial viability including capital investment needs.	<ul style="list-style-type: none"> This review must be done in a manner that results in a credible product that can be supported by senior governments 	Local governments Federal Government - Transport Canada	The review itself will require some funding	<ul style="list-style-type: none"> Advocate on behalf of the region Support local governments' participation
b) Develop and implement a small airport strategy designed to bring these airports to a standard which will allow more efficient movement of people and goods. Specific immediate needs are: Vanderhoof (in progress); Mackenzie-new terminal and marketing of opportunities.		Local governments and Airport Authorities Federal Government - Transport Canada Province - Ministry of Transportation and Infrastructure	The strategy itself will require modest financial resources. Implementation will be based on individual business cases	<ul style="list-style-type: none"> Advocate on behalf of the region Support local governments' participation
c) Continue the programs to upgrade the regional hub airports: Smithers (in progress), and Prince George (in progress).	<ul style="list-style-type: none"> These are important to competitiveness and economic diversification. The PG airport has received some funding from the Federal MPB program. 	Federal Government - Transport Canada Local governments and Airport Authorities Province - Ministry of Transportation and Infrastructure Industries	Significant capital investments are required. Federal funding will need to continue beyond the current MPB program	<ul style="list-style-type: none"> Advocate on behalf of the region Support local governments' participation
d) Expedite work on the Prince George Airport logistics park.		Prince George Airport Authority Industries Local governments Province - Ministry of Transportation and Infrastructure	Capital and operating costs	<ul style="list-style-type: none"> Advocate on behalf of the region
e) Explore opportunities for carriers to provide or upgrade service from Smithers and	<ul style="list-style-type: none"> These are routes that have existed from time-to-time in the past with a variety of carriers. 	Local governments and business organizations Airlines	Modest funding required is to carry out opportunities analysis. Actions needed to make routes	<ul style="list-style-type: none"> Advocate on behalf of the region Encourage innovative solutions

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Recommendation 1: *Ensure that the region's new and existing transportation infrastructure provides for safe, cost-effective, and expeditious movement of people, goods and services.*

Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
Prince George to Edmonton, Calgary, Victoria and Kamloops.	Airlines cannot be expected to operate services that are unprofitable, therefore there may need to be a coordinated effort with governments and user-industries (tourism, business travel, freight).	Airport authorities Federal Government - Transport Canada Province - Ministry of Transportation and Infrastructure & others	viable may require investments.	and partnerships
Marine				
a) Continue to upgrade the Port of Prince Rupert to meet the expected increase in shipments to and from Asia.	<ul style="list-style-type: none"> Important to shipments originating and travelling through the OBAC region 	Province Local governments Industries(port users and operators)	On-going investments based on business needs and projections	<ul style="list-style-type: none"> Advocate on behalf of the region
b) Utilize the existing truck gate at the Port of Prince Rupert for container shipments to its full potential. This should be done in the context of an overall integrated intermodal strategy for the region (see Recommendation 1: Rail (g)).	<ul style="list-style-type: none"> 			<ul style="list-style-type: none"> Advocate on behalf of the region
c) Ensure that Ridley Terminal is maintained and expanded as needed. Assess the cost and benefits of expanding the range of products handled by the terminal.	<ul style="list-style-type: none"> 			<ul style="list-style-type: none"> Advocate on behalf of the region
d) Continue to explore the feasibility of a public break-bulk terminal at the Port of Kitimat.	<ul style="list-style-type: none"> 			<ul style="list-style-type: none"> Advocate on behalf of the region

INTEGRATED REGIONAL INFRASTRUCTURE STRATEGY

Recommendation 2: Establish energy and communications infrastructure elements that will attract new businesses to the region and allow existing businesses to expand.

Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
<i>Communications</i>				
a) Extend broadband internet access and cell phone service to rural areas: <ul style="list-style-type: none"> - Use existing programs where possible and ensure that clear objectives and timelines are in place; and - If needed, develop innovative business models that bridge sectors and provide satellite or other support for cell phone and internet access. For example, Granisle has no cell phone service. 	<ul style="list-style-type: none"> • Absence of these services can make existing businesses uncompetitive and deter new business; it can also deter travelers (e.g., tourists) who need to stay connected to their home or business; and inhibit access to training and information services that are important for communities and businesses. 	Province of BC Federal Government Service providers Local governments Business community	<ul style="list-style-type: none"> • Significant capital and infrastructure costs. • Public investments should not interfere with the competitive process amongst service providers 	<ul style="list-style-type: none"> • Advocate on behalf of the region • Provide feedback to regulators and service providers
b) Ensure that cell phone service in the region's major transportation corridors is enhanced where needed and that the recent loss of analog cell service does not result in further degradation of coverage.	Linked to (a) above	Province of BC Federal Government Service providers Local governments	There may be a short-term cost or regulatory change needed if public investment is required to support services where there is no business incentive for the private sector.	<ul style="list-style-type: none"> • Advocate on behalf of the region • Encourage innovative solutions • Provide feedback to regulators and service providers

INTEGRATED REGIONAL INFRASTRUCTURE STRATEGY

Recommendation 2: *Establish energy and communications infrastructure elements that will attract new businesses to the region and allow existing businesses to expand.*

Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
Energy				
a) Ensure that sufficient and reliable electrical power is available in OBAC communities to support economic growth.	<ul style="list-style-type: none"> • Linked to Alternative Energy Strategy, Future Forest and Fiber Use Strategy, and requirements for attraction, retention and amenities • Linked to provincial energy strategies 	Government of BC - Ministry of Energy and Mines BCTC BC Hydro Local governments and First Nations IPP's	Based on individual business cases. Some programs are available to support these investments	<ul style="list-style-type: none"> • Advocate on behalf of the region • Encourage innovative solutions • Provide feedback to regulators and service providers
b) Ensure that the Infrastructure needed for the further development of alternative energy sources of electricity are in place. These include power lines with sufficient capacity and substation upgrades in some cases.	<ul style="list-style-type: none"> • Linked to other strategies, particularly Alternative Energy and Minerals and Mining. 	Government of BC - Ministry of Energy and Mines BCTC BC Hydro Industrial customers Local governments and First Nations IPP's	Infrastructure projects will need to be supported by a viable business case	<ul style="list-style-type: none"> • Advocate on behalf of the region • Encourage innovative solutions • Provide feedback to regulators and service providers
c) Explore the use of old mine power lines for additional mine servicing and other uses and remove barriers to this initiative.	<ul style="list-style-type: none"> • Use of existing infrastructure where appropriate 	Government of BC - Ministry of Energy and Mines BCTC Industrial customers Local governments and First Nations	Infrastructure projects will need to be supported by a viable business case	<ul style="list-style-type: none"> • Advocate on behalf of the region • Encourage innovative solutions • Provide feedback to regulators and service providers
d) Continue to move forward on the Northwest Transmission Line.	<ul style="list-style-type: none"> • Linked to Alternative Energy Strategy and Minerals and Mining Strategy 			<ul style="list-style-type: none"> • Advocate on behalf of the region

INTEGRATED REGIONAL INFRASTRUCTURE STRATEGY

Recommendation 3: *Establish collaborative planning approaches and innovative funding mechanisms to expedite the delivery of integrated infrastructure development solutions.*

Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
a) Establish a process which allows an integrated regional approach to the planning of new transportation infrastructure developments.	<ul style="list-style-type: none"> This is consistent with the overall direction of this strategy and the OBAC process as a whole 	Province of BC - Ministry of Transportation and Infrastructure Local governments Federal Government - Transport Canada Industrial users Transportation service providers	The cost of setting up and maintaining process will be modest. The process should aim to introduce efficiencies and not to interfere with competition.	<ul style="list-style-type: none"> Advocate on behalf of the region Support local government input As appropriate, participate in the process design
b) Put in place infrastructure development funding which addresses regional priorities and recognizes infrastructure as an economic engine that sustains growth and helps generate wealth.	<ul style="list-style-type: none"> Driven by the above process 	Province of BC - Ministry of Transportation and Infrastructure Local governments Federal Government - Transport Canada Industrial users Transportation service providers	Significant funding would be required. Projects would be funded on a case-by-case basis.	<ul style="list-style-type: none"> Advocate on behalf of the region Support local government input As appropriate, participate in the process design
c) Review all local government planning documents and remove any unnecessary barriers to further development of the regional transportation infrastructure.	<ul style="list-style-type: none"> This is an action that can demonstrate the willingness of local government to make changes, even if the opportunities are modest. The results can then be widely communicated as part of an improved business climate. 	Local governments	Modest funding may be required to support in-kind activities at the local level, and to provide some coordination and summary of results	<ul style="list-style-type: none"> Encourage members to participate and share their results

INTEGRATED REGIONAL INFRASTRUCTURE STRATEGY

Recommendation 3: *Establish collaborative planning approaches and innovative funding mechanisms to expedite the delivery of integrated infrastructure development solutions.*

Specific action (from Strategy)	Comments and/or tactics	Contacts and/or responsibilities	Cost considerations	OBAC function
d) Promote through financial and administrative incentives and policy supports, infrastructure developments that enable the region to contribute to reducing its carbon footprint.	<ul style="list-style-type: none"> This should be moved to a longer-term goal, subject to an assessment of the relative carbon footprint presently produced 	Province of BC Local Governments	To be determined	<ul style="list-style-type: none"> Support local government input
e) Monitor the supply of industrial land and ensure that it is available across the region for industrial development in a timely and reliable manner. The province should support industrial land inventories (both local government and provincial jurisdiction lands) and assessments of future needs and opportunities.	<ul style="list-style-type: none"> Work is underway to address access to adequate, affordable industrial lands 	Province of BC Local Governments	Primarily planning and policy work inside government	<ul style="list-style-type: none"> Support local government input