

Annex “A”
Forest Communities Program

A Chapter Of The

Resources North

Association

Strategic Plan 2007-2012



**A Northern British Columbia Partnership
of Communities and Industries**

September 21, 2007

Executive Summary

The 5-year funding agreement from NRCan is an important catalyst, covering the essential core costs of initializing and maintaining a new program, providing incentives for others to match funding, and creating organizational capacity fostering new partnerships and creating a platform that moves us from concept into action. Nowhere else in British Columbia, can we point to a single organization that brings together all the major resource industry sectors, the Province and the resource dependent communities of the north in order to move ahead on such an ambitious mandate.

The **Resources North Association**, a partnership of northern British Columbia community and industry stakeholders, will undertake an innovative and ambitious five-year program to improve the integration of community needs into land and resource management in geographically-based pilot project areas. The focus of program activities will be to develop, pilot and share business practices that enable more efficient development of multiple resources within the parameters of long-term forest and community (incorporated and unincorporated settlements and First Nations communities) sustainability. In this way, local communities and sectors will have more tools and capacity to manage economic transition, community resilience and benefits in a time of change within the forest sector.

The Forest Communities Chapter of the Association's Strategic Plan 2007-2012 describes the goals and objectives it intends to pursue, and the deliverables and outcomes it expects to achieve, over the next five years under the program. These goals and objectives are consistent with those of the Natural Resources Canada - Canadian Forest Service (NRCan-CFS) *Forest Communities Program*.

This document lays out the strategic framework for developing and implementing tools and approaches that will strengthen the ability of natural resource-based communities and industries¹ in the northern interior region of British Columbia to survive and thrive during times of change. What is learned here will be shared with communities in other regions, including those in similar circumstances nationally and internationally.

The goals of Resources North over the next 5 years and beyond are to cooperatively develop and implement new approaches for integrated management of natural resource lands that achieves the following:

- (a) *Improved and sustainable economic, social and cultural benefits to local communities through better utilization and return from the land and resources;*
- (b) *Enhanced treatment of multiple ecological, social and cultural values;*
- (c) *Reduce collective impacts on the land base; and*
- (d) *Facilitate/enhance community and First Nations vitality and well-being.*

These goals are highly compatible with the FCP objectives, and the plan lays out a number of objectives and strategies for their achievement. The activities the partnership expects to undertake are described as a starting point, with the understanding that they will change and build upon the results as the program moves forward. These activities, such as engagement of communities in documentation and monitoring of the current condition of their natural resources, and piloting cross-industry consultation processes will produce a variety of results that are valuable to all stakeholders.

¹ Note, when we describe industries or sectors, this includes the transportation sector that feeds and supports all of the sectors, is an industry of its own, and is a critical aspect of access planning, healthy communities and integrated resources management.

Throughout the implementation of the plan, Resources North will focus on shared responsibilities and accountability, including the requirement for partners to match NRCan-CFS funding, and the goal of a self-sustaining program.

The fact that we have attracted full participation by all of the major resource industry sectors, significant community representation, and senior representatives from the Province, indicates their significant interest in this program and the need for the project outcomes.

Mayor Len Fox, Chair of the Omineca Beetle Action Coalition (OBAC) says "Our efforts to build resilient communities, diversify and rejuvenate our region's economy and, improve certainty across sectors through collaborative and integrated work, will rely upon our natural and human capital wealth and the combined strengths and innovation of all of the players. OBAC looks forward to working with the members of this partnership to achieve these ends."

Our work will be grouped, managed and tracked in 5 broad themes to ensure all of the necessary complimentary components of our work are addressed:

- Program Delivery (*supporting high quality performance and monitoring*);
- Community Engagement
- Expanding the Knowledge Base
- Operational Integration
- Communications, Outreach & Extension

Our partnerships are key to successfully delivering this program. The partnerships we have at our Board level will provide significant oversight and strategic guidance. Partnerships at the program and project level will be developed through committees. As such there are various approaches to ensuring partners have significant involvement.

Special considerations on developing First Nations partnerships will be a focus over the first 6 months in particular, during our ramping-up phase. Building trust, clarifying participation roles, and addressing capacity issues will be a focus of attention. Most of our First Nations in BC are undergoing negotiations with Canada and the Province in order to resolve long-standing treaty-related issues. Our Association respects this current context and commits to work in positive ways to develop collaborative and respectful relationships and partnerships with First Nations in our project areas. Our experience and feedback from past First Nations Directors suggests that, while we continue to seek opportunities for Board level participation, we also strive to develop other means for partnerships and collaboration such as through program and project committees.

Our financial commitments meet the requirements for a 5-year funding agreement, ensuring that:

- Resources North moves towards operating self-sufficiency, showing a downward trend in administrative overhead from 60% in year one to 40% by year five;
- A minimum of seven additional funding sources are identified to ensure stable amounts of matching funds beyond the minimum required;
- Our 5-year expenditure plan for the core funding demonstrates our ability to cover the core costs of each project theme area and that matching funding will allow for incremental project deliverables.

Our performance measures focus on short, medium and long-term desired outcomes. Professionals indicate that the work of this program can take many years to go from development and testing phases to well-established practice. However, we will establish measures and a specialized survey methodology that will show the level of influence (as trends) of this program delivery over the 5 year period.

Table of Contents

	Page
Executive Summary	1
Table of Contents	3
Introduction	5
Overview	
Recipient Background Information	
Fit with the Forest Communities Program	
Motivation for Participating in the FCP	
Site Description	8
Officially Incorporated Name	
Total Area	
Tenure and Settlement Patterns	
Biophysical Information	
Parks and Protected Areas	
Road Access and Transportation	
Natural Resource Industries	
Economic Considerations	
Social Considerations	
Demographics	
Objectives	14
Overall Philosophy	
Strategic Vision	
Goals	
Relevance to FCP Objectives	
Strategies for Achieving Objectives/Goals	
Activities, Outputs and Outcomes	19
Planned Activities for 2007-2012	
Expected Outcomes	
Achieving Greater Self-sufficiency	
Impacts On Stakeholders	23
Measuring Performance and Achievements	
Partners, Stakeholders and Beneficiaries	25
Collaboration/Partnership Description	
Governance	26
Role of Participating Organizations	
Role of Committees and Working Groups	
Organizational Chart	
Board/Executive Group Reporting Structure and Accountabilities	
Decision-making and Conflict Resolution Processes	
Communications	30
Communications Strategy	
Communications Capacity	
Contributions to the Canadian Model Forest Network Communications and Reporting	
Language Capacity	

Table of Contents Continued:

Administration.....	32
Organizational Capacity	
Reporting Structure and Accountabilities	
Finances.....	32
Contributors’ Support	
Potential Future Financial Support	
Five-year Financial Plan	
Logic Model.....	35
Measuring Performance & Achievements.....	36
Appendices.....	41
Appendix 1: Map of the IRM Partnership Initiative Area.....	41
Appendix 2: Biophysical Information by Project Area.....	42
Appendix 3: Resources North Association Membership.....	44

Introduction

Overview

Integration, as applied to natural resources management commonly describes holistic and interconnected approaches to managing and developing lands and natural resources. While much work over recent decades has tried to advance integrated resource management (IRM) practices, it has been fraught with challenges because of the complexities of managing an interactive system through a diverse set of decision-makers combined with the complexities of ecosystems and landscapes. This initiative builds on previous work by the Resources North partners to cooperatively develop and implement a new set of tools and processes. It will improve and sustain benefits to local communities through better economic utilization and return from the land and resources, enhanced treatment of multiple values, and reduced collective impacts. Communities will have a greater capacity for transition, resilience and deriving benefits in a time of rapid change in the forest sector.

Working with industries and resource-dependent communities and First Nations in the northern interior of British Columbia, the approach is to develop and test the substantive business cases that foster a willingness to engage in IRM practices. The approach will also consider the applications, methods, tools, procedures, and policies that; help to support IRM; quantify and balance expected net resource benefits to local communities; and, enable resource sector industries to operate in a more integrated and coordinated manner.

The expected long-term benefits of the program include:

- Improved net public value from natural resources.
- Stronger linkages between local community needs and sustainability, land and natural resource use objectives and economic development activities.
- Proven methods of enhancing community benefits through integration, and optimal use of available resources and access; such methods will be adaptable throughout the province.
- Reduced ecological footprint on the forested landbase through better integration of natural resource development and management.
- More efficient and competitive resource industries (time and cost savings) and access.
- More efficient process for governments (time and cost savings).

The program will ensure that community interests are reflected in the inputs (sector strategies and land use plans) that determine the desired future forest landscape condition, and that the resulting community benefits that are measured and reported to support future decision-making.

Recipient Background Information

Resources North is a new partnership constituted by bringing together the former McGregor Model Forest Association (MMFA) with the Integrated Resource Management Partnership Of Northern British Columbia (the “IRM Partnership”). The combining of these two organizations into a single non-profit society strengthens the previous between the groups and adds new elements and perspectives to the collective membership.

- The MMFA was established in 1992 under the Canadian Forest Service’s Model Forest Program and has operated successfully for over 15 years to support research, development of integrated forest management models, forest education and facilitation of collaborative decision-making. The Association’s approximately 50 members included communities, First Nations, industry, government and non-government representatives, as well as individual scientists and practitioners. The Model Forest has been an active participant in the Canadian and International Model Forest Networks, and also carries out overseas projects on behalf of the Canadian International Development Agency.
- The IRM Partnership was established in 2002 as a forum for business-oriented dialogue on resource development. Its membership included representatives of all major natural resource industries, the Province, the University of Northern British Columbia, and a resource community representative. Since its establishment, the IRM Partnership has added to the knowledge of resource managers and others through its networking activities and by undertaking a major conference on integrated management in 2003, publishing an information document called *A Sustaining Vision*, and regular exchanges of sector information.

A list of the membership of Resources North Association can be found in Appendix 3.

Fit with the Forest Communities Program

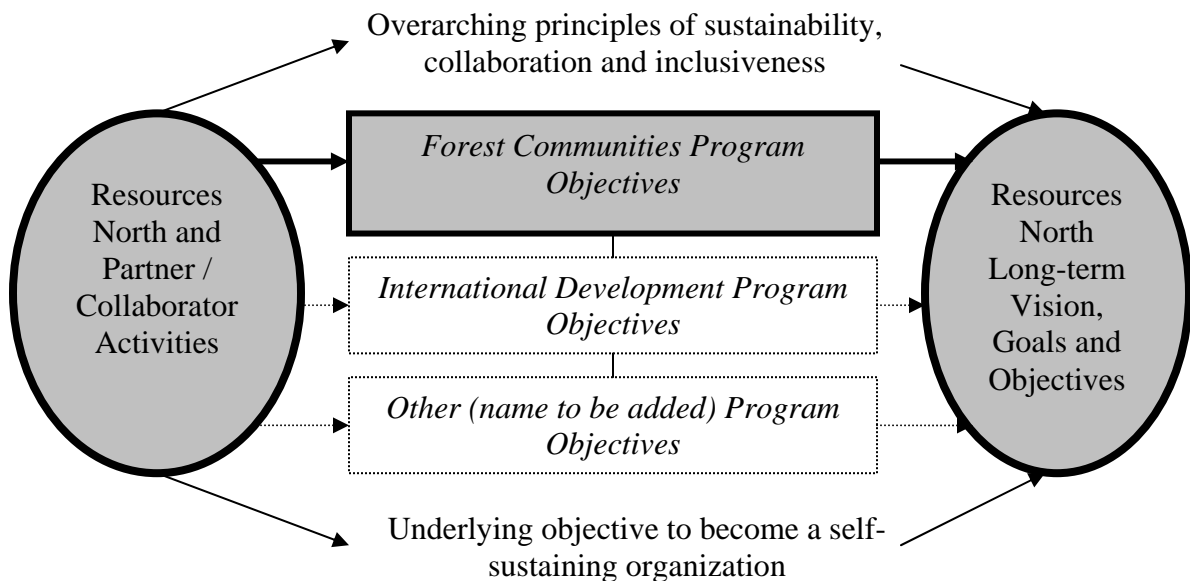
The Government of Canada has established the new Forest Communities Program (FCP) to assist in developing the tools, approaches and strategies needed to help local economies as the forest sector evolves. The objectives of the FCP are:

- To pilot ideas, conduct experiments and develop models that assist forest-based communities to build capacity and meet the opportunities and challenges of a forest sector in transition.
- To develop and share integrated, multi-sector approaches, based on science and innovation, to address community transition that involves new and existing natural resource stakeholders.
- To work with industry and other community-level stakeholders to develop new forest-based opportunities for rural Canada.

- To develop and share sustainable forest management knowledge, practices, tools and experiences with international forest-based communities and their model forest, in keeping with Canada’s international forest agenda.

The Resources North concept is to bring together natural resource dependent communities, industries, First Nations, and senior governments in a working forum with the capacity and processes to promote sustainability in a meaningful way. While it will also pursue other compatible objectives through parallel initiatives, Resources North sees the Forest Communities Program as an opportunity to facilitate the development and sharing of new knowledge, tools and practices that empower forest-based communities to participate in informed decision-making on the land base; sustain and grow resource benefits; and, capitalize on emerging forest-based opportunities. Therefore, Resources North has adopted the FCP objectives directly for the purposes of implementing this program.

The focus of program activities will be to establish, apply and share business practices that enable more efficient development of multiple resources within the parameters of long-term forest and community sustainability.



Motivation for Participating in the FCP

The communities and forest landscapes served by Resources North are undergoing unprecedented pressures. In those communities most heavily dependent on the forest industry, the challenges presented by mill closures and economic transition have been exacerbated by the kill-off of up to 50% of their timber supply by the Mountain Pine

Beetle². These communities have recognized the need to diversify their economies, and are looking particularly to the mineral and energy industries for opportunities. Meanwhile, the forest industry is seeking ways to utilize a devalued pine supply and to extract greater value from the remaining species, and forest managers are turning their attention to protecting site productivity and stewardship of future crops.

Resource dependent communities and First Nations in northern British Columbia are concerned about sustaining the flow of resource benefits and ecological services over time. In areas where timber harvesting, oil and gas development, tourism, mining and new energy production are overlaid on the landscape, the management of cumulative impacts has become a major concern.

The Forest Communities Program provides an opportunity for Resources North to carry out a number of projects that will entail communities and industries working together to develop, pilot and share solutions to the economic, social and environmental challenges faced by the region.

Site Description

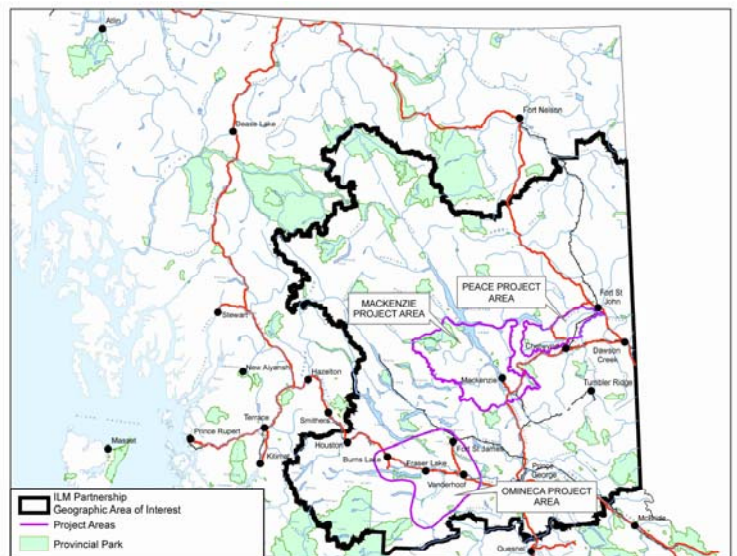
Officially Incorporated Name

*Resources North Association*³

PO Box 2640,
Prince George, BC V2N 4T5
Tel: 250-612-5840
Fax: *not available at this time*
Contact: Dan Adamson, General Manager
E-mail: dan.adamson@mcgregor.bc.ca

Total Area

The general area of interest for the Resources North includes a large portion of the central and northern interior of BC (Appendix 1), and totals nearly 25.5 million hectares (ha). The key reasons for defining such a large area is the need to: (a) incorporate the diversity of communities and their current economic development planning; and (b) incorporate a range of resource management and development interests so that different pilot projects within this area will address different issues and opportunities and exchange results. The range of project sites will address the complexity of circumstances facing



² See *Timber Supply and the Mountain Pine Beetle Infestation in British Columbia 2007 Update*, BC Ministry of Forests and Range, September 2007

³ Previously registered as the McGregor Model Forest Association - legal registration of the name "Resources North Association" is pending.

northern, rural and Aboriginal communities in boreal, sub-boreal, and montane regions of Canada.

Within the general area of interest, *three specific project areas* have been identified. It is at the project area level that local partnerships are being established to carry out projects suited to their unique circumstances. The project areas are located in the Peace, Mackenzie, and Vanderhoof/Fort St James Forest Districts (see Appendix 1). The successful results (e.g., knowledge, decision supports and management tools) obtained in these pilot projects will be extended to the other districts within this focus area, and to any other relevant locations in BC and adjacent jurisdictions. The pilot projects will focus on natural resource-dependent communities and First Nations, and their surrounding landscapes.

Tenure and Settlement Patterns

By far the majority of BC (approximately 94%) is currently Crown land under the jurisdiction of the Province. The remaining 6% includes federal lands (such as Indian reserves and national parks) and privately-held parcels. The resources above and below these lands are allocated through a variety of tenures that are administered by provincial ministries such as the Ministry of Forests and Range and the Ministry of Energy, Mines and Petroleum Resources.

There are approximately 25 incorporated towns, numerous unincorporated communities and 30 First Nations settlements in the overall program area, nearly all of which are relatively small and heavily dependent on forest resources. In addition there are a number of rural settlement areas administered by Regional District governments. The largest community is Prince George with a population of 78,000. The other principal center of settlement is in the Peace River area with the communities of Fort St John and Dawson Creek. Most of the population in the area of interest is concentrated along Highway 16 – the main east-west corridor, and along Highway 97 in the Mackenzie-McLeod Lake-South Peace area.

Biophysical Information

The area includes: the western extremes of the Canadian plains and foothills (Peace); northern Rocky Mountains area (Mackenzie); and the BC interior plateau (Omineca). The northern part of the region is “true” boreal forest, whereas the southern portion contains dry and moist transition, sub-boreal forests, and higher elevation montane forests. Throughout the region, except at high mountain elevations, forest cover is a dominant feature. The principal biogeoclimatic zones include: Boreal White and Black Spruce; Sub-boreal Pine-Spruce; Sub-boreal Spruce; Engelmann Spruce-Subalpine Fir; and, Montane Spruce.

Several large river systems originate in the region (e.g., Fraser, Skeena, Peace) and numerous natural lakes (e.g., Babine, Takla, Stuart, Francois, Fraser, Tchesinkut,

Trembleur, Tezzeron, Moberly, McLeod, Summit, and Great Beaver), and man-made lakes (Knewshtub, Ootsa, Williston, and Cheslatta) are part of the region's landscapes.

More specific biophysical information is presented for each of the specific project areas in Appendix 2.

Parks and Protected Areas

With the involvement of local communities and sectors through strategic land use planning processes, British Columbia has doubled the amount of parks and protected areas across the province since 1992. This has significantly increased the amount of ecological, recreational and cultural heritage values represented in the overall protected areas system but it has also added to the complexity of managing and developing the remaining landbase in a manner that effectively integrates and maintains protected areas values and objectives with natural resource development. The region has a complex network of parks, protected areas, and special management areas, including the southern reaches of the extensive Muskwa-Kechika Management Area. Other examples include the north end of Tweedsmuir Park; Tatlatui, Bowron and Carp Lake Parks.

Road Access and Transportation

Highway 16, running east-west through Prince George and Vanderhoof, and Highway 97, running north-south through Prince George to Mackenzie and Fort St John, are the primary roads within the project area. Most communities are situated along these two corridors. Natural resource development access is mainly the result of industrial roads that have been established and maintained by the forest industry although there are increasing numbers of roads established by the mining and energy sectors.

The Canadian National Railway maintains two mainlines along these highway corridors as well, providing industry with rail transport opportunities for shipping natural resource products from the region. Rivers are generally not navigable for the purposes of industrial traffic. The main airport is located at Prince George, with Fort St. John also providing a hub to communities in the northeast part of the region.

Natural Resource Industries

The primary economic base (in overall value) for the area is provided by the forest industry and the oil and gas sector. Agriculture, tourism-related travel business, the transportation industry, and construction are also factors and the mining sector, both metallic and coal, growing as a source of economic activity in the area. Hydro-electric production continues to be locally important. Hunting, trapping and fishing activities are both economically and culturally important, particularly to First Nations.

The mountain pine beetle epidemic is prevalent across the area and is dramatically changing the forest industry structure and community economies while also impacting on

forest ecosystems. This transition is a fundamental reason why communities are re-evaluating their economic strategies and looking for a newly revised vision of stability.

Economic Considerations

BC's forest resources currently continue to be the dominant source of income for many rural and remote communities. This includes the traditional industries of timber harvesting, sawmilling and pulp production but now also includes OSB mills, plywood plants, manufactured log homes, wood pellets and many other specialty products. In the past few decades, these forest-based communities have had to become accustomed to the rhythmic cycle of the forest industries, and reconciled to economic highs and lows which seemingly have occurred about every five years. In recent times, the relative uncertainty within the sector has been exacerbated by a number of factors, including global market pressures, corporate rationalization that has led to consolidation of operations and mill closures, the provincial government's Forest Revitalization Plan, the Mountain Pine Beetle epidemic and concomitant large-scale salvage harvesting plans, forecasted declines in timber supply, managing species-at-risk, and climate change. All of these factors continue to drive the forest industry through a period of rapid transition.

In some parts of northern BC, especially the Peace River area and the central interior, agriculture (farming and ranching) has been a staple industry since the area was settled by European immigrants. Other resource sectors, particularly the industries such as coal and mineral mining, and oil and gas exploration and development, have been important components of the northern industrial base for decades. The oil and gas industry has seen sustained growth over the past several years, moving beyond the prairie and agricultural lands and into the boreal forest, foothills and mountains. In 2005 this region was Canada's second largest natural gas producer. The mining sectors have been unpredictable and have not provided communities with stable and consistent employment levels over the past two decades. The last five years have, however, seen a resurgence in the mining sectors, with several new mines either underway or nearing the implementation stage. Major mines are located south of Houston, at Fraser Lake, Kemess, and Tumbler Ridge, and mineral exploration and development is active in the area. Geoscience BC has put a high priority on improving geophysical information in the region in order to encourage development.

Tourism is an important part of northern and north-central BC's economy. The tourism industry is focused mainly along the major travel corridors, plus several scattered wilderness and semi-wilderness lodge operations. A substantial big-game guide-outfitting sector operates in more remote parts of the region. The biophysical resources of central and north-central BC provide a wealth of current opportunities for recreation and tourism activities and businesses. Despite the current low levels of activity, the leaders and residents of this part of BC believe that the potential for outdoors and wilderness adventure tourism is immense.

A significant amount of work has been done in the area to carry out strategic land use planning, and to identify interests and objectives, however several important issues remain outstanding:

- (1) Development pressure from potential coal, forestry, oil and gas (including coal-bed methane), wind and hydro energy projects are all facing the area at the same time.
- (2) There is a lack of legislative, policy and procedural mechanisms to coordinate and integrate industrial activities. For example, the forest industry often finds that plans it has developed to accommodate wildlife or other values are overridden by coal or oil and gas development without any clear process of reconciliation of interests.
- (3) Operational (implementation) level processes, forums and techniques do not exist to ensure that the objectives identified can be achieved in a manner that is acceptable to communities and efficient for business.
- (4) There is very limited capacity in the communities to analyze information, work with industries, evaluate results and provide input to continuous improvement.
- (5) In addition to other development pressures, the Mountain Pine Beetle epidemic is dramatically impacting forests in the area.

Social Considerations

Until recently, assessing human impacts of land use decisions in British Columbia relied on indicators relating to community economic stability (usually related to timber supply). However, the assumptions that linked community and individual well-being solely to timber (or other natural resource) supply were too limited. The complexity of factors affecting human communities and increased knowledge of their dynamic ecology require a more holistic approach, including dimensions such as health and education in addition to economic factors, in defining human well-being.

A defining characteristic of integrated resource management is that it is an “adaptive process”, which means that managers systematically observe and record changes in the physical and human environment as they carry out strategies to achieve long-term objectives. Collecting and comparing information on changes over time enables resource managers and community leaders to correct or adjust their strategies as required. Collecting and analysing data on indicators of human well-being is a new task for resource managers and community leaders who are accustomed to implementing strategies but not necessarily evaluating them, particularly their impacts on individuals and communities.

Monitoring components social processes, health, education, economics and culture will help assess the contributions of integrated management to community health, and thereby also help to define and track community resiliency and capacity for change in these transitional times.

Demographics

The population in the defined geographic area is approximately 170,000. First Nations make up approximately 6-8% of the population, and have traditional territories covering the entire region. The overall population of the area has been relatively static over the past decade – growing in some areas, and declining in others. Following is an overview of demographic information for each of the specific project areas:

Peace Project Area

The communities in, or immediately adjacent to, the project area include the First Nations communities of West Moberly and Saulneau, the unincorporated communities of Moberly Lake and Jackfish Lake, and the town of Hudson's Hope. There are also three other larger centers nearby: Chetwynd, Dawson Creek and Fort St John, and many other rural residents in the area. Since the last census these communities have been growing at a rate of between 6-36%, likely because of increased activity in resource sectors such as forestry and natural gas.

Mackenzie Project Area

Aboriginal peoples have used this area for millennia. It lies in a strategically important position between the Pacific and Arctic watersheds and includes many small First Nations settlements, the largest of which is the McLeod Lake First Nation, which recently negotiated a treaty settlement (adhesion to Treaty 8) and is a very active player in the resource sector. Early European settlement originated with the Hudson Bay Company and remained very limited until the mid 1960's when BC Hydro built a dam on the Peace River near Hudson's Hope and created Williston Lake. That event and surrounding activities opened up the area for timber harvesting and led to the construction of lumber and pulp mills at the south end of the lake and the establishment of the community of Mackenzie.

Omineca Project Area

The Carrier Indians were the pre-settlement inhabitants of the area. There are twelve First Nations with overlapping territories in the area: Saik'uz; Nazko; Ulkatcho; Skin Tyee; Stelat'en; Lheidl T'enneh; Lhoosk'uz Dene; Nadleh Whut'en; Cheslatta; T'lazten; Nak'adzli; and Yekooche First Nations. Vanderhoof is a center for farming, ranching and logging. These industries have helped to open up the surrounding wilderness for anglers, canoeists, cross-country skiers and wildlife photographers. Other major communities are Fraser Lake and Burns Lake.

Objectives

Overall Philosophy

The overall Resources North concept is to bring together natural resource dependent communities, First Nations, resource industries and senior governments in a forum with the capacity and processes to work toward sustainability in a meaningful way.



Although high-level strategic land-use plans exist for most areas in BC, current approaches to the allocation, licensing, operational planning, and implementation of forestry, mining, oil and gas, agriculture, tourism and other land-based economic activities are not always well coordinated with each other, or with local community needs. Further, the effects of natural resource development and use are often not quantified or reconciled. The result is a significant risk that in many areas environmental impacts will exceed acceptable levels, business development opportunities will be lost, and community needs will not be met – or all three.



Communities need a means to assure that their current and future needs are understood, balanced and addressed during resource planning and development, and businesses require the information, processes and tools to meet those needs within a competitive environment.

Strategic Vision

The strategic vision of Resources North is: ***“Resource-based rural communities and industries equipped, empowered, and motivated to be progressive, innovative and integrated to capitalize on the opportunities and challenges of a healthy and productive landbase, and a changing and developing resource sector.”***

The strategic shift Resources North intends to stimulate:

Where We Are Now 	 Where We Want To Be
Limited integration of resource development, particularly between separate sectors.	Industries are equipped, empowered and motivated to achieve enhanced integration of resource development and management.
Effective integration, especially between separate sectors, occurs on a limited basis.	Effective integration is the expected norm.
Limited community engagement in resource development and management processes and decisions.	Communities are equipped, empowered and motivated to be engaged in resource development and management processes and decisions.

Where We Are Now 	 Where We Want To Be
Forest and other resource industry transition is an unsettling unknown.	Communities and industry have embraced a new and mutually-developed strategic vision for the future.
Communities and industry are continuing relatively traditional approaches to resource development.	Communities and industries are capitalizing on the opportunities and challenges of a healthy and productive landbase, and changing and developing resource sector.
Communities, industries and governments focus on the economic components of natural resource development and management.	Communities, industries and governments focus on human well-being as an integral component of the IRM process.
Cultural values are not well-recognized and accommodated in natural resource development and management.	Communities, industries and governments recognize and accommodate cultural values as an integral component of the IRM process.
Communities are considering various economic diversification options but are uncertain as to the best approach.	There is increased certainty about what industries will be positive contributors to community stability.

Goals

Within the context of the strategic vision, to cooperatively develop and implement a new model of integrated development of natural resources and lands to address the following goals:

- (a) *Improve and sustain the economic, social and cultural benefits to local communities through better utilization and return from the land and resources.*
- (b) *Enhance the treatment of multiple ecological, social and cultural values.*
- (c) *Reduce collective impacts on the land base.*
- (d) *Facilitate/enhance community and First Nations vitality and well-being.*

Objectives

Within the context of its broad vision, the objectives of the FCP will be adopted as Resources North's FCP program objectives, and will be addressed in the following way:

1. *To pilot ideas, conduct experiments and develop models that assist forest-based communities to build capacity and meet the opportunities and challenges of a forest sector in transition.*

Strategies:

Through a collaborative effort at three or more project locations, to pilot and test tools, approaches, and practical applications within a variety of forest land-use development scenarios. The following strategies are anticipated:

- Develop methods and forums for translating community interests identified in planning processes into objectives useful to natural resource developers and managers.
 - Facilitate leadership groups within communities and help them develop the capacity to be effective.
 - Establish reliable and accessible information sharing and reporting approaches that help communities understand and influence natural resource objectives and targets.
 - Work with stakeholder groups to develop criteria and indicators, and monitoring and reporting processes relevant to community transition interests, and increased community capacity to understand and apply them.
2. ***To develop and share integrated, multi-sector approaches, based on science and innovation, to address community transition that involves new and existing natural resource stakeholders.***

Strategies:

Through work focused on developing relationships between communities and partners involved in the main natural resource industry sectors in northern BC, and conducting various extension activities, the following strategies are anticipated:

- Facilitating multi-sector groups to develop community-defined desired future forest conditions, and effective processes to monitor and adapt to change, including regular, meaningful local-level state-of-the-forest reporting.
 - Pilot existing multi-sector strategies, integrated into efficient landscape-level strategies which recognize risk, uncertainty and the need for diversity.
 - Develop and implement meaningful communication approaches among communities and multi-sector resource developers and managers.
 - Design and test efficient and effective operational integration methods (inter and intra-industry) that improve viability of industries operating in the forest and on the landbase.
 - Identify and advocate for enhanced efficiencies and increased viability for industry through coordination of activities on the land base.
3. ***To work with industry and other community-level stakeholders to develop new forest-based opportunities for rural Canada.***

Strategies:

Develop improved linkages between sectors and with communities to improve the business environment and facilitate opportunities for new forest-based opportunities. The anticipated strategies include:

- Development and analysis of multiple-use scenarios incorporated into resource planning.
 - Applying new and proven tools to assess new economic opportunities.
 - Supporting informed policy discussions and options-development that encouraging new and existing resource development opportunities.
 - Working with communities to see them empowered to access the diversity, economic potential, and social and cultural benefits of all forest resources.
 - Designing and testing cost-effective tools incorporating non-timber forest resource benefits with more industrial opportunities.
4. *To develop and share sustainable forest management knowledge, practices, tools and experiences with international forest-based communities and their Model Forests, in keeping with Canada's international forest agenda..*

Strategies:

Building on the past MMFA international experience (e.g. CIDA and IDRC projects in Russia) the anticipated strategies include:

- Establishing two-way information and technology exchanges, developed in cooperation with Resources North's McGregor International Program, the Canadian Model Forests Network, and directly, with forest-dependent communities and industries in other areas.
 - Piloting, proving and sharing methods of integration that can be adopted throughout the province, the country and internationally.
 - Active involvement in the International Model Forest Network in terms of: additional mentoring relationships; exchange of community and indigenous groups, students, entrepreneurs, and researchers; training and development support; and business planning and management training.
 - Maintaining and building on links to existing and emerging international collaborative opportunities for non-timber forest products through Resources North's McGregor International Program.
5. *To become largely self sustaining in order to continue supporting communities in transition beyond 2012*

Strategies:

By building a reputation as a credible change agent and deliverer of relevant programs, develop the capacity to continue as a largely self-sufficient organization beyond the end of the current FCP by:

- Raising matching funds and in-kind contributions to support specific projects at the local and regional level;
- Participating in other federal and provincial programs by providing expressions of interest and proposals consistent with the aims and objectives of Resources North and the FCP.
- Prudent management of fiscal resources with a long-term view.

A projection of the financial aspects of achieving self-sufficiency is shown in the financial tables later in this strategy.

The following principles characterize how Resources North intends to conduct its business among staff, partners, and stakeholders.

Approaches and Principles to Guide Operations:

- Create a work environment that fosters creative and innovative approaches to problem solving.
- Embrace risk-taking and adaptive-management techniques that lead to accelerated learning opportunities.
- Seek and use the best scientific and technical knowledge available.
- Ensure that all outputs are made freely available to our partners, stakeholders and other interested parties.
- Focus on integration with all aspects of our work and communications.
- Serve an ‘honest broker’ role with and for our partners and stakeholders.
- Develop generic solutions wherever appropriate in order to maximize their broader applicability.
- Capitalize on existing knowledge by employing an ‘adopt, adapt, develop’ strategy.
- Establish and maintain real partnerships in both spirit and intent.
- Ensure open and honest communications.
- Embrace a long-term and enduring view with our program that is consistent with the

Activities and Outputs

Recognizing that we must adapt as progress occurs and circumstances change, the following table summarizes the planned activities and resultant outputs of Resources North’s FCP program functions. These activities and outputs are organized according to operational themes that reflect the manner in which program delivery activities will likely be grouped for budget and management purposes:

Planned Activities 2007-2012	Expected Outputs
<p><i>Program Delivery Theme</i></p> <ul style="list-style-type: none"> ▪ Administer and manage the budget. ▪ Resolve issues and conflicts. ▪ Develop and maintain agreements, plans, reports and files. ▪ Undertake appropriate supporting work for the overall FCP. ▪ Participate in national level delivery of objectives through national FCP meetings, CMFN and national Strategic Initiatives. ▪ Provide third-party audits and reports. ▪ Prepare and submit expressions of interest and proposals for funding of projects compatible with Resources North and FCP objectives 	<p><i>Program Delivery Theme</i></p> <ul style="list-style-type: none"> ▪ Completed and approved contribution agreements, strategic plans, annual workplans, annual reports and financial statements on schedule. ▪ Timely and appropriate resolution of issues and conflicts. ▪ Positive staff relations and working environment. ▪ Positive relationship with the FCP staff and other partners. ▪ Clear and effective program planning, management and accountability. ▪ Greater self-sufficiency in the funding and management of this initiative.
<p><i>Community Engagement Theme</i></p> <ul style="list-style-type: none"> ▪ Convene and conduct community leadership workshops. ▪ Hold focus sessions in First Nations communities to understand their unique situations respecting IRM. ▪ Write a baseline “state of the landscape” report in community-relevant terms. ▪ Identify and assess new and emerging economic opportunities for forest resource use that is integrated with other resource development sectors. 	<p><i>Community Engagement Theme</i></p> <ul style="list-style-type: none"> ▪ Communities (including First Nations communities) have the capacity and processes available to contribute significantly to decisions on resource management in the area. ▪ Community and regional interests are clearly expressed and captured (including understanding where interests differ between communities). ▪ A common vision for each community, project area and the region as a whole.

Planned Activities 2007-2012	Expected Outputs
	<ul style="list-style-type: none"> ▪ A generally accepted baseline “State of the Landscape” report. ▪ Strengthened community resilience and ability to deal with transition.
<p><i>Expand the Knowledge Base Theme</i></p> <ul style="list-style-type: none"> ▪ Plan and convene a focused symposium on the “state of the knowledge” of IRM and Community involvement in resources management. ▪ Project the impacts of the mountain pine beetle epidemic and develop response scenarios on the local timber supply and related resources and services. ▪ Develop scenarios and options for development on the landscape based on best available information. ▪ Identify systemic and policy issues that impact achievement of optimal management scenarios. 	<p><i>Expand the Knowledge Base Theme</i></p> <ul style="list-style-type: none"> ▪ Senior decision-makers and influencers have an excellent base-knowledge of current related knowledge. ▪ Generally accepted agreement about the likely impact of the mountain pine beetle infestation. ▪ Generally accepted agreement about the options available to communities and sectors to address transition. ▪ Tools and processes are available and in use to identify an achievable mix of integrated resource management targets. ▪ An enhanced baseline of knowledge from which to make decisions about the future.
<p><i>Operational Integration Theme</i></p> <ul style="list-style-type: none"> ▪ Pilot the implementation of coordinated resource plans at an operational level among industries (including access, consultation, environmental protection and remediation and public communications). ▪ Assess, design, develop and test tools and approaches that improve integration between sectors and with communities. ▪ Collect and report on the relative costs and benefits of coordinated resource plans. ▪ Identify where and to whom the costs and benefits accrue from coordinated resource plans. 	<p><i>Operational Integration Theme</i></p> <ul style="list-style-type: none"> ▪ Renewed commitment to achieving IRM. ▪ Enhanced networking and relationship building. ▪ State of the art tools and approaches successfully improve integration and are available for other jurisdictions. ▪ The identification of new and emerging economic opportunities for forest resource use that is integrated with other resource development sectors. ▪ Facilitated resource development opportunities.

Planned Activities 2007-2012	Expected Outputs
<p><i>Communications Outreach & Extension Theme</i></p> <ul style="list-style-type: none"> ▪ Establish and maintain a dynamic website. ▪ Write and distribute newsletters. ▪ Hold biannual public information sessions. ▪ Conduct information sharing sessions with other project areas and other communities in the region. ▪ Conduct training sessions and workshops to extend technical innovations to other resource managers and First Nations and practitioners throughout the region, country and beyond through the Canadian Model Forest Network. 	<p><i>Communications Outreach & Extension Theme</i></p> <ul style="list-style-type: none"> ▪ Enhanced stakeholder, sector, community and public understanding and acceptance of the objectives, products and outcomes of the project. ▪ Information is being shared between communities inside and outside the project area, and between scientists and practitioners across the country. ▪ Better informed and improving policy-making and planning at the forest landscape level.

Outcomes

Outcomes specific to each the individual project areas are identified in Appendix 3. For the program as a whole, the outcomes expected by Resources North are:

Long-term

- Improved and sustainable economic, social and cultural benefits accruing to communities through better utilization and return on land and resources.
- Incorporation of multiple ecological, cultural and social values and services into resource allocation and decision-making processes.
- A reduction in the impact necessary on the landbase compared to the community benefit received.
- A clearer and fuller role and socio-economic benefits for First Nations through participation in resource management.
- Resource communities that are equipped, empowered and motivated to progressively and innovatively participate in the development of and benefits from management of the forested landscape.

Intermediate and Immediate

- A clearly defined and effective program, cost effective projects, sound management and accountability.
- Tools and processes that are being used by communities to influence integrated resource development and the derivation of community benefits.
- Capacity within communities to work with a cross-section of stakeholders and sound information to set objectives and monitor results for resource development and community benefits.
- Communities and stakeholders are informed about the capacity, options, risks and opportunities of various resource development and use scenarios.
- A commitment to continue to use and adapt integrated resource use practices and principles by stakeholders at the landscape and community level.
- Effective integration of planning and administrative processes in pilot areas.

Impacts on Stakeholders

For Communities

Communities are working to diversify local and regional economies, maintain and improve community health and well-being, and better define their desired future community. All northern BC communities rely heavily on the natural resources contained in or under forested and non-forested lands as one of the basic building blocks of their economy.

Despite the existence of high-level strategic land-use plans for most of the province, few communities can point to geographically specific objectives that define or balance all the long-term benefits and attributes required of the area – sometimes referred to as the “desired future forest” (DFF). The communities and First Nations whose futures depend on these lands and resources, working with good information, and in partnership with responsible governments, businesses and other stakeholders, are best positioned to describe the DFF. By understanding the risks and opportunities, evaluating potential scenarios, and translating plans into clear, balanced and reconciled objectives, communities can position themselves much better to promote balanced and sustainable economic growth and diversification, and human well-being. A key aspect of this program will be to assist the participating communities to access the necessary information and to define the DFF that will meet their needs and aspirations with enough

clarity to facilitate effective management and integration of forest uses by the industries and agencies. The benefits (which form part of Resource North's program performance measurement strategy are:

- Usable, credible and integrated forest resource information.
- Forums and processes to utilize information to develop and analyze options.
- Avenues to establish or influence resource objectives and targets.
- Methods and tools to evaluate results and participate in adaptive management.
- Clear measures of the community impacts, costs and benefits of resource management and options.
- Sound information to allow for diversification and start-up of new forest-based resource opportunities.

For Businesses

Presently, the allocation, licensing, administration, operational planning and development of natural resources, and the supportive development of knowledge, research, policies, tools, and information are largely conducted as separate activities within sectors. While this approach may be appropriate when only a few activities are occurring on the land, or when the level of extraction is well below the capacity of the land to produce, it no longer works as pressure on the land grows and intensifies. Without proper integration and "growth management" there are high risks to both the resources and the competitiveness of companies that wish to develop them. The benefits (which form part of Resource North's program performance measurement strategy are:

- Inter-industry impacts and conflict decrease.
- Intra-industry cooperation opportunities are expanded.
- Opportunities to share infrastructure development costs are developed.
- Land-base impacts (i.e., the environmental footprint) decrease.
- Constraints lead to sub-optimal realisation of the full economic potential of the land-base are reduced.
- Eco-certification of industrial operations is maintained where appropriate.
- Opportunities to share in resource information collection and analysis are captured.
- Stakeholder conflict decreases.
- Crown land administration becomes more efficient and responsive to industry needs (e.g., results in shorter time frames for approvals).

For Governments

The Province's natural resource regulatory regime has two distinct processes. First, high-level land use planning is done on an integrated, geographic basis, addressing all major interests and resource opportunities. Second, implementation of plans through tenure issuance, operational plan approval, administration and reporting is, however, done separately by sector and ministry. Various coordination techniques exist (e.g., informal local committees), but there is, however, no real mechanism to ensure that the Province

and First Nations are getting the best net (optimum) value from the resources, nor any consolidated mechanism to monitor, adapt and improve management of landscapes. This leads to duplication of government efforts and a less than an optimum relationship between the Province, communities, First Nations and industry. The benefits (which form part of Resource North's program performance measurement strategy are:

- Repetitive or duplicative conflict resolution between industries, communities and stakeholders are reduced or eliminated.
- Coordinated consultation and accommodation with First Nations and others improves.
- Ineffective and sometimes poorly defined cross-agency and cross-industry referrals are reduced or eliminated.
- Duplicate monitoring and reporting processes are minimized.
- Costs and loss of productivity to government are reduced.
- Efforts to promote a positive business climate are enhanced.

Partners, Stakeholders and Beneficiaries

Collaboration/Partnership Description

As described in the Introduction, Resources North has come about through the joining of two pre-existing partnerships – the McGregor Model Forest Association and the IRM Partnership. The resulting combined membership and collaborative relationships include a broad cross-section of interests, including:

- Federal and provincial government departments
- Local (municipal and regional district) governments
- First Nations
- Natural resource industries: forestry, mining, oil and gas, recreation and tourism
- Academic and research
- Extension and communication
- Non-government community and regionally-based organizations
- Resource practitioners

Special Consideration to Our Important First Nations Collaboration:

Most of our First Nations in BC are undergoing negotiations with Canada and the Province in order to resolve long-standing treaty-related issues. Our Association respects this current context and commits to work in positive ways to develop collaborative and respectful relationships and partnerships with First Nations in our project areas.

Our experience and feedback from past First Nations Directors suggests that, while we continue to seek opportunities for Board level participation, we also strive to develop other means for partnerships and collaboration such as through program and project committees. Feedback indicates that this may provide for more mutual and collective benefits from First Nations participation. Focused work in early phases and throughout the program term will be undertaken to explore with First Nations all practical approaches to collaboration and participation. This is a high priority for the Resources North Association.

A full list of members and collaborators is included in Appendix 3.

Resources North is a registered non-profit organization⁴, governed by its members. Membership is open to individuals and organizations that support and are able to contribute to the aims and objectives of the society. Typically, equity of access is assured by waiving annual membership fees. Members are involved in the governance, strategic and program planning, implementation and evaluation of projects.

⁴ Presently registered as McGregor Model Forest Association - name change approved at AGM and currently being legally registered.

Resources North enters into collaborative arrangements with other organizations having similar aims, including organizations able to provide funding support such as the Canadian Forest Service and the Canadian International Development Agency. Other collaborative arrangements are of a non-monetary nature, such as with the Forest Research and Extension partnership (FORREX) for delivery of education products, or Royal Roads University to support policy development in the area of non-timber forest products.

Collaboration is promoted through the communications and extension activities, and by actively seeking partners (funding or delivery) to participate in projects.

Governance

Role of Participating Organizations

All participating organizations are committed to the goals and objectives of Resources North and the Forest Communities Program. Each is responsible for bringing to the program cash and/or in-kind resources appropriate to its mandate and capacity, for disseminating what is learned from the Forest Communities Program amongst its own stakeholders, and for generally supporting the program and its collaborative nature.

Participating organizations will be encouraged to become registered members of the Resources North so that they are able to participate in the governance activities, including eligibility to nominate and elect directors. Some organizations may not wish to be members, but will be able to fully participate as a funder, partner or collaborator.

Role of Committees and Working Groups

The Program Committee, which will include one or more Directors and either the President or General Manager of Resources North will be responsible for ensuring the program content and priorities reflect the objectives of the FCP in a manner consistent with the interests of local partners and the program area as a whole, such as:

- Multi-year program objectives, strategies, priorities and work plans.
- Attracting leveraged funds to support program-wide work and project-area work.
- Information sharing and extension across the program area and beyond.
- Facilitate communications with stakeholders at various levels and within all relevant sectors.
- Ensuring alignment of administrative and operational activities, evaluating performance, communicating results and ensuring synergies with other programs.

In addition to the Program Committee described above, each of the three major project sites will have a Project Coordination Committee comprised of the front-line project advisors and contributors, as well as the most direct benefactors of the results. They will:

- Provide input to the overall program strategies, priorities and work plans.
- Lead the process of identifying community needs, scenarios and objectives.
- Develop project area work plans and projects.
- Provide project area leadership and support implementation of projects.
- Identify and recruit funding partners for local projects.
- Communicate activities and results within the communities.
- Participate in evaluation of results and impacts.

The program manager will facilitate the establishment of the volunteer Project Coordination Committee for each of the three major project sites. They will be made up of a balance of locally-based government and public interest, scientific expertise and business and operational interests. The actual make-up of the committee will be determined by local interests but the basic structure will be consistent. It is intended that the committees work on a collaborative basis and operate on consensus where possible. Generally, the role of participants in each of the sectors will be:

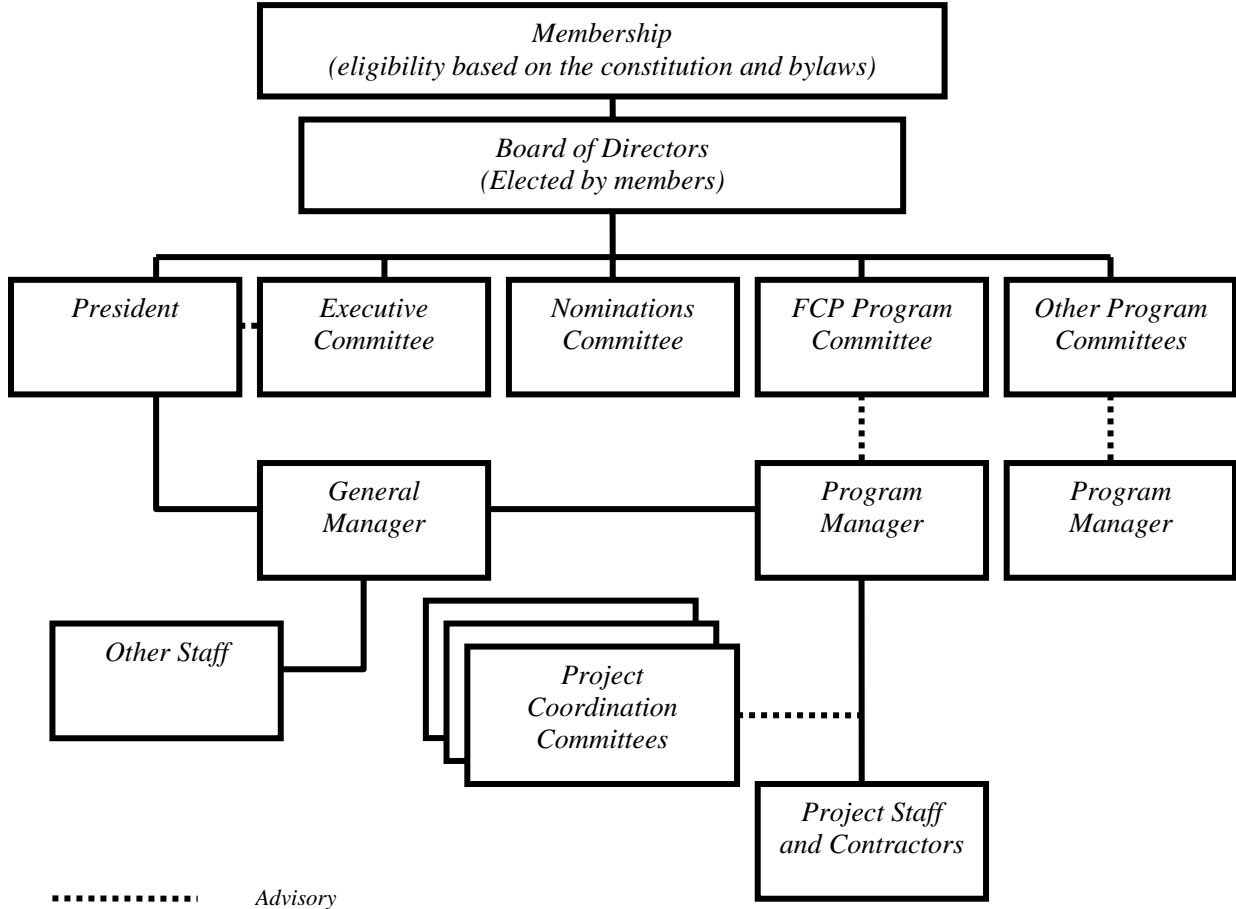
Government and Public Interest: The emphasis is on determining the needs and objectives of First Nations, and rural and forest-dependent communities relative to the forest landscapes that surround them. Local community representatives of federal (e.g., fisheries) and provincial (e.g., forestry) governments can also play an important role in defining the public/community interests. This group will evaluate results from a community perspective.

Scientific: The emphasis is on bringing a scientific perspective to plans, strategies and objectives; ensuring projects include an appropriate element of scientific rigor; providing scientific/technical advice; designing potential research projects and operational trials; demonstrating synergies between biophysical and social sciences; and undertaking projects. This group will evaluate results from a scientific perspective.

Business and Operational: The emphasis is on integrating projects into operational resource planning and development activities. This group includes licensees in various sectors (forestry, mining, oil and gas, tourism, agriculture). This group will play a key role in implementation of on-ground projects, and will evaluate results from a business and operational perspective.

Organizational Chart

The overall governance structure:



Board/Executive Group Reporting Structure and Accountabilities

The Board of Directors is accountable for the overall functioning of the Society. In relation to the Forest Communities Program, the Board is responsible for approving the agreement with the CFS, and is accountable to ensure the program functions within purposes of Resources North and the terms of reference set out in its agreement. The Board will provide the appropriate financial and administrative mechanisms, such as:

- A legal entity for purposes of employment, contracting, banking, liability, etc.
- Membership and participation in the Canadian Model Forest Network.
- Ensuring alignment of administrative and operational activities, evaluating performance, communicating results and ensuring synergies with other programs.
- Accountability through the President, General Manager and Program Manager.

The Board has the power to appoint a President and an Executive Committee. The President is an officer of the Society, a non-voting member of the Board of Directors, and Chair of the Executive Committee. The Executive Committee is comprised of the President and at least three directors, plus the General Manager. The Board may delegate certain decisions related to management of the Society to the Executive Committee. Normally, the Executive Committee will be accountable for:

- Providing guidance to the President.
- Approval of staffing decisions.
- Approval of work-plan and budget amendments.
- Oversight of the Program Committees.
- Other functions determined by the Board.

The Board is required by the bylaws to appoint a Nominating Committee which must be comprised of not less than 50% members who are not directors. This committee is responsible for bringing forward nominations for the position of director at the Annual Members' Meeting, or to the Board upon the resignation of a director.

Decision-making and Conflict Resolution Processes

Resources North's bylaws set out the process for decision-making by the membership.

The Board of Directors, Executive Committee and Nominating Committee make decisions on the basis of a simple majority.

All processes and decision-making within committees will strive for consensus. In this regard, consensus is defined as the full agreement of all relevant parties to the decision or, if full agreement is not possible, then at least sufficient support for the decision to allow the project to move forward with all parties still engaged and actively participating.

It is recognized that occasionally there may arise an issue where consensus is not achievable. In this case, the decision may move into a facilitation or mediation process, or be raised to the Board of Directors for decision.

Communications

Communications Strategy

Good public awareness of the Resources North's projects and activities, and partnership participation in the network-wide activities promoting Canada's Forest Communities Program will be fundamental to the communications and outreach strategy. For Resources North to be effective and help communities and industries move forward, there is a tremendous need for effective communication at a number of levels. This program will involve not only the technical audiences but engage several publics in a meaningful way.

Our strategy for reaching out to participating government agencies, First Nations, organisations, stakeholders, interested parties and the general public, both within the local area and beyond will involve the following:

- Holding biannual public information sessions, using presentations, displays and exhibits; and hosting field tours to demonstration areas and research plots.
- Sponsoring public participatory events – e.g., tree planting, fish release, celebrating seasonal cycles, celebrating First Nations values and traditions.
- Annual reporting of project results and outcomes to communities, First Nations, industries and other stakeholders; relating outcomes to real-life and real-time issues and concerns.
- Providing an updated website, with links to associated and relevant provincial, national and international websites.
- Publishing a biannual partnership newsletter.
- Working with FORREX to plan and deliver an active, end-user-targeted extension program for stakeholders, First Nations and communities.

The natural resource sector is more and more reliant on rapid information accessibility. This translates into greater reliance on, and usage of, electronic means of information transfer. Websites have become an essential part of most information management programs. Resources North maintains an effective, informative and accessible website and will build on our successes with it. Thus, the focus in this activity area is to re-develop and maintain our website consistent with the desires of the new partnership and the outputs of our projects, and the arrangements made for data housing and sharing.

Websites are making international communications instantaneous; thus, our 're-tooled' website will be user-friendly to the international audience. We will also endeavour to attend those national and international conferences and meetings at which we can provide a display and distribute our program literature. We will also strive to participate, where relevant and practicable, in international working groups to facilitate knowledge sharing.

The Forest Research and Extension Partnership (FORREX) will be the main extension delivery venue, and will work with the Resources North to accommodate the different natural resource sectors, and a tremendous variety of target audiences, needs and issues,

possible outputs and outcomes. The focus of the extension activities will be the direct transfer of knowledge, information, tools (e.g. planning, impact assessment), and decision-making guides to the end-users for their utilization in IRM and community assessments and strategies.

Communications Capacity

Resources North presently employs a professional communications specialist on a part-time (3 days per week) basis, and has contact relationships with local businesses for marketing, graphic design, conference support, web site support, printing and other communications functions. This capacity can be expanded to meet demand.

Contributions to the Canadian Model Forest Network (CMFN) Communications and Reporting

Resources North recognizes that being a part of the CMFN is an important attribute of all FCP initiatives. In fact, it is this national-level network that gives the FCP a scope that distinguishes it from many other local and provincial initiatives. The sharing of knowledge, technology, and experiences between projects and with potential partner organizations interested in IRM will be an important element of the IRM Partnership initiative.

Resources North will continue to be an active member of the CMFN, participating in governance, planning and strategic initiatives, and through the CMFN participating in the International Model Forest Network, including bilateral and multi-lateral projects and exchanges.

Language Capacity

While it is anticipated that the predominant language for the communications and outreach activities will be English, we will at times require capacity for communicating to specific target audiences (e.g., First Nations elders) in their language. We will enlist the support of our First Nations partners to address that need. We also have access to capacity to communicate in both Canadian official languages, orally and in writing, when appropriate and practicable, to possible francophone audiences.

Administration

Organizational Capacity

Resources North is a non-for-profit society with about 60 members, and offices and staff located in Prince George, BC. The former society (MMFA) has 15.5 years of demonstrated capacity to deliver programs consistent with the interests of the Canadian Forest Service (CFS). This capacity has been augmented by joining with the IRM Partnership to become Resources North. In addition to the active participation of the members, directors and President, the core staff consists of a general manager, administration, project management and communications positions. Staffing is expanded to deliver individual programs and projects as required.

Resources North has fully modern office facilities (computers, copier, telephone/internet, storage library, meeting rooms, private and common office areas) located in Prince George. The office space provides work-space for full-time staff, for part-time (project) use, and occasional use by partner organizations.

Reporting Structure and Accountabilities

The reporting structure and accountabilities will be as follows:

- The President reports to the Board of Directors.
- The General Manager is accountable to the Board of Directors through the President.
- All staff members and contractors are accountable directly, or through a supervisor, to the General Manager.
- The Board may require the Controller to report to it directly on certain matters.
- Program Committees advise the Board and the General Manager.
- Project Coordination Committees advise the Program Committee and the Project Coordinator.

See the organizational chart under Governance Structure above for a diagrammatic representation of this reporting structure.

Finances

Contributors' Support

The starting position of Resources North include cash assets of approximately \$300,000 that can be used to support start-up and cost-share key projects. This funding will also provide the capacity to fund-raise to meet the cost-sharing requirements of the FCP and the self-sustainability objectives of the Association.

Members also contribute substantial in-kind resources.

Potential Future Financial Support

The high level of interest in the project areas suggests that even a conservative estimate establishes partner funding (not including in-kind) for projects at approximately 100% of CFS funding, therefore exceeding the requirements of the FCP. Sources of partner and outside funding are expected to include, but not be limited to:

- Resources North Association (RNA)
- Province of British Columbia
 - Ministry (Forests and Range; Energy, Mines and Petroleum Resources; Environment) project budgets
 - Mountain Pine Beetle emergency budget
 - Forest Investment Account (FIA) and the FIA Forest Science Program
 - Northern Development Trust Initiative
 - Oil and Gas Commission Science and Community Environmental Knowledge Fund (SCEK)
- Western Economic Diversification Fund
- CFS Mountain Pine Beetle Initiative
- Natural resource industry associations and member companies
- Other projects

Five-year Financial Plan

Distribution of FCP funds:

Base funding of \$175,000 for 2007-08 (six months) and then \$325,000 per year for each of the remaining four years will provide the foundation for planning and managing the overall program, and base funding for each of the project areas. In the remaining six months of Year One of the program, FCP funding will be allocated in a manner necessary to address start-up, planning and project design requirements. This amount declines in later years as funding shifts to project delivery. This distribution and gradual reduction in “core” funding is within the guidelines established by the FCP. The distribution shown in the table below reflects the expectation that over time the organization will become less dependent on core funding support from the CFS by increasing revenues through the delivery of initiatives through other funding sources and through partnership building.

	2007-08	2008-09	2009-10	2010-11	2011-2012
Total NRCan FCP funding	\$ 175 K	\$ 325 K	\$ 325 K	\$ 325 K	\$ 325 K
Funds for administration* (in \$ and %)	\$ 105 K 60%	\$ 160 K 49%	\$ 149 K 46%	\$ 140 K 43%	\$ 130 K 40%
Funds for projects** (in \$ and %)	\$ 70 K 40%	\$ 165 K 51%	\$ 176 K 54%	\$ 185 K 57%	\$ 195 K 60%

* Administration = Planning and Management

** Projects = Projects, Extension and Networking

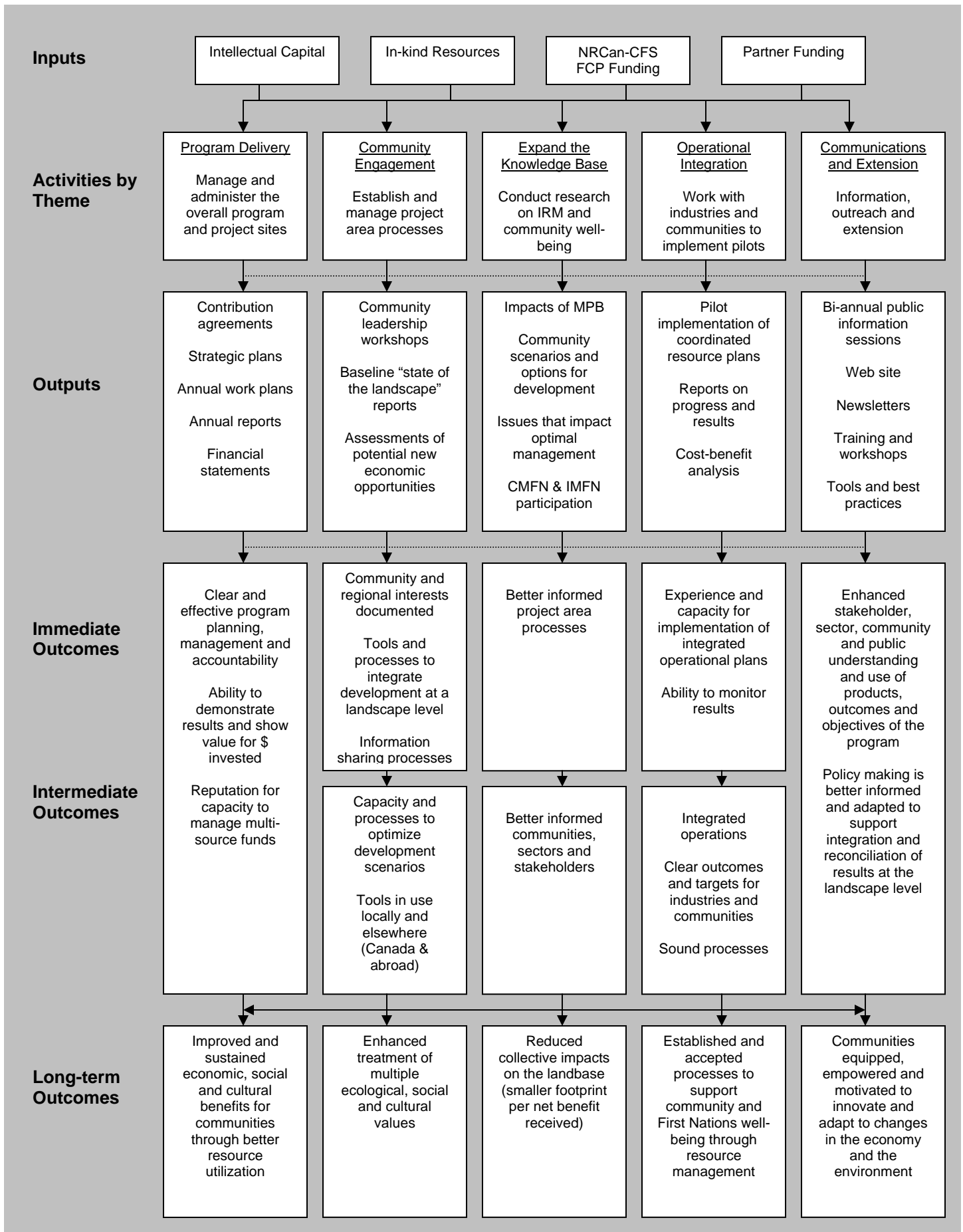
All Planned Revenues for 2007-2012 (Note- FY 2007-08 = 6 months)

Source of Funds	Planned Revenues and In-kind Contributions (\$ 000's)											
	2007-2008		2008-2009		2009-2010		2010-2011		2011-2012		Total	
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
NRCan-FCP	175	0	325	0	325	0	325	0	325	0	1475	0
Other federal government -W.E.D.	0	0	50	0	50	0	0	0	0	0	100	0
Provincial government	0	5	100	10	100	10	100	10	100	5	400	40
Municipal government	0	5	0	15	0	15	0	15	0	15	0	65
RNA & Partners/Members	10	32	25	65	25	70	25	70	25	50	110	287
Science & Community Environmental Knowledge Fund	0	0	50	0	30	0	30	0	20	0	130	0
Forest Investment Account	50	0	75	0	75	0	100	0	100	0	400	0
Other Projects	25	10	50	15	50	15	75	20	125	25	325	400
Total Revenues	260	52	675	105	655	110	655	115	695	95	2940	1292

Planned Expenditures for 2007-2012 (of the Core Funding)

Program Area Themes	Planned Expenditures (\$ 000's)					
	2007-2008 (6 months)	2008-2009	2009-2010	2010-2011	2011-2012	Total
Program Delivery	\$65	\$115	\$95	\$90	\$80	\$445
Community Engagement	\$35	\$45	\$45	\$45	\$30	\$200
Expand the Knowledge Base	\$40	\$55	\$45	\$55	\$60	\$255
Operational Integration	\$10	\$50	\$80	\$85	\$90	\$315
Communications Outreach & Extension	\$25	\$60	\$60	\$50	\$65	\$260
Total Expenditures	\$175	\$325	\$325	\$325	\$325	\$1,475

Logic Model



Measuring Performance and Achievements

Performance will be measured and achievements will be documented through a strategy that is outlined below. The intention is to track various significant performance indicators and targets over the timeline of the project. There will be key milestone dates for measuring interim performance indicators to allow the project managers to undertake “course corrections” (adaptive management), if and when required. Following this, there will be extensive assessments undertaken in 2012 to confirm the achievement of the long-term outcomes of this project.

In complementary fashion to the performance measures, the following tasks will also be undertaken annually:

1. Our Annual Report will be evaluated against that year’s Annual Work Plan to determine the degree to which our actual deliverables reflect what we said we would deliver.
2. A conference call or meeting will be held around the end of each fiscal year with CFS persons responsible for overseeing the FCP. This will provide an opportunity for a discussion on the outcomes and achievements for the previous year and to gain guidance and advice for the forthcoming year.

In addition; our organization recognizes that the type of work (activities and outputs) we will be doing over the 5-year period makes it difficult to effectively assess a number of the expected outcomes (e.g. renewed commitment to achieving IRM) through normal performance measures. As such, in order to capture an overall evaluation of community and sector improvements as a result of IRM, an innovative survey strategy will be employed. The key components of this survey strategy include:

- A baseline survey with a broad range of practitioners, decision-makers, leaders and professionals. This baseline information will indicate the level of knowledge, acceptance and application, and the level of community and operational integration currently in place.
- A baseline survey will help set priorities for subsequent project work (e.g. policy/regulatory, knowledge base (available information), workable tools/approaches, business or capacity barriers, etc.).
- A performance survey will be conducted in year 5 (likely with the same survey group from the baseline survey) to determine where improvements were made, the level of effectiveness, and what changes have been affected either directly or indirectly from our 5-year work.

It should be noted that the specific indicators in this strategy will be reviewed periodically and may be refined as information and operational applicability become better known.

Performance Measurement for Long-Term Outcomes

Performance Indicator	Methods/Data Sources	Targets	Collection Methods	Timing or Frequency
Improved and sustained economic, social and cultural benefits to local communities through better utilization and return from the land and resources				
Improvement in economic, social and cultural benefits	Survey assessment	Improvement over baseline assessment	Survey community leaders	Baseline established in 2007 and then 2012
Increased economic value of resource products	Stumpage and royalty payments to the Crown	Increasing trend in 5-year rolling averages	Review stumpage and royalty reports	Baseline established in 2007 and then 2012
Enhanced treatment of multiple ecological, social and cultural values				
Improved species at risk recovery	MoE data	Improving habitat conditions and population levels	Review MoE data	2012
Increased community input into resource development planning	Survey assessment	Improvement over baseline assessment	Survey community leaders	Baseline established in 2007 and then 2012
Enhanced protection of First Nations cultural values	Survey assessment	Improvement over baseline assessment	Survey First Nations leaders	Baseline established in 2007 and then 2012
Reduced collective impacts on the landbase				
Total industrial road length	Ministries	Total length of new industrial roads increased no more than 25%	Review files and maps	Baseline established in 2007 and then 2012
Facilitated/enhanced community and First Nations vitality and well-being				
Increased community well-being	Survey assessment	Increasing community well-being expressed by greater than 50% of respondents	Survey community leaders	2012
Resource-based communities, First Nations and industries that are equipped, empowered and motivated to be progressive and innovative to capitalize on the opportunities and challenges of a healthy and productive landbase, and changing and developing resource sectors				
Positive community confidence	Survey assessment	Increasing confidence expressed by greater than 50% of respondents	Survey community leaders and industrial representatives	2012

Performance Measurement for Intermediate Outcomes

Performance Indicator	Methods/Data Sources	Targets	Collection Methods	Timing or Frequency
Clear and effective program planning, management and accountability				
All plans, reports, etc are completed and approved on schedule	Project files	As per Annual Workplans	Review files	Annually
Program is delivered on budget	Financial records and audits	As per Financial Plan and agreements	Review financial records and audits	Financial records annually and audit records as available
Enhanced IRM and facilitated resource development				
Industries are using the extension products in their resource development planning	Forest development plans	IRM commitments are included	Review a random sample of 5 forest development plans	2010
Confidence that capacity and processes are in place to ensure project-area landscapes are being managed to provide optimum mix of public benefits and impacts now and in the future				
Increased confidence expressed by stakeholders and communities	Survey assessment	Increasing confidence expressed by greater than 50% of respondents	Survey community leaders and stakeholder representatives	2010
Processes/tools/case studies can be used by other communities and resource industries in Canada and abroad				
Information is available on the website and there are enquiries from other communities, First Nations, industries in Canada and abroad	Website visitor counter	Website hits are increasing annually	Review the website visitor counter	Annually beginning in 2008
Enhanced stakeholder, sector, community and public understanding and acceptance of the products, outcomes and objectives of the project				
Increased level of understanding of the project	Survey assessment	Improvement over baseline assessment	Survey community leaders and stakeholders	Baseline established in 2007 and then 2010
Better informed and improving policy-making, planning and practices at the forest landscape level				
Sectors are incorporating the project results into their forest landscape level planning	Survey assessment	Improvement over baseline assessment	Survey industrial representatives	Baseline established in 2007 and then 2010

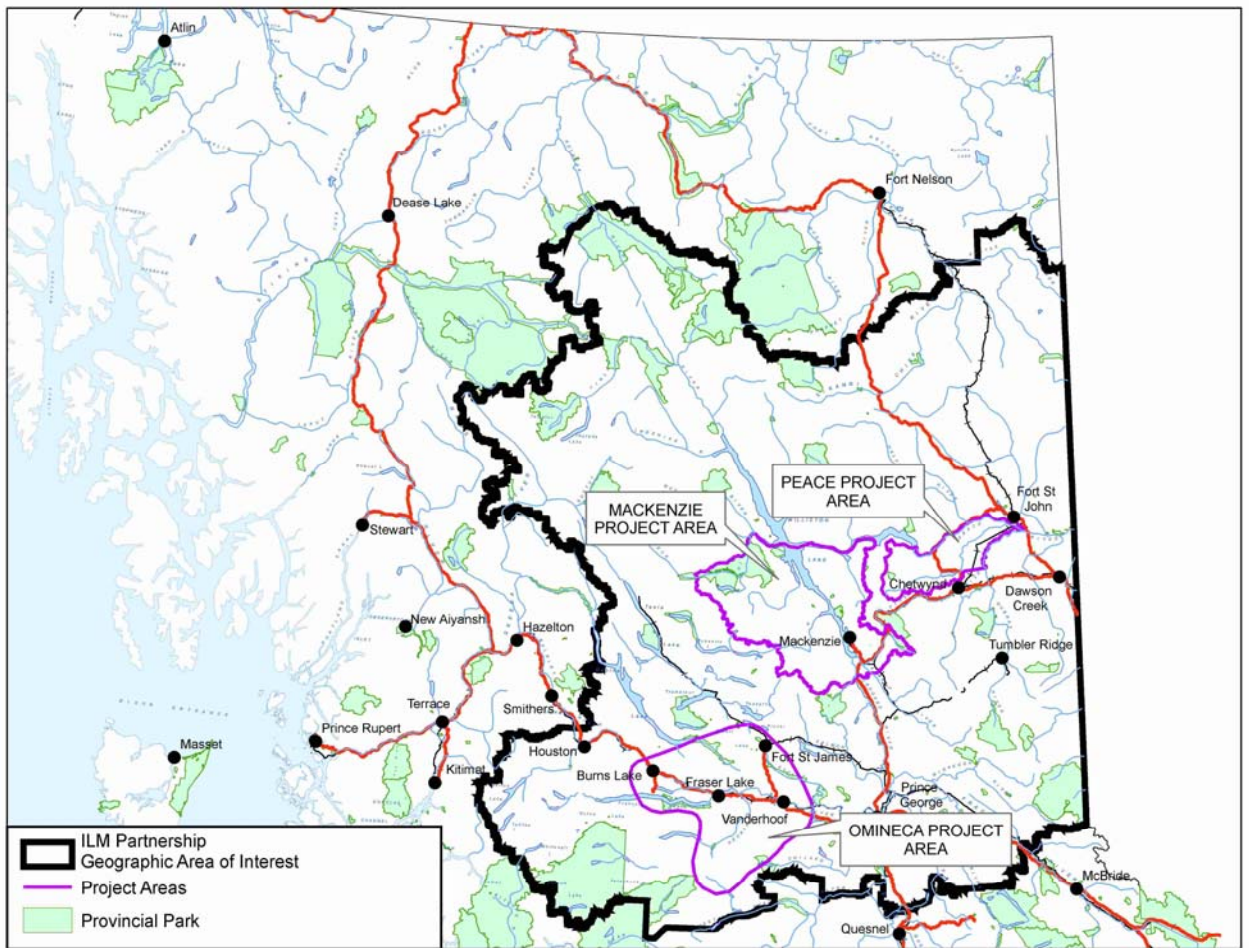
Performance Measurement for Immediate Outcomes

Performance Indicator	Methods/Data Sources	Targets	Collection Methods	Timing or Frequency
Clear and effective program planning, management and accountability				
Plans, reports, etc are completed and approved on schedule	Project files	All documents are completed and approved as per the Annual Workplan	Review files	Annually
Renewed commitment to achieve IRM				
Enhanced networking and relationship building				
(RNA) members are using meetings to discuss integration issues	Meeting agendas and minutes	Integration issues are on the agenda 5 times/year	Review meeting agendas and minutes	Annually
Community and regional interests are clearly expressed				
Tools and processes are available to enable integration of resource management and development				
Information is being shared between sectors, stakeholders and communities				
Community leadership workshops are well-attended and generating statements of regional interests that have been shared with sectors, stakeholders and communities	Workshop attendance records and minutes	A broad representation of participants at each workshop meeting	Review attendance records and minutes	Review at each workshop meeting
Enhanced stakeholder, sector, community and public understanding and acceptance of the products, outcomes and objectives of the project				
Increased level of understanding of the project	Survey assessment	Establish baseline assessment	Survey of the workshop participants	Beginning of workshops
Better informed and improving policy-making, planning and practices at the forest landscape level				
Sectors are aware of the project and beginning to consider incorporating its results into their forest landscape level planning	Survey assessment	Establish baseline assessment	Survey of industrial representatives	2007

Performance Measurement for Outputs

Performance Indicator	Methods/Data Sources	Targets	Collection Methods	Timing or Frequency
Program Delivery Theme: Contribution agreements, strategic plans, annual workplans, annual reports, financial statements				
Completed and approved agreements, plans, workplans, reports and statements	Project files	All agreements, etc, are approved on schedule	Review files and financial records	Annually
Community Engagement Theme: Workshops, “State of the Landscape” report, assessments of potential economic opportunities				
Broad community attendance at workshops Completed and approved “State of the Landscape”, economic opportunities and project scenarios reports	Project files	Reports are approved according to the project workplans	Review project files	As per project workplans
Expand the Knowledge Theme: MPB impacts report, project scenarios and options for development				
MPB report completed Scenarios and options reports completed	Project files	Reports are completed according to the project workplans	Review project files	As per project workplans
Operational Integration Theme: Pilot coordinated resource plans, assessment of relative costs/benefits of coordinated plans				
Pilots plans are completed and approved Costs/benefits are assessed	Project files	Pilot plans and costs/benefits reports are completed according to the project workplans	Review project files	As per project workplans
Communications Outreach and Extension Theme: Biannual public information sessions, website, annual newsletter, training sessions/workshops, decision support tools, best practices guides, extension notes				
Completed public information sessions Website is running and being used Newsletters are being produced Training sessions/workshops are being held Tools/guides etc are completed	Project files	Products are being produced according to the project workplan	Review project files	Annually

Appendix 1: Map of the IRM Partnership Initiative Area



Appendix 2: Biophysical Information by Project Area

Peace Project Area

This area ranges from high elevation peaks at its western boundary, to low rounded mountains and wide valleys that are deeply dissected by the Peace and Moberly Rivers in the central portion, and a relatively level plateau north of Moberly Lake and east to the Pine River. The river escarpments are often sharply incised where lacustrine soils predominate. Morainal soils are more common in the mountainous areas. The Peace River flows out of Williston Lake and easterly along the northern boundary of the planning area into Alberta.

The largest river system within the project area is the lower Pine River whose headwaters are in the Pine Pass of the Hart Ranges eco-section. The Moberly River, the second largest within area, originates in the Rocky Mountains in the northwest and flows east into Moberly Lake. The upper Moberly sits within the Engelmann Spruce-Subalpine fir biogeoclimatic zone. The lower Moberly River exits Moberly Lake flowing northeast through the Peace Lowlands until joining the Peace River south of the City of Fort St. John. Moberly Lake sits within the Sub-Boreal Spruce biogeoclimatic zone. Near Moberly Lake and from the lake to the Peace River, the Moberly River valley is within the Boreal White and Black Spruce biogeoclimatic zone.

The climate in the planning area is continental as most of the moist Pacific air has dried crossing successive ranges of mountain. Dry, windy conditions are common. The area is thus subject to the “rain shadow effect”. Western sections of the plan area experience higher snowfall and slower snow melt than eastern sections. Summers are warm and relatively short. Winters are cold because there are no barriers to the flow of Arctic air that often stalls along the eastern margin or in the valleys.

The favourable topography and soil characteristics of the glaciolacustrine and glaciofluvial soils of the Peace Lowlands in conjunction with moderately favourable climatic attributes combine to make a significant portion (up to 44%) of the area suitable for agriculture development. Substantial coal deposits are located within and adjacent to the area and oil and gas potential is being proven to be very high. The landscape has also demonstrated itself suitable as a source of hydroelectric energy and wind energy projects are under active consideration.

The project area includes a recently established Community Forest Licence area that is held jointly by the District of Chetwynd and the West Moberly and Saulteaux First Nations.

Mackenzie Project Area

The project area encompasses a recently established Community Forest Licence area (held jointly by the District of Mackenzie and the TseK’hene First Nation), and adjacent landscapes with high timber, mineral, and commercial recreation (e.g., ski resorts) values, social and cultural significance for both the aboriginal and non-aboriginal people of the area, as well as community water supplies and critical ecological functions.

The District of Mackenzie lies at the southern end of Williston Reservoir, the largest man-made reservoir in North America (1.5 M ha), formed by the WAC Bennett Dam. Mackenzie is cradled by the Omineca Mountains to the west and the Rocky Mountains to the east, placing it within the Rocky Mountain Trench, that runs north-south through the center of the district.

Excellent snow conditions, vast wilderness areas, and an array of natural features provide an abundance of recreation and tourism opportunities. Major rivers in the area include the Nation, Manson, Osilinka, and Parsnip Rivers; lakes include Morfee, Heather, Dana, Tudyah, Phillip, Nations, Burden, Skunk, Germansen and Manson Lakes.

Omineca Project Area

The Nechako Plateau is the northernmost subdivision of BC's Interior Plateau. It spans the basin of the Nechako River and its main tributaries, the Stuart and Endako Rivers. It is bounded on the south by the West Road (Blackwater) River and the Chilcotin Plateau and on the north by the Nation River and the valleys of Babine Lake and Takla Lake, beyond which are the Omineca Mountains and the Skeena Mountains. To the west, it abuts the various ranges of the Hazelton Mountains while on its east it is bounded by the pass between Prince George and the Parsnip Area of Williston Lake. Some classification systems also include the plateau area on the east bank of the Fraser River beyond Prince George and reaching to the Quesnel Highlands and Cariboo Mountains.

The Nechako Plateau has four subranges: the Fawnie, Nechako and Telegraph Ranges are low ranges of hills, but the Quanchus Range is a very mountainous near-island within the arms of the Nechako Reservoir that was formerly a chain of lakes. Much of this area of the plateau is now within Tweedsmuir Park.

The Nechako Plateau was created by lava flowing over older volcanic and sedimentary rock. Large ice sheets then carved the bedrock into rolling hills at about 1000-1500 metres above sea level. The area is populated with lodgepole pine, white spruce, subalpine fir and, at higher elevations, Engelmann spruce. The plateau is protected from the Pacific Ocean weather systems by the Coast Mountains, resulting in dry, warm summers and dry, cold winters. The biogeoclimatic zones are primarily Sub-Boreal Spruce and Engelmann Spruce-Subalpine Fir, with some Sub-Boreal Pine and Spruce and Montane Spruce.

The major rivers include the Nechako, Stellako, Entiako and Stuart Rivers. The major lakes include the Fraser, Francois, Tchesinkut, Tachick, Nulki and Cheslatta Lakes. In addition, there is a large reservoir behind the Kenney Dam.

Appendix 3: Resources North Membership

The Resources North Association has a broad variety of member organisations and individuals primarily from the BC central interior, but there are others from around the province and Alberta. The list of current members is as follows:

- Canadian Association of Petroleum Producers (CAPP), Calgary, AB
- Council of Forest Industries (COFI), Prince George, BC
- Federation of BC Woodlot Associations, Williams Lake, BC
- L & M Lumber Ltd., Vanderhoof, BC
- West Fraser Mills Ltd., Quesnel, BC
- Winton Global, Prince George, BC
- BC Ministry of Agriculture & Lands – ILMB, Prince George, BC
- BC Ministry of Environment, Prince George, BC
- BC Ministry of Forests & Range, Prince George, BC
- Environment Canada, Prince George, BC
- Fisheries and Oceans Canada, Vancouver, BC
- Natural Resources Canada – Canadian Forest Service, Victoria, BC
- City of Prince George, Prince George, BC
- District of Fort St. James, Fort St. James, BC
- District of Vanderhoof, Vanderhoof, BC
- Regional District of Fraser-Fort George, Prince George, BC
- Village of Fraser Lake, Fraser Lake, BC
- Lheidli First Nation, Prince George, BC
- Saik’uz First Nation, Vanderhoof, BC
- Alberta Research Council, Vegreville, AB
- College of New Caledonia, Prince George, BC
- ESRI Canada Ltd., Vancouver, BC
- FERIC, Vancouver, BC
- FORREX, Kamloops, BC
- Forintek Canada Corp., Vancouver, BC
- Wildlife Infometrics Inc., Mackenzie, BC
- Council of Tourism Associations of BC
- GeoScience BC
- Association of Mineral Exploration BC
- District of Mackenzie
- Industrial Forestry Service Ltd., Prince George, BC
- Integrated Silviculture Services, Prince George, BC
- Tesera Systems Inc., Cochrane, AB
- Timberline Forestry Consultants Inc., Prince George, BC
- Triangle Resources Inc., Victoria, BC
- Venture Forestry Consulting Inc., Prince George, BC
- Whiskey Jack Forest Sciences, Duncan, BC
- BC Wildlife Federation, Prince George, BC
- Canadian Institute of Forestry, Prince George, BC
- Communications, Energy & Paperworkers Union, Prince George, BC
- Federation of BC Naturalists, Prince George, BC
- FORED BC Society, Vancouver, BC
- Huble Homestead/Giscome Portage Heritage Society, Prince George, BC
- IWA – Canada, Prince George, BC
- Jim Pattison Broadcast Group, Prince George, BC
- Outdoor Recreation Council of BC, Vancouver, BC
- Prince George Railway & Forestry Museum, Prince George, BC
- School District #57, Prince George, BC
- Spruce City Wildlife Association, Prince George, BC
- Strider Adventures, Prince George, BC
- Sustainability Partners, Gibsons Landing, BC
- The Exploration Place, Prince George, BC
- Tourism Prince George, Prince George, BC
- Paprican, Vancouver, BC
- University of British Columbia, Vancouver, BC
- University of Northern BC, Prince George, BC