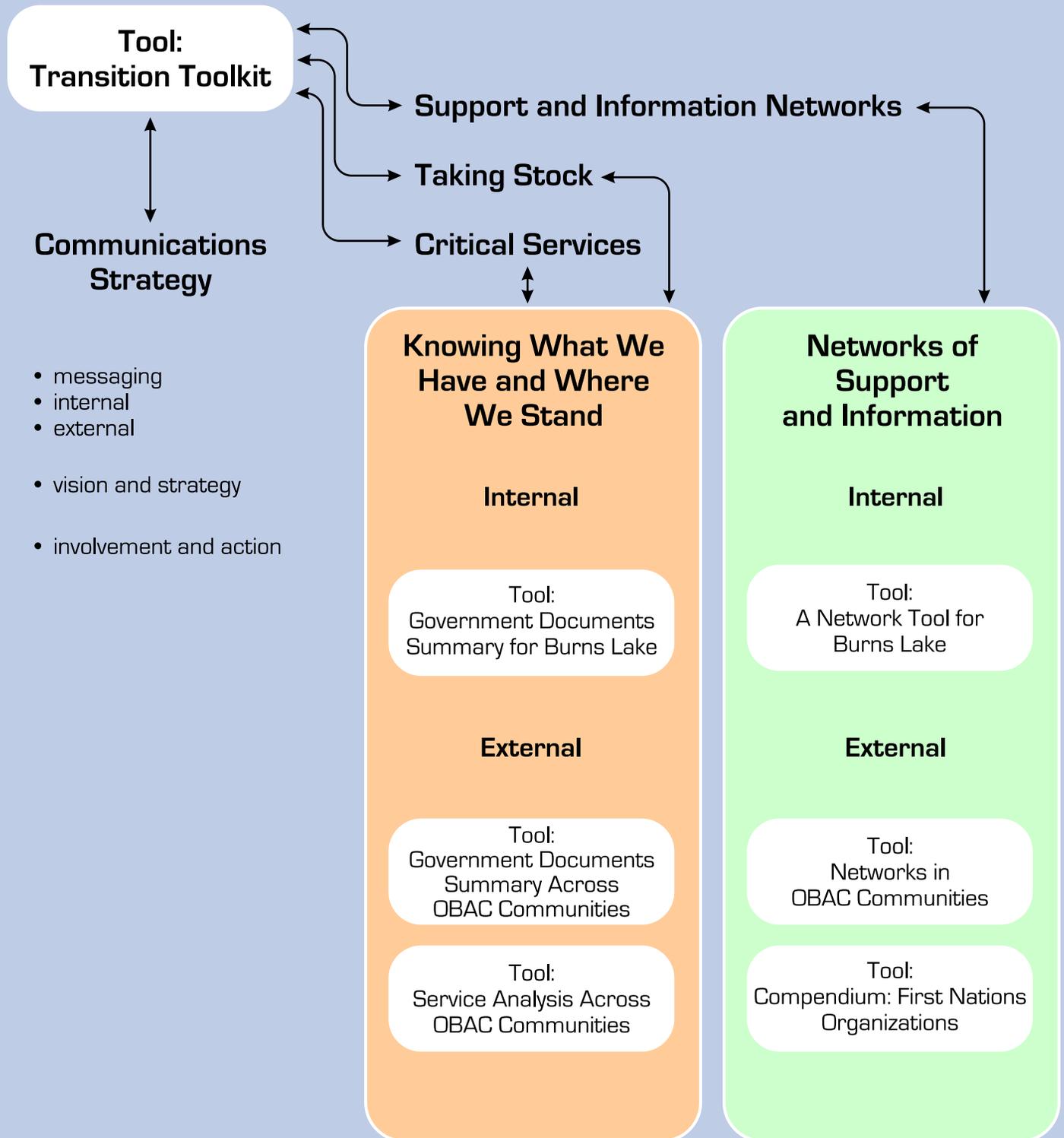


Networks in OBAC Communities



More Resilient Communities

Things we need to do



“Three threads that work together to support local economic transition”

MORE RESILIENT COMMUNITIES

Part of developing ***Networks of Support and Information*** includes an understanding of what is currently in place. The mobilization of networks can impact the capacity and roles that leaders, municipal staff, business members, service providers, and voluntary groups may play in community transition. Networks help to enhance the resilience of a community, and link residents to a wider range of expertise, resources, and supports. The mobilization of networks can also lead to partnerships that may establish new service or business arrangements, new processes, and other innovations.

During our visits to communities across the OBAC region, many people were interested in knowing how their networks compared with other communities. The **Networks in OBAC Communities** report identifies local and regional networks currently in place across the region. This will help local leaders to determine potential contacts that may need to be developed to help mobilize resources when needed.

The *Networks in OBAC Communities* is one piece of **Networks of Support and Information**. In turn, Networks of Support and Information is one of three important threads that work together to support local economic transition.

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Prince George
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1 INTRODUCTION

With provincial funding, OBAC was established in 2005 to respond to challenges and opportunities associated with the Mountain Pine Beetle (MPB) epidemic. The goal was to establish a series of strategies and provide direction to diversify economies, enhance resiliency, and ensure the long-term viability of communities within the OBAC region.

The “Community Transition Preparedness Project” is being undertaken through a partnership including OBAC, the Community Development Institute (CDI) at UNBC, and the Community Transition Branch of the BC Ministry of Community Services. The ‘location’ of the project includes the areas and communities covered by OBAC within the Fraser-Fort George Regional District and the Bulkley-Nechako Regional District. In terms of population, the 2006 Census recorded a population of 101,881 for the Fraser-Fort George Regional District, and 44,147 for the Bulkley-Nechako Regional District. This area is significantly impacted by the MPB epidemic.

As communities embark on processes to diversify their economies, they will need sufficient capacity to support new developments. Such capacity can help communities to mobilize their assets and resources in order to capitalize on opportunities. Necessary to a smooth transition is the management of a wide network of contacts. In the development of relationships and trust, communities are able to draw on important sources of support, resources, information, and advice. The establishment of strong working networks can lead to new partnerships, innovative ways of delivering services, and pursuing community economic development initiatives.

There are three pieces to the “Community Transition Preparedness Project”. First, an inventory of services and networks was completed in each community to assess their ‘readiness’ to embark on transition processes. The second involves reviewing this gap analysis with OBAC communities. The final piece entails refining the “economic transition toolkit” that the CDI designed to help rural and small town places prepare for challenges and change.

The purpose of this project is to provide OBAC and its member communities with an analysis of local preparedness for transition and needed community and social supports / services, which can feed directly into OBAC’s strategic planning processes. In particular, it can help support the strategies for retention and attraction, as well as social / community services and supports. This report will explore the regional networks in rural and small town places across the Fraser-Fort George and the Bulkley-Nechako Regional Districts.

Fraser-Fort George Regional District	Bulkley-Nechako Regional District
Mackenzie McBride Valemount	Burns Lake Vanderhoof Fraser Lake Fort St. James Granisle Houston Telkwa Smithers

The purpose of understanding networks is to determine the linkages that currently exist between local and other local and non-local individuals and organizations. This information can be used as a foundation to determine what, if any, potential network contacts a municipality may need for development planning or economic transition.

Appendix A includes a series of tables that assess the networks of the surveyed OBAC communities. Tables were drawn up to explore the range of networks and positive or negative interactions amongst various organizations. Other tables outline the types of information that are exchanged through these networks, as well as any limitations to developing or capitalizing on these networks. This provides a foundation to understand gaps or improvements needed to facilitate transition efforts.

2 METHODOLOGY

The study examined networks between local and other local, regional, provincial, and federal organizations. In assessing the links between various associations, it is possible to determine any network contacts that a municipality must develop to assist economic transition processes.

The information for the report was collected through key informant interviews. For the purposes of our research, an economic development officer or chief administrative officer in each of the surveyed OBAC communities was interviewed. They were selected based on their role to interact with a range of local and non-local groups. A total of 11 interviews were conducted between May and June 2008. A copy of the interview consent form and interview guide is attached (Appendix B and Appendix C).

Before embarking on our field research, the interview guide was reviewed and approved by the UNBC Research Ethics Board. The interview questions were not deemed to pose any obvious risks to participants. Participants were advised of the purpose of the research, and that their participation was strictly voluntary. All of these matters are outlined in the interview consent form (Appendix B).

The interview guide consists of questions relating to the relationship between local governments and various other organizations. These organizations include:

- other local and regional government groups,
- provincial and federal government groups,
- First Nations groups,
- economic development groups,
- community groups, and
- educational groups.

Participants were asked a series of questions to assess the nature of networks. Questions related to their knowledge of specific contact people, the degree of routine interaction, the types of information that are exchanged, and their levels of trust in the abilities of other groups to follow through as needed. They were also asked to breakdown their tax bases into percentages. Lastly, participants were asked a series of questions about community meetings and their degree of effectiveness at implementing change in their communities. Based on their responses, analysis of interview data was drawn up and is featured in a number of tables (Appendix A).

3 KEY FINDINGS

Many of the OBAC communities included in our research maintain a reasonable level of communication with other local and non-local groups. This section highlights key findings about the development and deployment of networks used by these municipalities. A more detailed listing of responses is provided in Appendix A. Generally, those who interact with a specific organization tend to exchange information on a routine basis. The information which the surveyed OBAC municipalities share depends on the specific needs of the municipality or of the local or non-local group.

3.1 LOCAL AND REGIONAL GOVERNMENT GROUPS

There is a reasonable level of communication between the surveyed OBAC communities and other local and regional government groups. All interview respondents stated that their municipalities know a contact person and have routine interaction with neighbouring municipalities and their regional district. Nearly all participants are also in contact with other OBAC municipalities and the NCLGA. Routine interaction with individual groups varies from weekly contact with the regional district to annual contact with the NCLGA.

Key types of information exchanged between participants and other local / regional government groups include:

- advice and support,
- the development and use of regulations,
- economic development issues,
- shared issues and responsibilities,
- infrastructure development, and
- land use issues.

Participants also noted that they have personal contact with other local and regional groups at conferences and committees.

According to participant responses, an adequate level of trust between the surveyed OBAC municipalities and other local and regional government associations stems from:

- an ability of these groups to follow through,
- effective channels of communication, and
- joint projects that requiring shared responsibilities.

However, some participants noted that relationships are sometimes negatively affected by limited resources and funding.

3.2 PROVINCIAL AND FEDERAL GOVERNMENT GROUPS

Participants were more likely to contact local and regional government groups compared to provincial and federal government groups. Just over half knew the local / regional contact for Service Canada, but more were aware of the contact for the Ministry of Community Services and the Ministry of Forests and Range. Many participants maintained monthly communication with their MLA, while Service Canada was generally contacted annually or on a need-only basis.

Key types of information exchanged between the surveyed OBAC communities and provincial / federal government groups include:

- regular updates,
- advice and support,
- funding opportunities,
- regulations and policy issues,
- financial reports, and
- employment issues.

Participants place varying levels of trust in the abilities of provincial and federal government groups to follow through with requests. When asked to explain why they do not always trust provincial and federal government groups to follow through, key problems identified by participants include:

- operational challenges and
- human resource issues.

Despite these concerns, many valued the advice and support provided by senior government organizations. Participants also described many positive interactions with provincial and federal government groups; emphasizing that many staff were approachable and committed to assisting smaller communities.

3.3 FIRST NATIONS GROUPS

Participants were asked a series of questions relating to their interaction with First Nations band councils and tribal councils. Most participants were able to identify a contact person, but few exchanged information with the closest band or council. Routine interaction is limited between the surveyed OBAC municipalities and First Nations tribal councils, although participants who interact with band councils do so on a monthly basis.

Key types of information exchanged between participants and First Nations groups include:

- land and resource use issues,
- social issues, and
- planning initiatives.

Many participants were not confident that First Nations groups could follow through with a request for support when needed. Concerns stemmed from:

- the limited capacity of some First Nations offices,
- a lack of presence at meetings,
- human resource limitations, and
- land use issues.

Despite these concerns, participants highlighted several positive features of their relationships with First Nations groups. These included:

- advice and support and
- useful networks.

3.4 ECONOMIC DEVELOPMENT GROUPS

Participants had varying levels of interaction with economic development groups. Nearly all participants knew the contact for, and interact with, their leading employer and with OBAC. All participants knew the contact(s) for, and interact with, their chamber of commerce and community futures development corporation. They often communicate with these organizations on a weekly basis. However, few participants interact with local and regional industrial organizations on a needs basis only.

Key types of information exchanged between the surveyed OBAC municipalities and economic development groups include:

- general updates,
- advice and support,
- local business matters,
- economic development issues, and
- alternative energy options.

When asked if they trust economic development groups to follow through with requests, most participants reacted positively. All participants have confidence in OBAC and regional economic alliances. Reasons for this confidence include:

- good follow through and quick response times,
- useful networks, and
- the positive nature of relationships.

For some economic development groups, lower levels of confidence to follow through with requests stem from:

- limited dedication to their communities and
- combative relationships.

3.5 COMMUNITY GROUPS

Participants revealed that municipalities have good levels of interaction with many community groups, including housing, voluntary, health, and media groups. The frequency of interaction varies according to the needs of each group and municipality. Several municipalities keep in contact with community groups on a needs only basis.

Key types of information exchanged between participants and community groups include:

- general updates,
- community project development,
- housing information,
- local meetings,
- healthcare services, and
- local government actions and concerns.

When questioned about their level of trust in the abilities of community groups, most participants had mixed responses. High levels of confidence in community groups stemmed from:

- their ability to follow through,
- good levels of communication,
- dedication to the community, and
- the provision of important services.

Reasons for low levels of trust in the abilities of some community groups to follow through included:

- human resource problems,
- local media issues,
- operational challenges, and
- lack of resources.

3.6 EDUCATIONAL GROUPS

The surveyed OBAC communities are well informed as to the contacts for education, research, and training services. Most also have routine interaction and exchange information with education and training groups, but fewer work with research services. While many municipalities interact with training services on a bi-monthly basis, they only interact with research services on a quarterly basis.

Key types of information exchanged between the surveyed OBAC communities and educational organizations include:

- training services,
- infrastructure, and
- research and statistics.

Participants expressed mixed levels of confidence in the abilities of educational groups to follow through with requests. Reasons for high levels of trust include:

- good quality of research and
- experience sharing responsibilities with municipalities.

Reasons for concern in the abilities of educational groups to follow through include:

- lack of communication,
- limited financial options, and
- operational challenges.

4 POLICY RECOMMENDATIONS

OBAC communities must continue to develop and maintain networks in order to prepare for economic transition processes. Expansive networks help municipal staff to optimize a wider range of information, advice, and resources. This section highlights key policy recommendations to assist OBAC communities to develop and maintain networks and capacity in their organizations.

Human Resources

- Support outreach training programs.
- Support institutional learning habits.
- Encourage the development of succession planning strategies.
- Facilitate time for networking.
- Ensure that networking is an accepted responsibility of staff.

Many participants noted that they have limited human resources to develop and maintain networks. Therefore, it is important for communities to find creative solutions to overcome these challenges. Some participants noted that once a particular staff member leaves their organization, their knowledge and networks leaves with them. Institutional learning habits should be encouraged to ensure that relationships are maintained over time and to ensure that knowledge and capacity is not lost. Institutional learning will also help to build capacity within organizations to help facilitate succession planning strategies. Traditionally, networking activities have not been encouraged or supported in the work place. However, given the wider range of knowledge and resources that networks can bring to a group, networking activities should be viewed as an acceptable role of staff that is accompanied with appropriate resources.

Meetings and Personal Contact

- Support more opportunities for formal and informal interaction.

Providing both informal and formal opportunities for routine interaction are crucial to the formation of strong networks. In fact, participants noted that many community members are open to discussion and creative problem-solving through informal settings. Examples of formal opportunities of interaction may include conferences and committee meetings, while informal interaction may consist of e-mails, telephone calls, coffee, or other informal meetings. Through formal and informal interactions, municipalities will be able to increase their access to expertise and resources, as well as to enhance their understanding of local and regional issues that may lead to a stronger sense of social cohesion.

Relationships with First Nations Groups

- Promote more opportunities for communication with band and tribal councils.
- Support efforts to include First Nations representatives in local and regional endeavours.
- Support the development of First Nations liaison positions.
- Arrange for transportation for First Nations representatives to attend community meetings.
- Encourage local groups to attend First Nations meetings.

Given the difficulties that participants highlighted about interaction with First Nations groups, a great deal of effort must be made to improve routine interaction and working relations with band offices and tribal councils. By encouraging the development of First Nations liaisons, organizations will ensure that someone accepts the responsibility for developing and maintaining these relationships. Some municipalities have deployed creative solutions for networking with First Nations groups. If First Nations groups did not attend municipal meetings or events, some participants adopted a more proactive approach by reaching out and attending First Nations meetings. Other participants discovered that First Nations attendance at local meetings improved by providing transportation. Some communities also strategically developed First Nations positions on governance structures of key committees and organizations.

Local Media

- Write media releases to clearly communicate municipal positions.
- Broadcast important community meetings on local radio stations.
- Provide regular updates on local government websites.

Some participants were concerned about reporters who misquote members of municipal staff or do not cover some issues at all. Media releases, radio broadcasts, or information provided through local government websites can increase the likelihood that municipal perspectives are clearly understood by the community and other non-local groups. In some cases, municipalities will need to invest in developing the communications or Internet skills of staff members.

Community Services

- Support the development and maintenance of partnerships with local and non-local groups.
- Support and promote the creation of innovative community services and projects.

Participants responded that their relationships with other local and non-local groups are reinforced through joint projects and shared responsibilities. This includes local initiatives such as the shared use of recreational infrastructure, as well as regional efforts to create the position of a regional economic development officer. Through sharing of resources and partnerships, communities can develop infrastructure and services that might otherwise not exist.

Funding

- Advocate for long-term funding programs to support the development of networks and partnerships.
- Promote funding opportunities to local groups.
- Advocate for common sense funding applications and reporting procedures.
- Advocate for flexible funding programs that can quickly respond to local crises.

Many participants noted that limited fiscal resources impede efforts to develop and maintain networks and partnerships. Concentrated efforts must be made to advocate for long-term funding programs that support and sustain these initiatives. Smaller municipalities with limited human resources do not have time to search for emerging funding opportunities, or complete extensive funding applications and reporting procedures. OBAC could play an important role in promoting funding opportunities to local groups. To assist places with small labour pools, it is important to advocate for common sense funding applications and reporting procedures. Government agencies should also be encouraged to adopt flexible funding programs that can provide timely assistance to small communities and enable them to take advantage of new service arrangements or development opportunities.

APPENDIX A: DATA TABLES OF NETWORKS IN OBAC COMMUNITIES

Table A1a. Do you know the contact for the following organizations? Government and First Nations groups		
Type of Organization	% Yes	Total Number of Respondents
Neighbouring municipalities	100	11
Other OBAC municipalities	90.9	11
Regional District	100	11
NCLGA (NCMA)	90.9	11
MLA	100	11
Ministry of Community Services	81.8	11
Ministry of Forests and Range	72.7	11
Service Canada	54.5	11
First Nations Band Councils	81.8	11
Tribal Councils	9.1	11
Source: OBAC Transition Project 2008.		

Table A1b. Do you know the contact for the following organizations? Economic development groups		
Type of Organization	% Yes	Total Number of Respondents
Leading employer	90.9	11
Omineca Beetle Action Coalition	90.9	11
16/97 Economic Alliance	54.5	11
Northwest Economic Alliance	27.3	11
Business community	100	11
Local industrial association	9.1	11
Regional industrial association	18.2	11
Source: OBAC Transition Project 2008.		

Table A1c. Do you know the contact for the following organizations? Community groups		
Type of Organization	% Yes	Total Number of Respondents
Housing	72.7	11
Voluntary groups	100	11
Health services	90.9	11
Local media	100	11
Source: OBAC Transition Project 2008.		

Table A1d. Do you know the contact for the following organizations? Educational groups		
Type of Organization	% Yes	Total Number of Respondents
Education services	100	11
Research services	81.8	11
Training services	90.9	11
Source: OBAC Transition Project 2008.		

Table A2a. Do you have routine interaction with the key contacts for these groups? Government and First Nations groups		
Type of Organization	% Yes	Total Number of Respondents
Neighbouring municipalities	100	11
Other OBAC municipalities	100	11
Regional District	100	11
NCLGA (NCMA)	72.7	11
MLA	100	11
Ministry of Community Services	90.9	11
Ministry of Forests and Range	72.7	11
Service Canada	81.8	11
First Nations Band Councils	63.6	11
Tribal Councils	9.1	11
Source: OBAC Transition Project 2008.		

Table A2b. Do you have routine interaction with the key contacts for these groups? Economic development groups

Type of Organization	% Yes	Total Number of Respondents
Leading employer	100	11
Omineca Beetle Action Coalition	81.8	11
16/97 Economic Alliance	45.5	11
Northwest Economic Alliance	18.2	11
Business community	100	11
Local industrial association	0	11
Regional industrial association	18.2	11
Source: OBAC Transition Project 2008.		

Table A2c. Do you have routine interaction with the key contacts for these groups? Community groups

Type of Organization	% Yes	Total Number of Respondents
Housing	72.7	11
Voluntary groups	100	11
Health services	90.9	11
Local media	100	11
Source: OBAC Transition Project 2008.		

Table A2d. Do you have routine interaction with the key contacts for these groups? Educational groups

Type of Organization	% Yes	Total Number of Respondents
Education services	100	11
Research services	72.7	11
Training services	90.9	11
Source: OBAC Transition Project 2008.		

Table A3a. How frequently do you interact with the following groups? Local / regional government and First Nations groups (by percent)

Frequency of contact	Neighbouring Municipalities	Other OBAC Municipalities	Regional District	NCLGA (NCMA)	First Nation Band Councils	Tribal Councils
Daily						
Weekly	36.4	9.1	45.5		28.6	
Bi-monthly	36.4	18.2	18.2		14.3	
Monthly	27.3	36.4	27.3	9.1	42.9	
Bi-quarterly		18.2		9.1		
Quarterly			9.1			
Semi-annually		18.2		18.2		
Annually				36.4	14.3	
Occasionally / As Needed						100
	n= 11	n= 11	n= 11	n= 11	n= 7	n= 1

Source: OBAC Transition Project 2008.

Table A3b. How frequently do you interact with the following groups? Provincial / federal government groups (by percent)

Frequency of Contact	MLA	Ministry of Community Services	Ministry of Forests and Range	Service Canada
Daily		20.0	12.5	
Weekly	18.2		37.5	11.1
Bi-monthly	9.1	30.0		
Monthly	36.4	10.0	25.0	22.2
Bi-quarterly	9.1			11.1
Quarterly	9.1		25.0	11.1
Semi-annually	9.1	20.0		
Annually		10.0		11.1
Occasionally / As Needed	9.1	10.0		33.3
	n= 11	n= 10	n= 8	n= 9

Source: OBAC Transition Project 2008.

**Table A3c. How frequently do you interact with the following groups?
Economic development groups (by percent)**

Frequency of Contact	Leading Employer	16/97 Economic Alliance or Northwest Economic Alliance	Omineca Beetle Action Coalition	Business Community	Local Industrial Association	Regional Industrial Association
Daily	9.1			9.1		
Weekly	9.1	14.3	22.2	45.5		
Bi-monthly	18.2	14.3	33.3	9.1		
Monthly	18.2		22.2	9.1		
Bi-quarterly				9.1		
Quarterly		14.3	11.1			
Semi-annually	9.1	14.3		9.1		50.0
Annually		14.3				
Occasionally / As Needed	36.4	28.6	11.1	9.1		50.0
	n= 11	n= 7	n= 9	n= 11	n= 0	n= 2

Source: OBAC Transition Project 2008.

Table A3d. How frequently do you interact with the following groups? Community groups (by percent)

Frequency of Contact	Housing	Voluntary Groups	Health Services	Local Media
Daily		18.2		9.1
Weekly		9.1		54.5
Bi-monthly	18.2		18.2	27.3
Monthly	18.2	36.4	18.2	9.1
Bi-quarterly			18.2	
Quarterly	9.1	18.2	9.1	
Semi-annually	9.1	9.1	18.2	
Annually				
Occasionally / As Needed	18.2	9.1	18.2	
	n= 11	n= 11	n= 11	n= 11

Source: OBAC Transition Project 2008.

Table A3e. How frequently do you interact with the following groups? Educational groups (by percent)

Frequency of Contact	Education Services	Research Services	Training Services
Daily		12.5	
Weekly	18.2		30.0
Bi-monthly	9.1	12.5	
Monthly	9.1		10.0
Bi-quarterly	18.2		
Quarterly	18.2	37.5	20.0
Semi-annually	9.1	25.0	20.0
Annually			
Occasionally / As Needed	18.2	25.0	20.0
	n= 11	n= 8	n= 10

Source: OBAC Transition Project 2008.

Table A4a. Do you exchange information with the following groups? Government and First Nations groups (by percent)

Type of Organization	% Yes	Total Number of Respondents
Neighbouring municipalities	100	11
Other OBAC municipalities	100	11
Regional District	100	11
NCLGA (NCMA)	72.7	11
MLA	100	11
Ministry of Community Services	90.9	11
Ministry of Forests and Range	72.7	11
Service Canada	63.6	11
First Nations Band Councils	63.6	11
Tribal Councils	9.1	11

Source: OBAC Transition Project 2008.

**Table A4b. Do you exchange information with the following groups?
Economic development groups (by percent)**

Type of Organization	% Yes	Total Number of Respondents
Leading employer	90.9	11
Omineca Beetle Action Coalition	81.8	11
16/97 Economic Alliance	45.5	11
Northwest Economic Alliance	18.2	11
Business community	100	11
Local industrial association	0	11
Regional industrial association	18.2	11
Source: OBAC Transition Project 2008.		

**Table A4c. Do you exchange information with the following groups?
Community groups (by percent)**

Type of Organization	% Yes	Total Number of Respondents
Housing	81.8	11
Voluntary groups	100	11
Health services	90.9	11
Local media	100	11
Source: OBAC Transition Project 2008.		

Table A4d. Do you exchange information with the following groups? Educational groups (by percent)

Type of Organization	% Yes	Total Number of Respondents
Education services	100	11
Research services	72.7	11
Training services	90.9	11
Source: OBAC Transition Project 2008.		

**Table A5a. What type of information do you exchange with the following groups?
Local / regional government groups**

<p>Advice and Support (14) Problem-solving strategies (9) Trouble-shooting (3) Political advice (1) Project support (1)</p>	<p>Policy (5) Develop / submit strategies (3) Share policy information (3) Discuss policy issues (2)</p>
<p>Meetings and Personal Contact (14) Attend conferences (9) Mayors sit on regional boards (4) General meetings (1)</p>	<p>Inter-governmental Communication (5) Work with other levels of government (4) Communication strategies (1)</p>
<p>Development and Regulations (12) Share by-law information (9) Development permits (2) Regional business licenses (1)</p>	<p>Community Services (4) Emergency services (2) Community services (1) Service information (1)</p>
<p>Economic Development (10) Economic development issues (5) Regional development initiatives (3) Local economic strategies (2)</p>	<p>Forest Industry (4) Changes in the forest industry (2) Forestry programs (1) Mountain Pine Beetle information (1)</p>
<p>General Information sharing (9) Discuss current / shared issues (3) Local government issues (2) Northern issues (2) General information (1) Local government issues (1)</p>	<p>Funding (4) Understand funding opportunities (3) Applying for grants (1)</p>
<p>Shared Responsibilities (7) Joint responsibilities for recreational services (4) Service agreements (3)</p>	<p>Planning (4) General planning issues (4)</p>
<p>Infrastructure (6) Building inspections (4) Infrastructure issues (2)</p>	<p>Finances (2) Capital assets (1) Financial issues (1)</p>
<p>Land Use (6) Land issues (3) Boundary expansions (2) General mapping (1)</p>	<p>Tourism (2) Regional tourism initiatives (1) Tourism strategies (1)</p>
<p>Other (4) Response to emergency situations (2) Local government projects (1) Retention of northern population (1)</p>	<p>Environmental Options (1) Explore alternative energy options (1)</p>
<p>Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.</p>	

**Table A5b. What type of information do you exchange with the following groups?
Provincial / federal government groups**

<p>Information sharing (16) Information sharing (6) General updates (6) Local issues (3) Retrieve municipal records (1)</p>	<p>Infrastructure (4) Infrastructure development (1) Use of recreation facilities (1) Local infrastructure (1) Assistance with regional infrastructure projects (1)</p>
<p>Advice and Support (11) General advice (4) Advocacy and support (3) Administrative advice (1) Boundary expansion advice (1) Problem-solving strategies (1) Project support (1)</p>	<p>Economic Development (3) Economic development issues (1) Economic revitalization (1) Resource issues (1)</p>
<p>Finances (8) Financial reports (4) Financial advice (3) Financial issues (1)</p>	<p>Operations (3) Clarification of processes (1) Cope with complaints (1) Regulation information (1)</p>
<p>Funding (8) Funding opportunities (4) Grant applications (2) Funding for long-term programs (1) Management of funding (1)</p>	<p>Planning (3) Land use (1) Operational plans (1) Planning initiatives (1)</p>
<p>Regulations and Policies (7) By-law information (3) Clarify / understand policies (3) Boundary changes (1)</p>	<p>Communication (2) Clarification of news releases (1) Communication opportunities (1)</p>
<p>Employment (6) Employment programs (3) Development of an employment transition plan (1) Employment issues (1) Requests for labour exercises (1)</p>	<p>Community Services (2) Assistance with services (1) Community events (1)</p>
<p>Taxation (2) Carbon tax (1) Taxation issues (1)</p>	<p>Education (2) Education issues (1) Youth programs (1)</p>
<p>Funding (1) Application follow-up (1)</p>	<p>Elections (2) Elections (2)</p>
<p>Forest Industry (2) Understand forest industry changes (1) Local compliance regarding forestry officer issues (1)</p>	<p>Operations (1) Stream lining processes (1)</p>
<p>Other (3) Provincial government (1) Power projects (1) Response to municipal crises (1)</p>	
<p>Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.</p>	

**Table A5c. What type of information do you exchange with the following groups?
First Nations groups**

Land and Resource Use (7) Resource issues (3) Community forests (2) Land issues (1) Forest tenure for First Nations (1)		Employment (1) Employment opportunities (1)
Social Issues (3) Address social issues (1) Address poverty on reserves (1) Community stabilization (1)		Information sharing (1) General updates (1)
Planning (3) Planning initiatives (3)		Meetings (1) Forum sessions (1)
Shared Responsibilities (2) Service agreements (2)		Other (1) Community events (1)
Economic Development (1) Investment opportunities (1)		
Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.		

**Table A5d. What type of information do you exchange with the following groups?
Economic development groups**

Information sharing (10) Regular updates (7) Program information (1) Sharing ideas (1) Update initiatives (1)		Mining Industry (4) Mining strategies (4)
Advice and Support (7) Problem-solving strategies (4) Feedback on strategies (2) Formulating strategies (1)		Shared Responsibilities (4) Joint projects (3) Operate joint services (1)
Business (7) Promote local businesses (2) Attract business advisors (1) General support for businesses (1) Promote Chamber of Commerce membership (1) Purchase local goods (1) Understand business needs (1)		Operations (3) Operational information (1) Production levels (1) Provincial projections (1)
Economic Development (5) Economic development issues (4) Economic updates (1)		Finances (3) Financial situations (2) Financial advising (1)
Environmental Options (5) Alternative energy options (4) Community sustainability (1)		Workforce (3) Labour / employee statistics (3)

Table A5d. Continued	
Regulations and Policy (5) Discuss policy changes (1) Policy issues (1) Policy development (1) Research and policy review (1) Research outcomes (1)	Community Events (2) Community events (1) Event planning (1)
Infrastructure (4) Infrastructure development (3) Use of facilities (1)	Development Regulations (2) Business licenses (1) Development permits (1)
Investment (4) Business / investment opportunities (3) Understand barriers to investment (1)	Meetings (2) Committee participation (2)
Forest Industry (2) Mountain Pine Beetle epidemic (1) Understand changes in the forest industry (1)	Transportation (2) Transportation issues (1) Transportation services (1)
Relations with Other Groups (2) Work with First Nations (1) Work with other levels of government (1)	Advertising (1) Advertising (1)
Communication (1) Methods of communication (1)	Funding (1) Grant applications (1)
Planning (1) Planning initiatives (1)	Taxation (1) Taxation issues (1)
Tourism (1) Tourism strategies (1)	
Other (3) Contract applications (1) Property issues (1) Service issues (1)	
Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.	

**Table A5e. What type of information do you exchange with the following groups?
Community groups**

<p>Information sharing (10) Share reports / updates (5) Information sharing (2) Planning initiatives (1) Statistical information (1) Requests for municipal documents (1)</p>	<p>Advice and Support (5) Administrative support (1) Program advocacy (1) Provide general support (1) Provide letters of support for community projects (1) Recruitment support (1)</p>
<p>Community Projects (7) General project development (3) Economic development projects (3) Create joint projects (1)</p>	<p>Recreational Infrastructure (5) Joint recreational infrastructure projects (2) Donations for recreational infrastructure projects (1) Donated supplies for recreational infrastructure projects (1) Repair recreational infrastructure (1)</p>
<p>Housing (7) Housing needs (3) Increase housing options (3) Vacancy rates (1)</p>	<p>Funding (5) General funding (4) Funding opportunities (1)</p>
<p>Meetings (7) Council meetings (5) Conferences for health professionals (1) Council meetings with health professionals (1)</p>	<p>Marketing (5) Advertisements (4) Collect market information (1)</p>
<p>Healthcare Services (6) Recruitment and retention of health professionals (3) Community health needs (2) Capacity of healthcare services (1)</p>	<p>Community Events (3) Event planning (3)</p>
<p>Local Government Actions and Concerns (6) Local government issues (6)</p>	<p>Maintenance of Health Facilities (3) Maintenance of health facilities (2) Replace health facility (1)</p>
<p>Capacity (2) Building board member capacity (1) Capacity building (1)</p>	<p>Municipal Service (2) Assist public works crews (1) Provide services to the municipality (1)</p>
<p>Research (2) Complete studies (1) Emergency preparedness plan (1)</p>	<p>Environmental Options (1) Sustainability issues (1)</p>
<p>Social Issues (1) Poverty issues (1)</p>	<p>Tourism (1) Participate in tourism strategies (1)</p>
<p>Other (2) Measure accessibility (1) Equipment purchases (1)</p>	

Source: OBAC Transition Project 2008.
Note: Participants could offer multiple responses.

**Table A5f. What type of information do you exchange with the following groups?
Educational groups**

<p>Training Services (12) Identify training needs (4) Provide general training / courses (4) Address industrial training needs (3) Facilities for training services (1)</p>	<p>Communication (2) Presentations to business community (1) Broaden networks (1) Advice and Support (2) Obtain feedback / advice (1) Provide project support (1)</p>
<p>Infrastructure (10) Shared use of recreational facilities (6) Upgrade recreational facilities (2) Infrastructure needs (1) Construction of new educational infrastructure (1)</p>	<p>Social Issues (2) Address poverty issues (1) Attract and support immigrants (1)</p>
<p>Research and Statistics (6) Demographics (2) Assessment of community values (1) Enrollment updates (1) Labour force research (1) Obtain completed research (1)</p>	<p>Community Events (1) Planning events (1)</p>
<p>Partnerships (4) Program collaboration (3) Share equipment (1)</p>	<p>Community Service (1) Community service projects (1)</p>
<p>Environmental Options (3) Air quality assessment (1) Alternative energy options (1) Community sustainability (1)</p>	<p>Economic Development (1) Economic development issues (1)</p>
<p>Information sharing (4) General updates (3) Program information sharing (1)</p>	<p>Training (1) Address literacy needs (1)</p>
<p>Employment (1) Employment issues (1)</p>	<p>Municipal Services (1) Obtain architectural plans (1)</p>
<p>Research and Statistics (1) Amenity migration issues (1)</p>	<p>Tourism (1) Tourism development (1)</p>
<p>Other (1) Educate students on the role of the council (1)</p>	
Source: OBAC Transition Project 2008.	

Table A6a. If you approached the following key contacts with a request, do you trust that these key people would follow through? Government and First Nations groups

Type of Organization	% Yes	% Mixed / Not Sure	% No	Total Number of Respondents
Neighbouring municipalities	81.8	18.2		11
Other OBAC municipalities	80.0	20.0		10
Regional District	81.8	18.2		11
NCLGA (NCMA)	85.7	14.3		7
MLA	90.9		9.1	11
Ministry of Community Services	44.4	44.4	11.2	9
Ministry of Forests and Range	100			8
Service Canada	62.5	37.5		8
First Nation Band Councils		25.0	75.0	8
Tribal Councils			100	2

Source: OBAC Transition Project 2008.

Table A6b. If you approached the following key contacts with a request, do you trust that these key people would follow through? Economic development groups

Type of Organization	% Yes	% Mixed / Not Sure	% No	Total Number of Respondents
Leading employer	70.0	30.0		10
Omineca Beetle				
Action Coalition	100			10
16/97 Economic Alliance	100			4
Northwest Economic Alliance	100			2
Business community	63.6	27.3	9.1	11
Local industrial association	50.0	50.0		2
Regional industrial association	50.0	50.0		2

Source: OBAC Transition Project 2008.

**Table A6c. If you approached the following key contacts with a request, do you trust that these key people would follow through?
Community groups**

Type of Organization	% Yes	% Mixed / Not Sure	% No	Total Number of Respondents
Housing	50.0	25.0	25.0	8
Voluntary groups	81.8	18.2		11
Health services	54.5	45.5		11
Local media	54.5	45.5		11

Source: OBAC Transition Project 2008.

**Table A6d. If you approached the following key contacts with a request, do you trust that these key people would follow through?
Educational groups**

Type of Organization	% Yes	% Mixed / Not Sure	% No	Total Number of Respondents
Education services	63.6	27.3	9.1	11
Research services	75.0	25.0		8
Training services	100			10

Source: OBAC Transition Project 2008.

Table A7a. Explain why you would trust the following key contacts to follow through with a request. Local / regional government groups

<p>Ability to Follow Through (18) Quick responses to requests (11) Resolutions are passed (4) Follow through with initiatives (2) Would probably help with issues (1)</p>	<p>General Impressions (4) Experienced council (1) Useful as a lobby group (1) Very organized (1) Willing to compromise (1)</p>
<p>Advice and Support (8) Help with emergency situations (2) Access to engineering staff (1) Help with shared problems (1) Northern BC communities help each other (1) Provide referendum advice (1) Supportive of projects (1) Willing to work together (1)</p>	<p>Shared Responsibilities (4) Shared responsibility for services (2) Contracted service agreements (1) Shared costs for services (1)</p>
<p>Shared Responsibilities (7) Work on projects together (3) Contribute funding to shared projects (1) Good capacity for shared projects (1) Shared projects (1) Want to work on more joint economic projects (1)</p>	<p>Collective Perspectives (3) Experiencing shared problems (1) Support to electrify Highway 37 (1) Mayors united at provincial meetings (1)</p>
<p>Communication (5) Calls are quickly returned (2) Receive letters of support (1) Job-specific communication (1) Make time for discussion (1)</p>	<p>Meetings and Personal Contact (3) Attend conferences (2) Host workshops (1)</p>
<p>Networks (3) Good working relations (1) More interaction with the regional district (1) Repeated interaction (1)</p>	<p>Finances (1) Would assume debts if problems occurred (1)</p>
<p>Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.</p>	

Table A7b. Explain why you would trust the following key contacts to follow through with a request. Provincial / federal government groups

General Impressions (12) Approachable (3) Committed staff (1) Competent (1) Conscientious (1) Hardworking (1) Do not make promises that they cannot keep (1) Know their limitations (1) Reliable (1) Flexible (1) Used to dealing with small communities (1)		Networks (5) Longstanding relationships (2) Calls are quickly returned (1) Positive relationships (1) Sends emails to keep in contact (1)	
Advice and Support (9) Make an effort to help communities (5) Provide excellent advice (2) Provide support (1) Willing to work with communities (1)		Human Resources (2) Provide us with free labour (1) Put more staff in town (1)	
Ability to Follow Through (8) Quick responses to requests (5) Good follow-through (3)		Collective Perspectives (1) Present our perspective to the legislature (1)	
Funding (5) Funding for local institutions (4) Grants for local celebrations (1)		Economic Development (1) Help with community economic development projects (1)	
Infrastructure (1) Assistance with infrastructure projects (1)		Other (3) Adequate resources (1) Close proximity to MLA office (1) Currently have extra capacity (1)	
Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.			

Table A7c. Explain why you would trust the following key contacts to follow through with a request. First Nations groups

Advice and Support (1) Very involved with the community (1)		Networks (1) First Nations representative on the community forest board (1)	
General Impressions (1) Reliable once commitment is reached (1)			
Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.			

Table A7d. Explain why you would trust the following key contacts to follow through with a request. Economic development groups

<p>Ability to Follow Through (11) Quick response to requests (9) Good follow through (2)</p>		<p>Funding (3) Assistance with grant applications (1) Donations for local recreational infrastructure (1) Donations of supplies for local recreational infrastructure (1)</p>	
<p>Networks (9) Members of municipalities sit on their board (3) Good relationships between members (2) Good source of government contacts (1) Positive relationship (1) Repeated interaction (1) Work well together (1)</p>		<p>Advice and Support (6) Act as facilitators (1) Assist in applications for local projects (1) Lobby the government for initiatives (1) Lobbying support for communities (1) Support economic initiatives (1) Willingness to help the community (1)</p>	
<p>Communication (8) Calls are quickly returned (5) Good communication (2) Initiate meetings with the municipality (1)</p>		<p>Information Sharing (3) Information sharing (1) Informed of cutbacks / layoffs (2)</p>	
<p>General Impressions (8) Enthusiasm (2) Active chamber of commerce board (1) Commitment to the community (1) Decisive (1) Full confidence (1) Presence within the community (1) Resilient (1)</p>		<p>Policy (3) Development of strategies (3)</p>	
<p>Shared Resources (2) Shared space (2)</p>		<p>Human Resources (1) Attempt to maintain their workforce (1)</p>	
<p>Other (1) Accountability to the municipality (1)</p>			
<p>Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.</p>			

Table A7e. Explain why you would trust the following key contacts to follow through with a request. Community groups

<p>Ability to Follow Through (8) Quick responses to requests (5) Brought assisted living to the community (1) Projects undertaken to improve the community (1) Reliable in making rental payments (1)</p>		<p>Networks (4) Personal relationships (2) Positive relationships (1) Repeated interaction (1)</p>	
<p>Communication (8) Calls are quickly returned (4) Good ongoing communication (2) Good communication with the community (1) They listen to us (1)</p>		<p>Access to Health (3) Weekly visits by health workers (1) Lobby for doctors (1) Housing provided for visiting health professionals (1)</p>	
<p>Advice and Support (6) Work hard for their communities (5) Letters of support for municipal initiatives (1)</p>		<p>Community Service (3) Local group is pursuing assisted living (1) Provide support for laid-off workers (1) Upkeep of yards/driveways provided to senior homeowners (1)</p>	
<p>General Impressions (5) Avoid commitments that cannot be kept (1) Commitment staff (1) Major employer in the community (1) Reliability (1) We know what to expect from them (1)</p>		<p>Knowledge (1) Understand local issues (1)</p>	
<p>Media Services (5) Media coverage of issues (2) Promotion of what is needed (2) Media coverage of council issues (1)</p>		<p>Funding (2) Municipal staff help with fundraising (1) Pursue donations and fundraising (1)</p>	
<p>Research (1) Studies completed through Measuring up the North (1)</p>			
<p>Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.</p>			

Table A7f. Explain why you would trust the following key contacts to follow through with a request. Educational groups

<p>Advice and Support (7) Provide support (3) Offer meaningful suggestions (1) Offer short-term, medium-term, and long-term solutions (1) Write grant letters (1) Write letters of support for community initiatives (1)</p>		<p>Shared Resources (3) Shared use of space / facilities (2) Share equipment with the school district (1) Collaboration (2) Assist with community projects (2)</p>	
<p>Ability to Follow Through (6) Quick responses to requests (5) Complete studies (1)</p>		<p>Communication (3) Calls are quickly returned (3)</p>	
<p>Quality of Education (5) Programs meet community needs (4) Adhere to good standards (1)</p>		<p>Community Services (2) Students engage in community service (2)</p>	
<p>Networks (4) Personal relationships (2) Positive relationships (2)</p>		<p>Information sharing (2) Provide good information (1) Share program information (1)</p>	
<p>Services to Rural Areas (2) Cutbacks have not affected remote areas (1) Recognize needs in remote areas (1)</p>		<p>Economic Development (1) Plans to expand campus are good for economic development (1)</p>	
<p>Other (1) Easy to pursue new programs (1)</p>			
<p>Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.</p>			

Table A8a. Explain why you would NOT trust the following key contacts to follow through with a request. Local / regional government groups

Funding (2) Difficult to receive shared funding (1) Lack of funding to support rural services (1)	General Impressions (1) Developers are not well-received in rural areas (1)
General Impressions (2) Need to personally benefit from interactions (1) Reluctance to change (1)	Networks (1) Relationships can be combative (1)
Human Resources (2) Few staff resources (1) Limitations to what they can do (1)	Politics (1) Influence is outside of their control (1)
Availability (1) Too busy to be of much assistance (1)	Trust (1) Varying levels of trust between communities (1)
Collaboration (1) Limited capacity to share projects (1) Communication (1) Lack of communication (1)	Other (1) We reach more to their needs (1)
Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.	

Table A8b. Explain why you would NOT trust the following key contacts to follow through with a request. Provincial / federal government groups

Operational Challenges (7) Slow processes of government (2) Forest stewardship is a six month process (1) Growing pains (1) Slow creation of proposals (1) Slow decision-making processes (1) Slow to commit (1)	Human Resources (3) Few administrative advisors (1) Issues with obtaining summer students (1) Understaffed (1)
General Impressions (2) Disregard for First Nations (1) Disregard for media comments (1) Availability (1) Busy office (1)	Information Sharing (1) Difficulties keeping up with research (1)
Infrastructure (1) Limited opportunities for infrastructure development (1)	Networks (1) No longer visit the community (1)
Resources (1) Limited resources (1)	
Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.	

Table A8c. Explain why you would NOT trust the following key contacts to follow through with a request. First Nations groups

<p>Ability to Follow Through (8) Do not reply to requests (3) Do not show up to meetings (3) Difficulty in obtaining commitments (1) There is no follow-through (1)</p>		<p>Availability (1) Busy with their own projects (1)</p>	
<p>Human Resources (4) Limited staff capacity (4)</p>		<p>Networks (1) Only interact through the regional district (1)</p>	
<p>Communication (3) Chief is not available (1) Difficult to communicate (1) Slow responses (1)</p>		<p>Other (2) Cultural differences (1) Difficulty in reaching agreements (1)</p>	
<p>General Impressions (2) They are at a stand-still (1) Too many issues (1) Land Issues (2) Difficult to consult on land issues (1) Treaty was withdrawn (1)</p>			
<p>Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.</p>			

Table A8d. Explain why you would NOT trust the following key contacts to follow through with a request. Economic development groups

<p>General Impressions (5) Different mindset of businesses (1) Fear of useless strategies (1) Limited confidence in some groups (1) Little commitment to the community (1) Need to show more dedication to the community (1)</p>		<p>Funding (2) Difficulty getting support for grants (1) Need long-term funding (1)</p>	
<p>Human Resources (3) Burn-out among active business members (1) Chamber of commerce board is volunteer-only (1) Limited experience (1)</p>		<p>Finances (1) Impact not understood (1)</p>	
<p>Politics (3) Chamber of commerce sometimes takes opposing view to that of council (1) Resistance to the proposal of a regional economic development officer (1) They are referred to as the “official opposition” (1) Operational Challenges (2) Poor service (1) Slow to make decisions (1)</p>		<p>Information sharing (1) Business plans not shared (1)</p>	
<p>Lack of Follow-through (1) Need to ensure follow-through (1)</p>		<p>Networks (1) Limited interaction as roads improve (1)</p>	
<p>Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.</p>			

Table A8e. Explain why you would NOT trust the following key contacts to follow through with a request. Community groups

<p>Media Issues (6) Inaccuracies and wrong-wording (2) They report only what they want to (2) Limited advertising space for events (1) Reporters can be negative (1)</p>		<p>Lack of Support and Advice (3) Need more support for seniors' services (1) No local policy advisors (1) Receive a lack of support (1)</p>	
<p>Operational Challenges (5) Limited number of projects (1) No local decisions (1) Northern Health Authority can be top-heavy (1) Some groups are more active than others (1) Still have growing pains (1)</p>		<p>Networks (2) Cautious relationship (1) Tend to remain isolated (1)</p>	
<p>Resources (5) Limited capacity (3) Limited local resources (2)</p>		<p>Policy Issues (2) Limited policy (1) Policy does not understand demographics (1)</p>	
<p>Human Resources (4) Difficult to recruit and retain health professionals (1) Downgrading of services has resulted in fewer community leaders (1) Limited staff resources (1) Limited expertise (1)</p>		<p>Finances (1) Limited budgets (1)</p>	
<p>Lack of Services (4) Limited access to emergency services (1) Limited access to health services (1) Need for a wider range of services (1) Remote access to emergency services (1)</p>		<p>Lack of Research (1) Unable to complete a sufficient seniors' study (1)</p>	
<p>Politics (1) Lack of political will (1)</p>			
<p>Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.</p>			

Table A8f. Explain why you would NOT trust the following key contacts to follow through with a request. Educational groups

<p>Communication (4) Difficult to set up meetings (2) Need better communication (1) Slow responses (1)</p>	<p>Human Resources (1) Inconsistent capacity (1)</p>
<p>Finances (4) Restricted finances (3) Funding and structure restrict innovation (1)</p>	<p>Policy Issues (1) Slow policy decisions (1)</p>
<p>Operational Challenges (4) Lack of responsibility (1) Limited quality (1) Poor administration (1) Programs are restricted by demand (1) Ability to Follow Through (3) Contracts are not always written (1) Lack of follow-through (1) Inconsistent outcomes (1)</p>	<p>Shared Responsibilities (1) Unfair relationship in the use of shared space / facilities (1)</p>
<p>Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.</p>	

Table A9a. What percentage of the tax base is commercial? (by percent)					
	0-10%	11-25%	26-50%	51-75%	76% and over
All Sites	36.4	27.3	36.4		
Burns Lake			✓		
Smithers			✓		
Valemount			✓		
McBride			✓		
Vanderhoof		✓			
Fort St. James		✓			
Houston		✓			
Fraser Lake	✓				
Mackenzie	✓				
Granisle	✓				
Telkwa	✓				
Source: OBAC Transition Project 2008. n= 11					

Table A9b. What percentage of the tax base is residential? (by percent)					
	0-10%	11-25%	26-50%	51-75%	76% and over
All Sites		18.2	54.5	9.1	18.2
Telkwa					✓
Granisle					✓
Valemount				✓	
McBride			✓		
Smithers			✓		
Burns Lake			✓		
Vanderhoof			✓		
Houston			✓		
Fort St. James			✓		
Mackenzie		✓			
Fraser Lake		✓			
Source: OBAC Transition Project 2008. n=11					

Table A9c. What percentage of the tax base is industrial? (by percent)

	0-10%	11-25%	26-50%	51-75%	76% and over
All Sites	54.5		18.2	27.3	
Mackenzie				✓	
Fraser Lake				✓	
Fort St. James				✓	
Houston			✓		
Vanderhoof			✓		
Smithers	✓				
Valemount	✓				
McBride	✓				
Telkwa	✓				
Burns Lake	✓				
Granisle	✓				

Source: OBAC Transition Project 2008. n= 11

Table A9d. What percentage of the tax base is light industrial? (by percent)

	0-10%	11-25%	26-50%	51-75%	76% and over
All Sites	90.9	9.1			
Houston		✓			
Mackenzie	✓				
Smithers	✓				
Burns Lake	✓				
Vanderhoof	✓				
Fort St. James	✓				
Fraser Lake	✓				
Granisle	✓				
McBride	✓				
Telkwa	✓				
Valemount	✓				

Source: OBAC Transition Project 2008. n=11

Table A9e. What percentage of the tax base is other? (by percent)

	0-10%	11-25%	26-50%	51-75%	76% and over
All Sites	81.8	18.2			
Burns Lake		✓			
McBride		✓			
Granisle	✓				
Fraser Lake	✓				
Smithers	✓				
Houston	✓				
Fort St. James	✓				
Vanderhoof	✓				
Telkwa	✓				
Mackenzie	✓				
Valemount	✓				

Source: OBAC Transition Project 2008. n= 11

Table A9f. Please describe the sources of the tax base in your community. All sites combined (by percent)

	0-10%	11-25%	26-50%	51-75%	76% and over
Commercial	36.4	27.3	36.4		
Residential		18.2	54.5	9.1	18.2
Industrial	54.5		18.2	27.3	
Light Industrial	90.9	9.1			
Other	81.8	18.2			

Source: OBAC Transition Project 2008. n= 11

Table A10a. Have you ever held a community meeting? (by percent)

Response	Total number of responses	Percent
Yes	10	90.9

Source: OBAC Transition Project 2008. n = 11

Table A10b. What was the topic for discussion at the meeting(s)?

Economic Development (4) Direction of community forests (2) Business development (1) Transition efforts (1)		Planning (3) Develop vision strategy for the future (2) Official Community Plan (1)	
Employment (4) Local employer closure (2) Local employer cutbacks (1) Support for laid-off employees (1)		Health Care (1) Health shortages (1)	
Emergencies (3) Natural disasters (2) Emergency response (1)		Housing (1) Zoning for housing projects (1)	
Infrastructure (3) Community infrastructure projects (2) Recreational facilities (1)		Tourism (1) Tourism development (1)	
Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.			

Table A10c. Was the meeting(s) well attended?

Response	Total number of responses	Percent
Yes	10	62.5
No	4	25.0
Do not know	2	12.5
Source: OBAC Transition Project 2008. n = 16 Note: Participants could offer multiple responses.		

Table A10d. What key stakeholders were present at the meeting(s)?	
Economic Groups (10) Business community (3) Chamber of Commerce (2) Major local employers (2) Developers (1) Economic development committee (1) Service providers (1)	Provincial Government (3) Ministry of Economic Development (1) Ministry of Forests and Range (1) MLA (1)
Local Government (10) Municipal staff (9) Fire department (1) Community forest representatives (1)	First Nations Groups (2) First Nations band representatives (1) First Nations Hereditary Chiefs (1)
Community Groups (6) Voluntary groups (2) Community groups (1) Recreational groups (1) Seniors' groups (1)	Educational Groups (1) Education groups (1)
Health groups (5) General health groups (2) Health care auxiliary (1) Hospital administrator (1) Northern Health Authority (1)	Federal Government (1) Service Canada (1)
Regional Government (1) Regional district representatives (1)	Other (1) Consultants (1)
Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.	

Table A10e. Was there youth / elderly / First Nation involvement?				
	Population (2006 Census)	Youth	Elderly	First Nations
All Sites		0.0%	45.5%	18.2%
Smithers	5,217		✓	
Mackenzie	4,539		✓	
Vanderhoof	4,064			
Houston	3,163			
Burns Lake	2,107			✓
Fort St. James	1,355			✓
Telkwa	1,295		✓	
Fraser Lake	1,113		✓	
Valemount	1,018		✓	
McBride	660			
Granisle	364			
Source: OBAC Transition Project 2008.				

Table A10f. What was the outcome from the meeting(s)?

Reports (5) Published reports (3) Reports available on municipal website (2)		Plans (2) Emergency response plan (1) Plans for recreational facilities (1)	
Communication (3) Increased awareness of proposed health solutions (1) Increased communication (1) Rumor control (1) Community Initiatives (3) Identified community priorities (2) Petition was formed (1)		Other (1) Received approval for proposals (1)	
Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.			

Table A10g. What worked from the community meeting(s)?

Communication (5) Local input (2) Productive discussions (2) Presentation of different views (1)		General Impressions (1) Optimism (1)	
Presenters (2) Good presenters (2)		Local Media (1) Broadcast by local radio station (1)	
Refreshments (2) Drinks and snacks (2)		Other (1) Good facilitation (1)	
Entertainment (1) School band played (1) Format (1) Effective format (1)			
Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.			

Table A10h. What from the community meeting(s) could have used improvement?	
Employer Involvement (3) Employers care more about corporate interests (1) Employers do not share their business plans (1) Lack of transparency from employers (1)	Infrastructure (1) Unspecified maintenance hours for infrastructure(1)
Communication (2) Follow-up is needed (1) Lack of information about meetings (1)	Meeting Size (1) Unprepared for large turnout (1)
Presenters (2) Late presenters (1) Unenthusiastic presenters (1)	Refreshments (1) No refreshments (1)
Finances (1) Difficult to understanding financial impacts (1)	Planning (1) Planning confusion (1)
Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.	

Table A10i. Was there a clear action plan outcome from this meeting(s)?		
Response	Total number of responses	Percent
Yes	8	72.7
No	2	18.2
Do not know	1	9.1
Source: OBAC Transition Project 2008. n = 11 Note: Participants could offer multiple responses.		

Table A10j. What clear action plan outcome resulted from the meeting(s)?

<p>Municipal Action (3) Action on most community priorities (1) Created an action plan (1) Land use by-law was created (1)</p>		<p>Community Forest (1) Community forest changes (1)</p>	
<p>Emergencies (2) Community generator for emergencies (1) Formulated an emergency plan (1)</p>		<p>Economic Development (1) Plant operations have been tendered out (1)</p>	
<p>Infrastructure (2) Decided on recreational facility plans (1) Designs for new infrastructure (1)</p>		<p>Other (1) Different projects can now be pursued (1)</p>	
<p>Reports (2) Reports available online (2) Communication (1) Increase communication (1)</p>			
<p>Source: OBAC Transition Project 2008. Note: Participants could offer multiple responses.</p>			

APPENDIX B INTERVIEW CONSENT FORM

OBAC Gap Analysis - Consent Form

Purpose - The purpose of understanding regional networks is to determine the linkages that currently exist between local and other local and non-local individuals and organizations. This information can be used as a foundation to determine what, if any, potential network contacts a municipality may be in need of for development planning or economic transition. This research is being carried out for the Omenica Beetle Action Coalition under the direction of Dr. Greg Halseth, of the University of Northern British Columbia.

How respondents were chosen - Participants were selected based on their key role within municipal organizations.

Anonymity and Confidentiality - No participant names will be collected through the survey, and no information will be reported such that individuals could be identified. All information shared in this survey will be held within strict confidence by the research team. All records will be kept in a secure research room at UNBC and will be accessible only to the research team. The information will be kept until the final report of this project is completed in the fall. After this time, all survey documents will be destroyed.

Potential Risks and Benefits - This project has been assessed by the UNBC Research Ethics Board. We do not anticipate any risks to participants.

Voluntary Participation - Your participation in the survey is entirely voluntary and, as such, you may choose not to participate. If you do participate you should feel free to not answer any questions that make you uncomfortable. You have the right to terminate your survey participation at any time and your information will be withdrawn from the study.

Research Results - For questions that may arise from this research, please feel free to contact Greg Halseth at UNBC (tel. 250-960-5826, halseth@unbc.ca). The project reports will be provided to the Omenica Beetle Action Coalition and participating municipalities.

Complaints - Any complaints about this project or the survey should be directed to the Office of Research at UNBC (tel. 250-960-5820, reb@unbc.ca).

I have read the above description of the survey and I understand the conditions of my participation. My signature indicates that I agree to participate in the survey.

(Name - please print)

(Signature)

(Date)

APPENDIX C INTERVIEW GUIDE

OBAC Transition Preparedness / Gap Analysis - Network Worksheets

Municipality / Regional District Name:

Research Team: Laura Ryser, Michelle White, and Alison Matte.

Introduction

The purpose of understanding regional networks is to determine the linkages that currently exist between local and other local and non-local individuals and organizations. This information can be used as a foundation to determine what, if any, potential network contact a municipality may be in need of for development planning or economic transition.

2.1 Do you know the local contact for the following groups?			
Type of Group	Yes / No	Contact Name	Comments
Leading employer			
Neighbouring municipalities			
Other OBAC municipalities			
First Nations band councils			
Regional District			
Omineca Beetle Action Coalition			
16/97 Economic Alliance			
NCLGA (NCMA)			
Tribal councils			
MLAs			
Local media			
Health services			
Education services			
Voluntary groups			
Ministry of Forests and Range			
Housing			
Business community			
Service Canada			
Ministry of Community Services			
Local Industrial Association			
Regional Industrial Association			
Research services			
Training services			
Cattlemen's Association			
Community Forest			

2.2 Do you have routine interaction with the key contacts for these groups? If yes, how frequently (daily, weekly, monthly, quarterly, semi-annual, annual, other)?

Type of Group	Yes / No	Comments
Leading employer		
Neighbouring municipalities		
Other OBAC municipalities		
First Nations band councils		
Regional District		
Omineca Beetle Action Coalition		
16/97 Economic Alliance		
NCLGA (NCMA)		
Tribal councils		
MLAs		
Local media		
Health services		
Education services		
Voluntary groups		
Ministry of Forests and Range		
Housing		
Business community		
Service Canada		
Ministry of Community Services		
Local Industrial Association		
Regional Industrial Association		
Research services		
Training services		

2.3 Do you exchange information with the following groups? If yes, what type of information?

Type of Group	Yes / No	Type of Information
Leading employer		
Neighbouring municipalities		
Other OBAC municipalities		
First Nations band councils		
Regional District		
Omineca Beetle Action Coalition		
16/97 Economic Alliance		
NCLGA (NCMA)		
Tribal councils		
MLAs		
Local media		
Health services		
Education services		
Voluntary groups		
Ministry of Forests and Range		
Housing		
Business community		
Service Canada		
Ministry of Community Services		
Local Industrial Association		
Regional Industrial Association		
Research services		
Training services		

2.4 If you approached the following key contacts with a request, do you trust that these key people would follow through? Explain.

Type of Group	Yes / No	Comments
Leading employer		
Neighbouring municipalities		
Other OBAC municipalities		
First Nations band councils		
Regional District		
Omineca Beetle Action Coalition		
16/97 Economic Alliance		
NCLGA (NCMA)		
Tribal councils		
MLAs		
Local media		
Health services		
Education services		
Voluntary groups		
Ministry of Forests and Range		
Housing		
Business community		
Service Canada		
Ministry of Community Services		
Local Industrial Association		
Regional Industrial Association		
Research services		
Training services		

2.5 What percentage of tax base is residential, commercial, or industrial?

2.6 Community Meetings

- a. Have you ever held a community meeting? [NOT A PUBLIC HEARING]
- b. What was the topic for discussion?
- c. Was the meeting well attended? Were most appropriate key stakeholders present?
- d. Was there youth / elderly / First Nation involvement?
- e. What was the outcome from this meeting?
- f. What worked from this community meeting?
- g. What from this community meeting could have used improvement?
- h. Was there a clear action plan outcome from this meeting?

2.7 From your experience, do you have anything else to add that has not been touched upon?

Thank you for taking the time to speak with us. We appreciate your assistance.

Copies of all reports associated with the project are accessible through the Geoffrey R. Weller Library and the Community Development Institute website (www.unbc.ca/cdi).

Project Reports

- A Network Tool for OBAC Communities.
- Gap Analysis of Networks in OBAC Communities.
- Gap Analysis of Government Documents in OBAC Communities.
- Service Gap Analysis of OBAC Communities.

For further information about this topic and the project, feel free to contact:

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Prepared for the Omineca Beetle Action Coalition

by

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