

Columbia Basin Management Plan: Strategic Priorities

2016-2020



The Columbia Valley Wetlands near Radium, BC.

Columbia
Basin **trust**

cbt.org

Columbia Basin Trust is governed by the *Columbia Basin Trust Act* and our work is guided by the *Columbia Basin Management Plan* (CBMP), which was developed in consultation with Columbia Basin residents in 1997. It has since evolved into two components:

- **Charter:** an enduring document that establishes the foundation for our work, and serves to guide all of our activities in the long term. View it online at cbt.org/charter.
- **Strategic Priorities:** this document outlines the priorities and activities the Trust will undertake to support communities. It is renewed every five years in consultation with Basin residents.

Our Mandate

The Trust is mandated under the *Columbia Basin Trust Act* to:

- manage its assets for the ongoing economic, environmental and social benefit of the region, without relieving governments of any obligations in the region
- include the people of the Basin in planning for the management of the assets, and
- work with others to coordinate activities related to the purpose of the Trust.

Our Mission

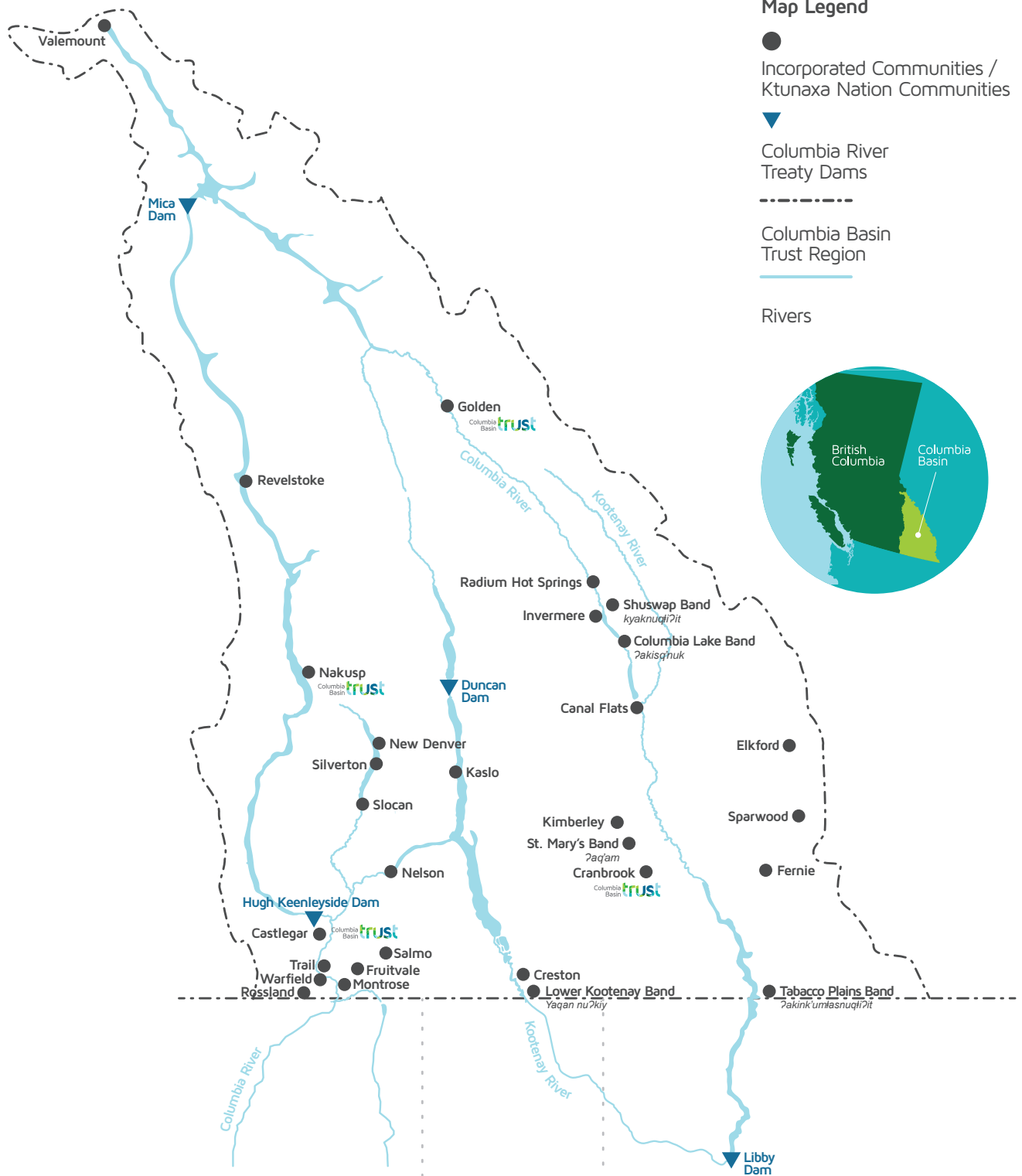
Columbia Basin Trust supports efforts by the people of the Basin to create a legacy of social, economic and environmental well-being and to achieve greater self-sufficiency for present and future generations.

Invermere residents discuss what's most important to them at the Our Trust, Our Future workshop.



Columbia Basin Trust Region

Columbia Basin Trust serves the region consisting of all the watersheds that flow into the Columbia River in Canada.



Map Legend

- Incorporated Communities / Ktunaxa Nation Communities
- ▼ Columbia River Treaty Dams
- Columbia Basin Trust Region
- _____ Rivers





Residents give input to the Trust during 22 workshops that took place around the region.

In 2015, the Trust concluded a year-long Basin-wide public engagement process which reflected on our activities and growth to date, and received input as to how we could best support residents and communities into the future. Through the Our Trust, Our Future process, we gathered input from a diverse cross-section of Basin residents. We also reviewed existing community plans from around the Basin and our own sector strategic plans, plus solicited advice from Basin advisory groups. All these sources helped inform the renewal of our *Columbia Basin Management Plan* strategic priorities for 2016 to 2020.

Vision

Columbia Basin Trust will work towards a long-term vision for the future of the Columbia Basin, where:

- The Columbia Basin is a place where social, environmental and economic well-being is fostered.
- Collaborative relationships and partnerships are established across the Basin. Communities work together in a spirit of mutual support and respect for each other's differences. Residents identify with a Basin culture and feel a sense of belonging to a Basin community. Residents are involved in community decision-making.

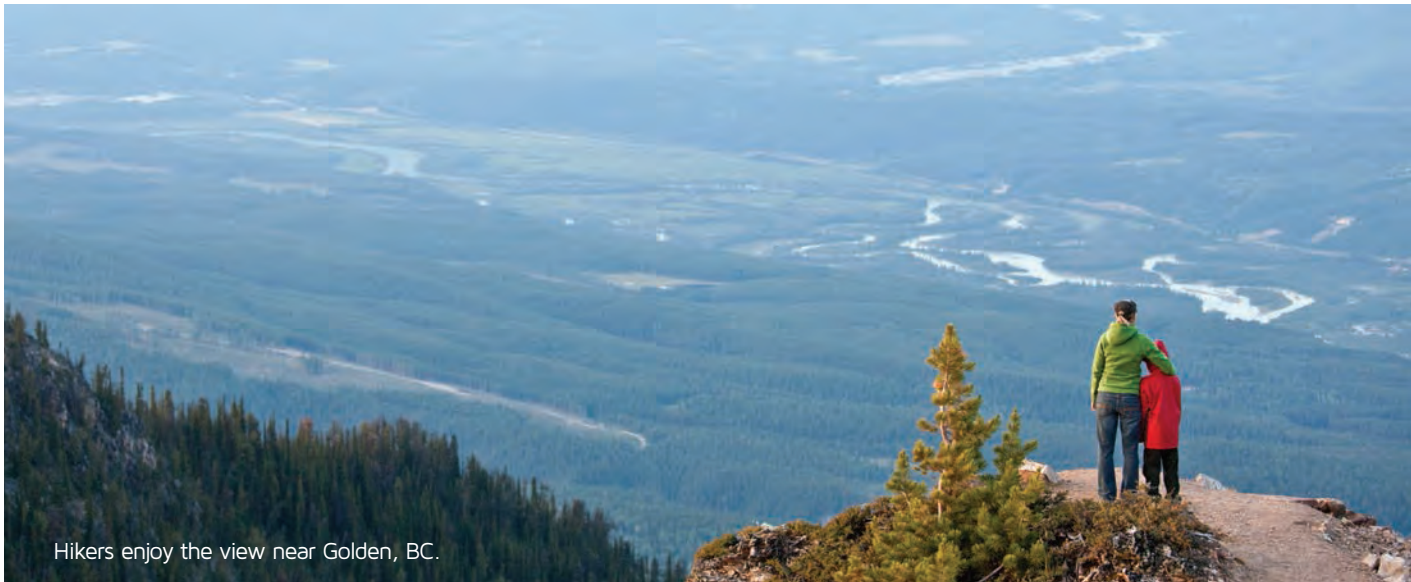
- A healthy environment is the basis for social and economic activities. Residents are committed to long-term and enduring stewardship of the Basin's natural resources.
- The economy of the Basin is diverse, resilient and energized. Communities are responsive to both the needs of the present and the future. Community enhancement initiatives are widely supported and residents share responsibility for their implementation. Practical and innovative investments in the Basin serve to increase the range of options for present and future generations.

Columbia Basin Trust will also be guided by a long-term vision of itself as a regional corporation, having:

- A successful portfolio of investments in the Basin which help to stimulate the regional economy and which provide a reliable stream of income for use in Columbia Basin Trust's Delivery of Benefits activities.
- A proven track record in delivering social, economic and environmental benefits to the Basin and its residents.
- Well-established and productive working relationships with others in the Basin whose activities relate to Columbia Basin Trust's mandate.
- Consistent and widespread public support for Columbia Basin Trust's activities based on meaningful public input and Columbia Basin Trust's responsiveness to the needs of the Basin and its people.



Saddle Mountain lookout over Nakusp, BC.



Hikers enjoy the view near Golden, BC.

Guiding Principles

Basin Culture: Cultivate a sense of Basin culture, belonging, connectedness and identity.

Diversity: Honour the diversity of needs and perspectives in the Basin.

Ownership: Foster residents' ownership of the Trust and share the history of the Trust with residents.

Empowerment: Support communities to identify and take action on local priorities.

Community Engagement: Encourage community dialogue, regularly engaging with residents and communities to seek input and understand priorities.

Capacity Building: Support Basin residents, organizations and communities to strengthen their knowledge, skills, and capacities.

Collaboration: Encourage collaboration and partnerships, and promote activities that are integrated and provide multiple benefits in a range of values.

Adaptability: Use a variety of innovative approaches to meet the unique needs of Basin residents and communities and remain flexible and open to emerging priorities.

Accountability: Reflect best practices in Trust business operations and monitor and measure the impact of the Trust's activities and operations.

Flexibility: Be strategic and responsive in our approaches to supporting communities.

Stewardship: Responsibly manage the assets of the Trust and use investment revenue to deliver benefits within the Basin.

How We Work

The Trust supports the ideas and efforts of the people in the Columbia Basin.

We take our lead from residents and communities. Whatever the situation calls for, we adapt our role: from providing resources, to bringing people together, to leading an entire initiative. The Trust is here to offer experience and support to all Basin residents.

While our range of services, programs, initiatives and financial investments is extensive, our purpose is straightforward: we exist and act for the social, economic and environmental well-being of the Basin—now and for generations to come.

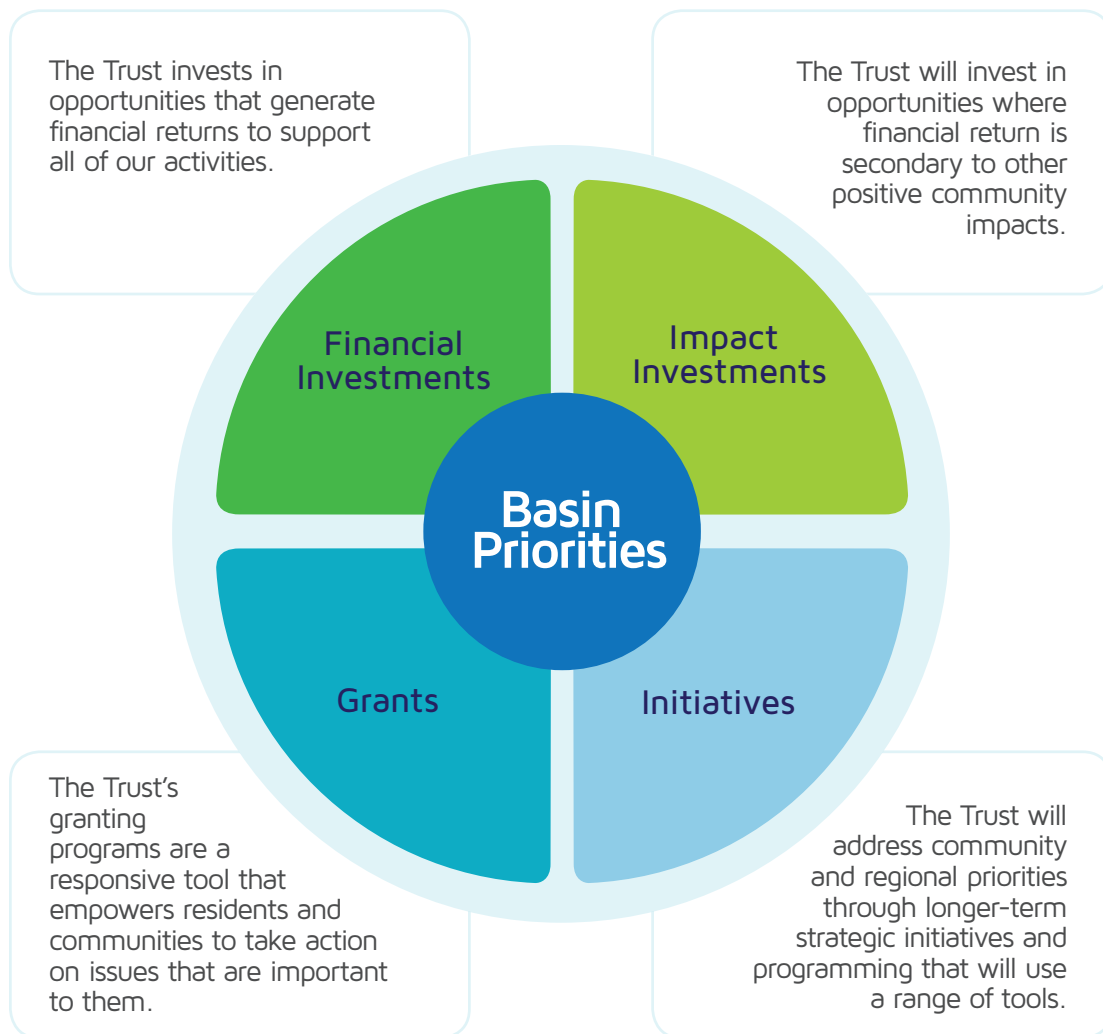
To be effective in our work with communities, we remain flexible and use varied approaches—based on the needs of the situation, the participants involved and how we can be most effective—to respond to Basin priorities.



Grade 8 students learn more about water stewardship through Trust programs like Know Your Watershed.

Our Support Methods

We will use four broad methods to support residents and communities which will be used in combination with one another to address the strategic priorities. The Trust will focus its efforts and resources on initiatives, financial investments and impact investments, while maintaining support for grants.





The Trust invests in Basin-based power projects like Waneta Expansion near Trail, BC.

Financial Investments: The Trust invests in opportunities that generate financial returns that support all of our activities. These investments may also have other community benefits that support social, economic and environmental well-being in the Basin. We will expand our Investment Program while continuing to operate on a commercial basis.

Impact Investments: The Trust will invest in opportunities where financial return is secondary to other positive community impacts. Residents and communities will be able to access financial support for activities that provide social, economic, environmental and community development benefits.

Initiatives: The Trust will address community and regional priorities through longer-term strategic initiatives and programming that will use a range of tools, including facilitation, engagement, expertise, partnerships, funds and other resources.

Grants: The Trust's granting programs are a responsive tool that empowers residents and communities to take action on issues that are important to them. We will continue to support these programs, with an emphasis on improving customer service, efficiency, flexibility and access.

Strategic Priorities

Over the next five years we will focus our efforts on the following strategic priorities (listed in alphabetical order)—while continuing to be responsive to emerging issues in the region. The strategic priorities will be addressed in conjunction with our existing strategic plans in the areas of social, economic, environment and youth.

We recognize these strategic priorities are broad, aspirational and long-term; to move toward each of them, we have identified achievable activities that we will undertake over the next five years.

We will develop action plans for each strategic priority, identifying our appropriate role, specific actions, desired outcomes, required resources, metrics and timelines.

We will measure and report our progress on the strategic priorities, as well as the support methods, by developing and implementing clear and transparent monitoring and evaluation processes.

STRATEGIC PRIORITY	ACTIVITY
<p>Affordable Housing Residents have access to affordable housing that meets their basic needs.</p>	<ul style="list-style-type: none"> • Work with experts, partners, groups and communities to assess housing gaps. • Define an appropriate role for the Trust to address identified gaps. • Provide funding support.
<p>Agriculture Agricultural production is fostered and residents have access to healthy food.</p>	<ul style="list-style-type: none"> • Provide funding support. • Define an appropriate role for the Trust in supporting the agriculture sector.
<p>Arts, Culture and Heritage The history and culture of the Basin is celebrated by vibrant arts, culture and heritage.</p>	<ul style="list-style-type: none"> • Continue grant and programming support. • Explore an appropriate role for the Trust in supporting capacity development in the heritage sector. • Explore an appropriate role for the Trust in supporting arts, culture and heritage infrastructure.
<p>Broadband High-speed Internet connectivity is available throughout the region.</p>	<ul style="list-style-type: none"> • Continue to expand the region-wide fibre optic cable network through the Columbia Basin Broadband Corporation. • Explore new broadband investments as opportunities arise.
<p>Community Priorities Communities (geographic or communities of interest) work together to identify and address their priorities.</p>	<ul style="list-style-type: none"> • Develop an approach to support communities in identifying their priorities. • Support the implementation of activities that address community priorities. • Enhance the ability of the Trust to support communities' to identify their priorities.

STRATEGIC PRIORITY	ACTIVITY
<p>Early Childhood and Childhood Development Children have access to resources that support healthy growth and development.</p>	<ul style="list-style-type: none"> • Continue grants and programming support. • Explore an appropriate role for the Trust in supporting childhood development.
<p>Economic Development A diverse and resilient economy is supported by strong businesses, a trained workforce and sufficient job opportunities.</p>	<ul style="list-style-type: none"> • Create a structure to better support economic development in the region. • Implement new and innovative investment tools.
<p>Environment Healthy, diverse and functioning ecosystems support ecological and human needs.</p>	<ul style="list-style-type: none"> • Continue grants and programming support. • Develop a regional ecosystem restoration and conservation program.
<p>First Nations Relationships An increased understanding of First Nations culture and heritage is the foundation for lasting and mutually beneficial partnerships.</p>	<ul style="list-style-type: none"> • Increase First Nations cultural literacy within the Trust. • Work with First Nations to define appropriate supports for First Nations communities. • Continue grants and programming support.
<p>Land Acquisition Key parcels of land are acquired to advance a variety of community and regional priorities.</p>	<ul style="list-style-type: none"> • Use land acquisition as a tool to support a variety of community and regional priorities.
<p>Non-profit Support Non-profits have strong organizational foundations and offer services to address community priorities.</p>	<ul style="list-style-type: none"> • Provide non-profit development support. • Work with non-profits to identify gaps in existing support.
<p>Recreation and Physical Activity Recreation infrastructure and physical activity opportunities enable healthy lifestyles.</p>	<ul style="list-style-type: none"> • Continue existing work in sport and physical activity. • Explore an appropriate role for the Trust in supporting the construction and maintenance of recreational infrastructure.
<p>Renewable and Alternative Energy Renewable and alternative energy generation and conservation opportunities are supported and realized.</p>	<ul style="list-style-type: none"> • Continue grants and programming support. • Provide expertise and support to communities and organizations exploring renewable and alternative energy generation opportunities. • Explore an appropriate role for the Trust in energy efficiency and conservation.



Installing wireless towers to help the Trust bring high-speed internet to communities in the Basin Boundary region.



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