

COLUMBIA BASIN MANAGEMENT PLAN

STRATEGIC PRIORITIES 2007 - 2010



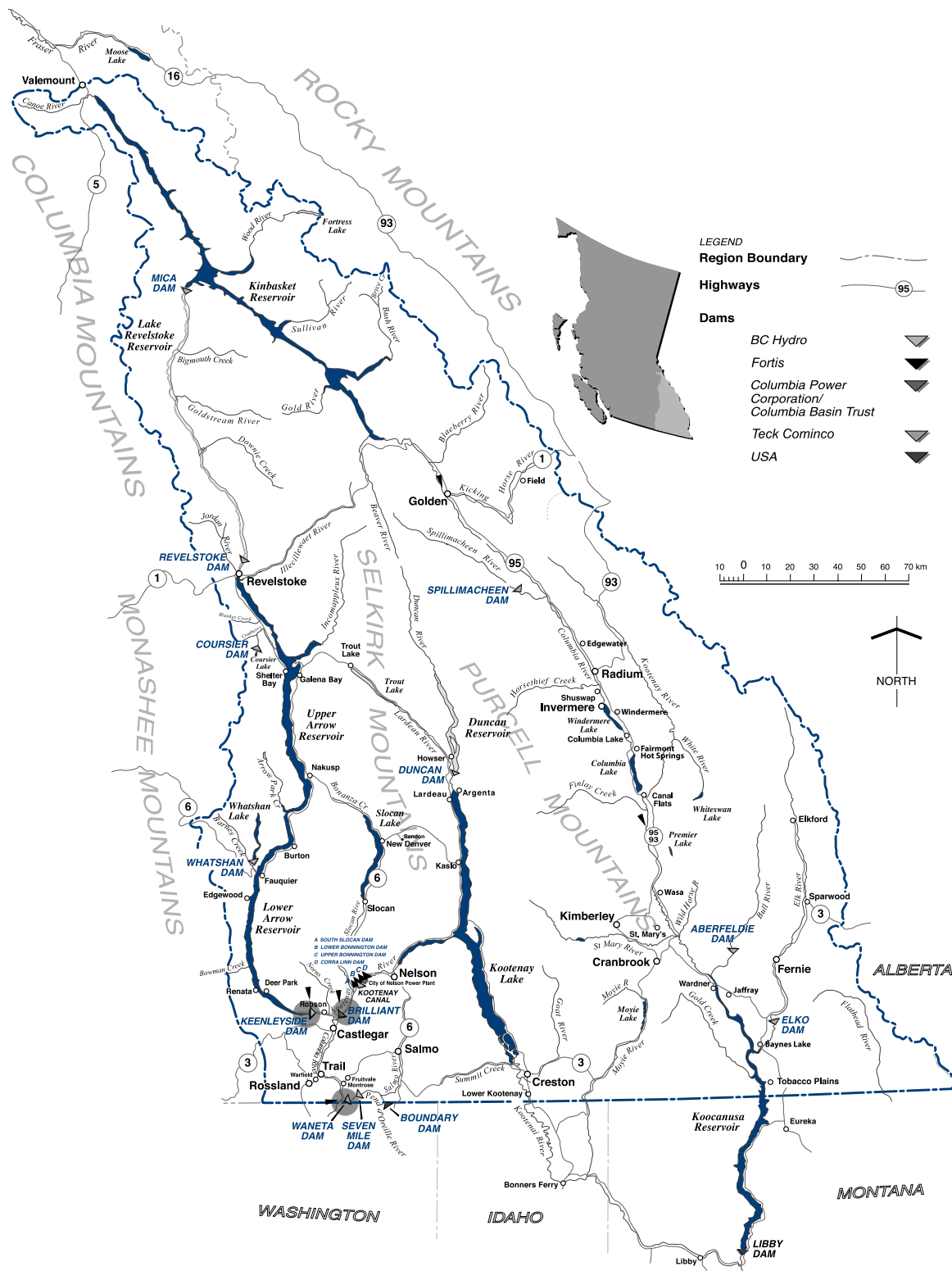
COLUMBIA BASIN TRUST

a legacy for the people

mission

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

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The 1997 Columbia Basin Management Plan (CBMP) outlines long term goals and objectives for investing and spending to benefit the Columbia Basin and proposes that the Columbia Basin Trust (CBT) determine shorter term priorities on a three to five year basis. This document identifies those priorities. In identifying its priorities, the CBT ensures it remains relevant and responsive to the interests and needs of the Columbia Basin.

Priorities enable an organization to choose the most important areas to pay attention to in order to achieve its mandate. In this case, the priorities provide a road map, at a high level, for the three year period (2007 to 2010) which will help focus the work of the CBT.

The priorities defined in this document have been chosen based on a scan of the current state of affairs the CBT is working in – both externally and internally. Public review and input have also shaped the priorities in this document.

These priorities are linked to the original CBMP Goals and Objectives (Appendix 1).

THIS DOCUMENT INCLUDES:

- Organizational Guiding Principles – How the CBT does its work as an organization
- Core Functions – The two major aspects of the CBT's operations
- Long Term Goals – Drawn from the 1997 CBMP
- Key Focus Areas – The broad areas the CBT is addressing in the next three years
- Strategic Priorities – The critical few priorities (within the focus areas) to pay attention to in order to achieve goals
- Desired Outcomes – What success looks like in three years

As the organization moves forward with Basin residents to achieve its priorities, the following principles will provide guidance for its work:

- Include people of the Basin in decisions that affect their lives and determine their future, and involve residents whenever possible.
- Respect the rights of others.
- Bring benefits to Basin residents in addition to those they would otherwise enjoy, and bring a broad range of long-term benefits.
- Focus on the whole Basin and respect the diversity within it.
- Aim for sustainable activities.
- Invest responsibly and use the investment revenue within the Basin.
- Acknowledge and support those who were affected directly by the Columbia River Treaty, without providing compensation.
- Play a creative role in positive change.
- Seek equitable outcomes from all the CBT's activities.
- Work with others, and build on their efforts.
- Be a fair employer.
- Contribute to a common culture in the Basin, binding residents to each other and to the Basin.

CORE FUNCTIONS

The two core functions of the CBT are to:

- invest capital and manage the assets of the CBT, and
- spend the income earned from the CBT's investments to deliver benefits to the Columbia Basin.

INVESTMENTS

The purpose of the Investment Program is to generate a predictable, sustainable, and appreciating income stream to fund the CBT's current and future Delivery of Benefits obligations and corporate operating expenses.

DELIVERY OF BENEFITS

The purpose of Delivery of Benefits activities is to foster the social, environmental and economic well-being of the Columbia Basin, for both present and future generations.

The long term goals of the CBT, on behalf of Basin residents, cover a broad range of achievements. Over time, all goals identified in the 1997 CBMP are being addressed. The long term goals are:

INVESTMENT GOALS

The Investment Program will fulfill the first of the CBT's two core functions, which is: To invest the capital and manage the assets of the CBT.

Goal 1: To ensure that the CBT becomes a financially self-sufficient corporation, capable of delivering benefits in the Basin on an ongoing basis.

Goal 2: To generate broad secondary economic benefits for the Basin community from the CBT's investments.

DELIVERY OF BENEFITS GOALS

Through the delivery of benefits, the CBT fulfils the second of its two core functions, which is: To spend the income earned from the CBT's investments to deliver benefits to the region.

Goal 1: To increase the capacity of Basin communities to identify and meet their own needs.

Goal 2: To maintain healthy ecosystems in a functioning state and to improve the functioning of those that have been altered and degraded.

Goal 3: To promote access to education and training which will help residents adapt to economic changes.

Goal 4: To help address the problems of poverty in the Basin.

Goal 5: To assist in the prevention of social problems.

Goal 6: To help ensure that the management of water issues related to the Columbia River Treaty takes account of the region's interests in a range of values.

Goal 7: To enhance Basin heritage and culture.

Goal 8: To promote learning and make information on the Basin easily accessible.

The Columbia Basin Trust will continue to channel its efforts towards achieving the long term goals in the 1997 CBMP. For the period of 2007 to 2010 particular attention will be paid to the strategic priorities that follow. A brief description of desired outcomes accompanies each priority. Priorities are grouped by key focus area and the desired outcomes offer a picture of what success might look like. Over the next three years, the CBT will compare the results of its activities to the outcomes originally desired.

Key Focus Areas for the CBT are:

1. Continuing to foster quality of life and address critical issues in the Columbia Basin
2. Improving community engagement
3. Ensuring organizational resiliency

CONTINUING TO FOSTER
QUALITY OF LIFE AND ADDRESS
CRITICAL ISSUES IN THE
COLUMBIA BASIN

Key Focus Area:
Continuing to foster quality of life and address critical issues in the Columbia Basin

Strategic Priorities	Desired Outcomes in 2010
1. Improve environmental conditions in the Basin.	• Successful partnerships to improve environmental conditions have been built and are flourishing. • Broad-based education about Basin ecosystems and human interactions with the systems is growing. • Local and regional community projects are being supported by the CBT.
2. Identify social and economic priority issues and implement mechanisms to address them.	• Priority social and economic issues in the Basin are clearly identified and resources are directed to support addressing these. • CBT programs and community supports are aligned with identified critical social and economic priorities.
3. Improve Basin residents understanding and involvement in water.	• Residents of the Basin have accurate and useful information on the Basin's water resources and have an increased understanding around water and watershed issues in the Basin. • The CBT is a vehicle for learning about water issues and is a facilitator and convenor on key water related issues in the Basin. • Residents of the Basin are engaged in a meaningful way in water management decisions, including deliberations concerning the Columbia River Treaty.
4. Work with youth in the Basin to ensure they are actively engaged in addressing economic, social and environmental issues in the Columbia Basin.	• Young people in the Basin have opportunities to connect and communicate with each other and a growing sense of identification as Basin residents. • Youth in the Basin are supported to identify their assets and are developing strategies to address their needs. • Youth are supported in skill development, leadership and capacity-building.

IMPROVING
COMMUNITY ENGAGEMENT

Key Focus Area: Improving community engagement

Strategic Priorities	Desired Outcomes 2010
5. Improve support to communities and organizations by increasing the CBT's local presence in the Basin.	CBT staff are providing comprehensive coverage throughout the Basin in order to actively support and foster community and organizational success, including: • funding as appropriate, • providing useful, credible, accessible information, • convening groups to address key issues, • brokering collaboration and partnerships, and • seeking ongoing input from Basin residents.
6. Have vibrant advisory committees in place.	• Advisory committees are in place and actively engaged in providing advice on the many issues affecting the Basin. • Advisory committees have members representing diverse views and backgrounds and a range of geographic locations in the Basin.

ENSURING
ORGANIZATIONAL RESILIENCY

Key Focus Area: Ensuring organizational resiliency

Strategic Priorities	Desired Outcomes 2010
7. Build and maintain strong working relationships with business and financial industry professionals.	• A flow of high quality investment opportunities to the CBT is generated.
8. Remain fully engaged with management of Columbia Power Corporation (CPC) during the pre-development and operating phases of our jointly held power projects.	• Power projects are successfully completed, and operations are stable. • Any issues that arise are addressed cooperatively by the CBT and CPC.
9. Ensure there is a strong, effective human resources framework in place to support the priorities of the CBT.	• The Columbia Basin Trust staff are proud to be doing the work they do – and feel fully supported to accomplish it in an efficient, effective, collegial and healthy manner.
10. Increase effectiveness and accountability through a clear, transparent strategic thinking and planning framework for the CBT.	• A clear process for assessing needs and establishing strategic direction and priorities for the CBT is in place and transparent. • The CBT Board is monitoring progress in achieving the goals of the CBMP and progress against identified priorities.

GOALS AND OBJECTIVES (DIRECT EXCERPT FROM 1997 COLUMBIA BASIN MANAGEMENT PLAN)

INVESTMENT GOALS AND OBJECTIVES

GOAL 1:

To ensure that the CBT becomes a financially self-sufficient corporation, capable of delivering benefits in the Basin on an ongoing basis.

OBJECTIVES:

- (a) Earn an overall rate of return on the CBT's investments equivalent to returns expected of Canada's major insurance companies and pension funds.
- (b) Earn individual investment returns which reflect the level of risk taken by the CBT and provide returns to the CBT similar to those expected by private sector investors considering a similar investment.
- (c) Keep the full purchasing power of the original capital for the benefit of future generations. Annually reinvest enough of the total return from the CBT's investments to achieve this objective.
- (d) Provide for the CBT an overall minimum annual cash flow equal to 5% of the CBT's invested capital.
- (e) Make investments which, if possible, provide for the repayment of the capital invested as well as for the return of earnings on that capital.

GOAL 2:

To generate broad secondary economic benefits for the Basin community from the CBT's investments.

OBJECTIVES:

- (a) Invest all of the capital received by the CBT within the Basin, as long as commercially viable investment opportunities can be found.
- (b) Encourage others to invest in the Basin by using the CBT's capital to leverage additional investments, whenever suitable equity or loan partnerships can be found.
- (c) Direct the CBT's capital into job-creating investment opportunities in Basin communities, where feasible.
- (d) Diversify the Basin economy by investing the CBT's capital in emerging growth sectors, where commercially viable opportunities can be found, particularly in value-added and knowledge-based businesses.

- (e) Invest the CBT's capital in traditional sectors of the Basin economy where commercially viable opportunities can be found, particularly in forestry, agriculture, mining and tourism.
- (f) Invest the CBT's capital in economic sectors which have a potential to increase the Basin's ability to meet its own needs.
- (g) Identify what role the CBT might play in establishing community-based capital funds and a Columbia Basin investment fund.

SPENDING GOALS AND OBJECTIVES

GOAL 1:

To increase the capacity of Basin communities to identify and meet their own needs.

OBJECTIVES:

- (a) Provide supportive funding for community economic development projects which will increase Basin and community self-reliance. These could include collaborative marketing and the sharing of economic information and services.
- (b) Support and sometimes participate financially in creating community land trusts in consultation with affected parties, including First Nations. Land Trusts will help to maintain a range of community values on lands in and near settlements and to ensure that residents have a land base to meet community needs.
- (c) Support initiatives which will increase entrepreneurial skills. This is especially important for young people.
- (d) Encourage activity in the Basin economy by assisting with the development of new business incubation, infrastructure, skills, and new and existing markets.
- (e) Assist in the development of social, environmental and economic indicators and facilitate their use in Basin communities.
- (f) Develop and implement ways to incorporate local and traditional knowledge into Basin decision-making.

GOAL 2:

To maintain healthy ecosystems in a naturally functioning state and to improve the functioning of those that have been altered and degraded.

OBJECTIVES:

- (a) Provide financial support for locally initiated and community-supported fish and wildlife improvement programs.

(b) In consultation with affected parties, including First Nations people, participate in acquiring land or conservation easements through community supported nature conservancies and land trusts. The intent is to protect fisheries and wildlife habitat without unnecessarily taking agricultural land out of production. This is especially important where environmentally valuable valley bottom lands are subject to increasing development pressures.

(c) In consultation with all relevant parties, determine the feasibility of returning the salmon to the Columbia River.

(d) Support initiatives which promote energy conservation and the development of innovative, cost-effective energy sources.

GOAL 3:

To promote access to education and training which will help residents adapt to economic changes.

OBJECTIVES:

(a) Help develop communication technology for training purposes in the Basin. [See also Spending Objective 7(c)].

(b) Establish a bursary program for education and training to help residents meet community employment requirements.

(c) Monitor and advocate for training and professional development programs in the Basin where the need is demonstrated.

GOAL 4:

To help address the problems of poverty in the Basin.

OBJECTIVES:

(a) Establish educational incentives for youth of lower income families in the Basin.

(b) Provide support for self-esteem building and pre-employment programs aimed at enhancing life skills and work-related skills.

(c) Support initiatives that satisfy the need for available, affordable, safe and decent housing in the Basin.

(d) Identify what role the CBT might play in improving access to better employment opportunities and education for people with low income.

(e) Support initiatives that increase affordable day care so lower income families can have the time and money to participate in education and employment opportunities.

GOAL 5:

To assist in the prevention of social problems.

OBJECTIVES:

- (a) Support initiatives by communities which strengthen families, youths and seniors.
- (b) Research and foster preventative techniques for dealing with social issues.
- (c) Support improved access for youth to cultural and recreational pursuits which will contribute to the development of skills, confidence and self-esteem.
- (d) Identify what role the CBT might play in increasing either the access to or effectiveness of parenting programs.

GOAL 6:

To help ensure that the management of water issues related to the Columbia River Treaty takes account of the region's interests in a range of values.

OBJECTIVES:

- (a) Be an advocate and play a leadership role in decisions about regional and transboundary water management. Work to improve water reservoir and dam management practices which will optimize a wide range of benefits, including fisheries, recreation and aesthetics.
- (b) Advocate for resolution on behalf of those Basin residents who were impacted originally by the Columbia River Treaty and who still have justifiable compensation claims as a result of the Treaty, without assuming responsibility for paying the claims.
- (c) Advocate for resolution of water management issues which have not been satisfactorily addressed by conditions of existing water licenses. This should include debris management and public access to reservoirs and other waterways.

GOAL 7:

To enhance Basin heritage and culture.

OBJECTIVES:

- (a) Develop and encourage the use of educational materials suitable for school and college curricula. The materials should address the Basin's ecology, history (including aboriginal history), economy, and its social and cultural life.
- (b) Assemble information about the Trust and the social, economic and environmental effects which resulted from the Columbia River Treaty and present it to a wide audience. Include the loss of communities, the loss of resources, and the impact on First Nations peoples and their way of life.
- (c) Speed up the modernization of communications technology throughout the Basin so that most communities will have private telephone lines, convenient access to the Internet and be within reasonable driving distance of a public video-conferencing centre. Ensure that training for use of communications technology is available. [See also Spending Objective 3(a)]
- (d) Invite proposals from arts councils and other community-based arts groups for financial support to continue projects or to start new projects which help to create a sense of common culture amongst the residents of the Basin.
- (e) Research models of cost-effective communication and transportation systems that have been used in other areas with similar problems of geography, distance and isolation. Advocate for use of those that are appropriate for the Basin.

GOAL 8:

Promote learning and make information on the Basin easily accessible.

OBJECTIVES:

- (a) Participate in the development of one or more "centres for excellence and learning" that would coordinate education, research, management, policy development and community needs related to all aspects of the Trust's mandate.
- (b) Assemble and catalogue existing social, environmental and economic information on the Basin, establish a process for updating and adding to it, and make it available electronically and at one or more locations in the Basin.

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