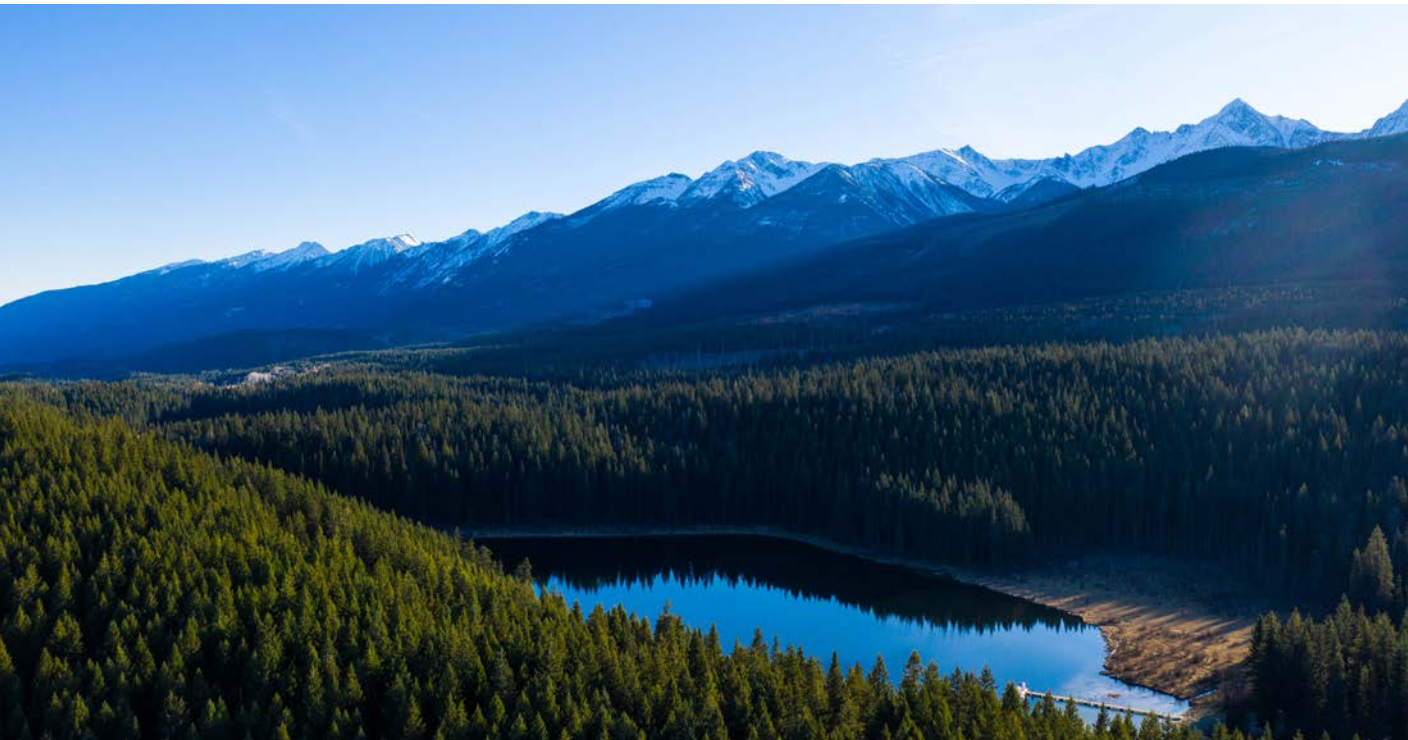


Columbia Basin Management Plan: Strategic Priorities



Plan Extension

The Board of Directors originally approved the *Columbia Basin Management Plan: Strategic Priorities* in September 2020 for the timeframe of 2020-2022. In the Fall of 2021, the Board extended the plan through to the end of 2023, in recognition that Basin residents continue to emphasize the priorities in the plan, and that significant in-person community engagement to seek feedback on developing a new plan is not yet possible from a public health perspective.



Message from Board Chair and CEO

September 21, 2020

To the people of the Basin,

We are pleased to share with you the strategic plan that will guide how the Trust supports your efforts to strengthen social, economic and environmental well-being in the Basin over the next two years.*

The Trust is guided by your input, and during these challenging times, we appreciate that so many people found the time to share their thoughts and perspectives with us as we developed this plan – *thank you*.

We look forward to addressing the priorities set out in this plan, in collaboration with residents and communities.

It must be acknowledged that circumstances in the Basin will change and evolve over the next two years, both in ways we can and cannot predict. We commit to communicating with you, and to being flexible and responsive to the needs of Basin communities as we implement the plan. We very much hope that you provide us feedback on our progress, and offer advice on how we can best deliver benefits to this region.

This year is the Trust's 25th anniversary and while aspects of 2020 have been challenging for all of us, the Basin has accomplished so much. While global challenges such as the COVID-19 pandemic or climate change seem daunting or insurmountable at times, working alongside people in the Basin reminds us of our collective strength and capacity to affect meaningful change together.

Your efforts over the last 25 years have made the Basin a better place to live, work and play. With cooperation, care for this place and all of its people, we'll continue to support the vibrancy and well-being for present and future generations.

Thank you.



A handwritten signature in black ink that reads "Jocelyn Carver".

Jocelyn Carver
Chair



A handwritten signature in black ink that reads "Johnny Strilaeff".

Johnny Strilaeff
President & CEO

Who We Are

Columbia Basin Trust is governed by the *Columbia Basin Trust Act* and our work is guided by the Columbia Basin Management Plan, which includes:

- **Charter:** an enduring document that outlines our values and vision and guides the organization's work. View it online at ourtrust.org/charter.
- **Strategic Plan:** this document outlines priorities and where the Trust will focus our efforts to support communities.

Our Mandate

- Manage our 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

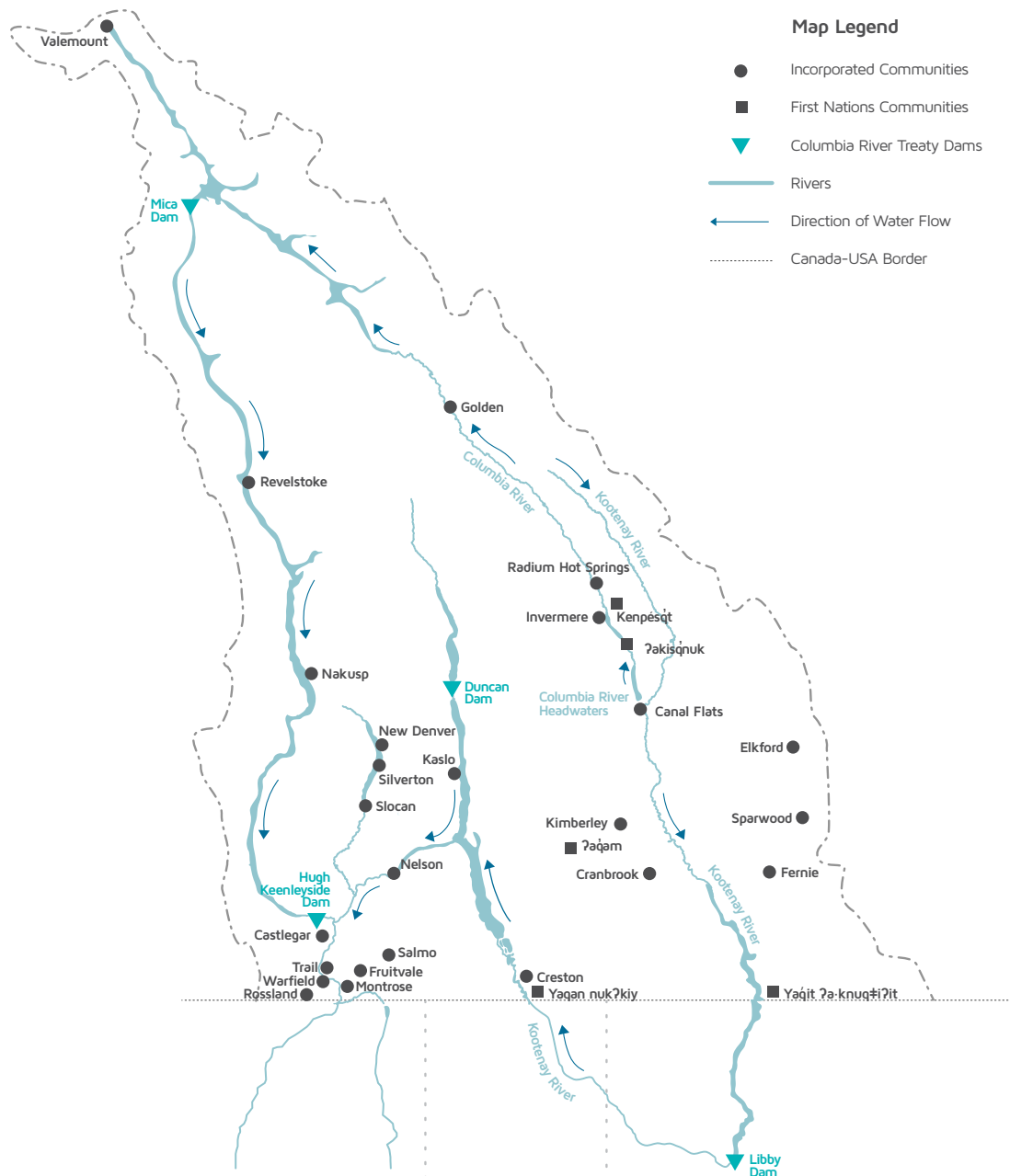
The Trust supports efforts by the people of the Basin to create a legacy of social, economic, and environmental well-being and to achieve greater self-sufficiency for present and future generations.



Columbia Basin Trust Region

The Trust serves the region consisting of all the watersheds that flow into the Columbia River in Canada and gratefully operates on the traditional territories of the Ktunaxa, Lheidli T'enneh, Secwépemc, Sinixt and Syilx Nations. This region is also home to six Métis Nation BC Chartered Communities.

The diverse cultures, histories, knowledge and governance systems of Indigenous Peoples are integral parts of life in the Basin. The Trust respects the deep relationship Indigenous Peoples in this region have to the land and resources, and recognizes their important historical and contemporary presence.



Our Approach

Given the significant and evolving impacts of the COVID-19 pandemic, the Trust developed this short-term plan for 2020-2023.*

Basin residents care deeply about the environment and the impacts of climate change. Climate change is a complex issue that will continue to intensify without collective, coordinated efforts from all levels of society locally and globally. Recognizing that changes in environmental conditions affect all facets of life, the Trust will apply climate resilience considerations in delivering on this plan.

Some of the priorities in the plan are broad. The Trust will work with Basin residents to develop specific approaches to achieving the priorities and will share progress updates with Basin residents.

Throughout the term of this plan, the Trust will continue to fulfill its Mission to foster the social, economic and environmental well-being of the Basin. The strategic priorities identified in this plan will be a focus for new programming and initiatives for the 2020-2023* time period. In addition, many other existing supports will continue to be available consistent with this broader Mission.

Guiding Principles

In addition to the values outlined in the Trust's Charter and for the duration of this plan, the Trust will be guided by the following principles:

Flexible: Recognizing that needs for support in the Basin are diverse, and that communities are unique, the Trust's approach will be flexible, with varying levels of support as required.

Focused: The Trust's efforts will be focused to maximize impact in areas identified as priorities in the Basin.

Respectful: The Trust treats people with respect, honouring the rich and diverse cultures in the Basin and recognizing Indigenous rights, presence and importance.

Responsive: The Trust recognizes the changing landscape in the Basin and beyond and will remain adaptive and agile in supporting emerging issues.

Value Added: As the Basin's needs will be significant, Trust support will not displace any level of government support, nor decrease the likelihood of support from other sources to address Basin needs.

Strategic Priorities 2020-2023*



Strategic Priorities

Over the next two years we will focus on the following six strategic priorities: community well-being, ecosystem enhancement, high-speed connectivity, housing, local food production and access, and support for business renewal. In addition, the integrated priorities of climate resilience and working with Indigenous Peoples will be incorporated throughout the Trust's work in the Basin.





Community Well-being

Enable communities to achieve their unique aspirations with flexible and proactive support from the Trust.

Objectives

- Adapt programs to community needs.
- Provide guidance and access to resources for communities to assist them in adapting to changes.
- Proactively work with communities, prioritizing those facing barriers in accessing resources to help them identify their priorities, and act on their projects.
- Maintain trails, including by creating related employment and training opportunities.
- Support non-profits in their efforts to meet community needs.
- Further enable community-serving organizations to address challenges including poverty, isolation or marginalization.
- Provide opportunities and supports for children, youth, seniors, and elders.
- Increase energy efficiency and sustainability in community buildings.
- Support exposure to and participation in arts, culture and heritage.

Desired Outcomes

- Communities feel that the Trust is helping them meet their priorities.
- Communities realize their aspirations, and see their well-being enhanced.
- Communities proactively identify and develop project ideas and are successful in securing project funding.
- Communities have a range of assets that enhance the quality of life for their residents and visitors.
- Communities have access to credible information and education on climate change and the natural environment.
- The non-profit sector is meeting community needs.
- Vulnerable or potentially vulnerable populations have access to support.
- Children, youth, seniors and elders are connected to each other and the community.
- Communities have access to diverse arts, culture and heritage opportunities.



Ecosystem Enhancement

Maintain and improve ecological health and native biodiversity in a variety of ecosystems.

Objectives

- Identify landscape-level projects focused on ecosystem restoration, addressing cumulative impacts, by seeking input from community groups, First Nations representatives and government experts.
- Identify projects that create local employment opportunities and skills training.
- Support projects that contribute to healthy, functioning ecosystems into the future.
- Support community organizations to identify and secure funding for projects from other sources including governments.
- Share success stories on ecosystem restoration with communities to help inspire action.

Desired Outcomes

- Ecosystem health in the Basin is measurably improved.
- Community organizations are sharing best practices related to ecosystem enhancement and restoration and have information on the effectiveness of various restoration approaches.
- Local jobs are created. Basin residents, including youth, experience measurable skill development, and increased connection to ecosystems.
- Ecosystems are enhanced and restored for a range of community values and uses, including by partnering with Indigenous peoples, and Indigenous perspectives are part of the development of all projects.
- There is an increase in terrestrial and aquatic habitat area restored or enhanced.
- Further establishment of invasive species is prevented or reduced.



High-speed Connectivity

Increase reliable, affordable, high-speed connectivity in the Basin with an emphasis on underserved rural areas.

Objectives

- Expand the physical fibre optic network.
- Increase usage of the existing network.
- Obtain grants from other entities such as provincial or federal governments.
- Consider other, emerging technologies in improving connectivity in rural areas.
- Explore other revenue-generating opportunities.
- Assess long-term approach in connectivity.

Desired Outcomes

- The Trust's fibre optic network is expanded to underserved areas.
- Rural internet service providers are supported in providing high quality and affordable services.
- There is increased connection to high speed internet from both residential and commercial users.
- Explore partnerships to develop scalable, last mile sustainable networks in Basin communities. The Trust and its partners are prepared to quickly take advantage of funding opportunities from provincial and federal governments.
- Additional revenue-generating opportunities are pursued.



Housing

Increase housing stock to help address availability and affordability of housing in the Basin.

Objectives

- Work along the housing continuum to provide and maintain affordable housing options.
- Support efforts to address local and regional housing priorities.
- Pursue funding opportunities, including provincial and federal, private sector and non-profit sector opportunities.
- Increase energy efficiency in upgraded and new housing.
- Support the creation of local employment and skills training through affordable housing efforts.
- Support organizations in removing barriers to accessing affordable housing.
- Support housing providers to ensure they can develop, manage and maintain housing.

Desired Outcomes

- The number of new affordable rental units is increased.
- Existing affordable housing stock is retained, repaired and more energy efficient.
- Housing entities are prepared to take advantage of available funding opportunities.
- Opportunities for affordable home ownership are realized.
- Housing providers and residents have the skills and abilities to maintain their housing.
- People who could not previously access affordable housing have a home.
- Creative and innovative models are explored to meet housing challenges in the Basin.



Local Food Production and Access

Increase Basin residents' access to foods that are locally produced and processed.

Objectives

- Support local food production and producers, including through consideration of the various elements that need to be in place and need to work together for local food to be produced and available.
- Explore value-added food processing.
- Increase market access.
- Support climate resilience strategies for local food production.
- Reduce food waste.

Desired Outcomes

- Basin residents have access to locally grown, healthy food.
- Regional and/or community food distribution partnerships are explored.
- Connections are explored between food producers and community food access organizations.
- Existing food producers are supported to grow and market their products.
- Opportunities exist for new entrants to primary production and/or community-based agriculture to meet local food demand.
- Food is recovered and diversion, composting and education supports are in place.



Support for Business Renewal

Businesses are resilient to recent challenges, able to adapt, expand their operations and employ Basin residents.

Objectives

- Businesses have access to assessment and advice for increased efficiency or expansion.
- Businesses have access to assessment or advice for reducing GHG emissions and energy use.
- Businesses maintain and create jobs.
- Businesses have access to capital.
- Basin residents have skills and training for available jobs.
- New graduates have opportunities to gain employment experience in their field.
- Encourage local purchases.
- Prioritize support for local businesses engaged in enhancement to local production and the supply chain.
- Support businesses to attract and retain workers.

Desired Outcomes

- Communities support Basin businesses by buying local goods and services.
- Businesses retain current staff, have opportunity to create new jobs and can hire required staff.
- Businesses have continued access to capital required to conduct their business.
- Basin residents have access to safe and affordable child care to enable their employment.
- Basin residents have access to employment training.
- Businesses have access to credible, science-based information on climate change to guide decisions and action.
- Local production is enhanced.



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