



COLUMBIA BASIN MANAGEMENT PLAN

STRATEGIC PRIORITIES

2011 - 2015

MAP AND MISSION STATEMENT

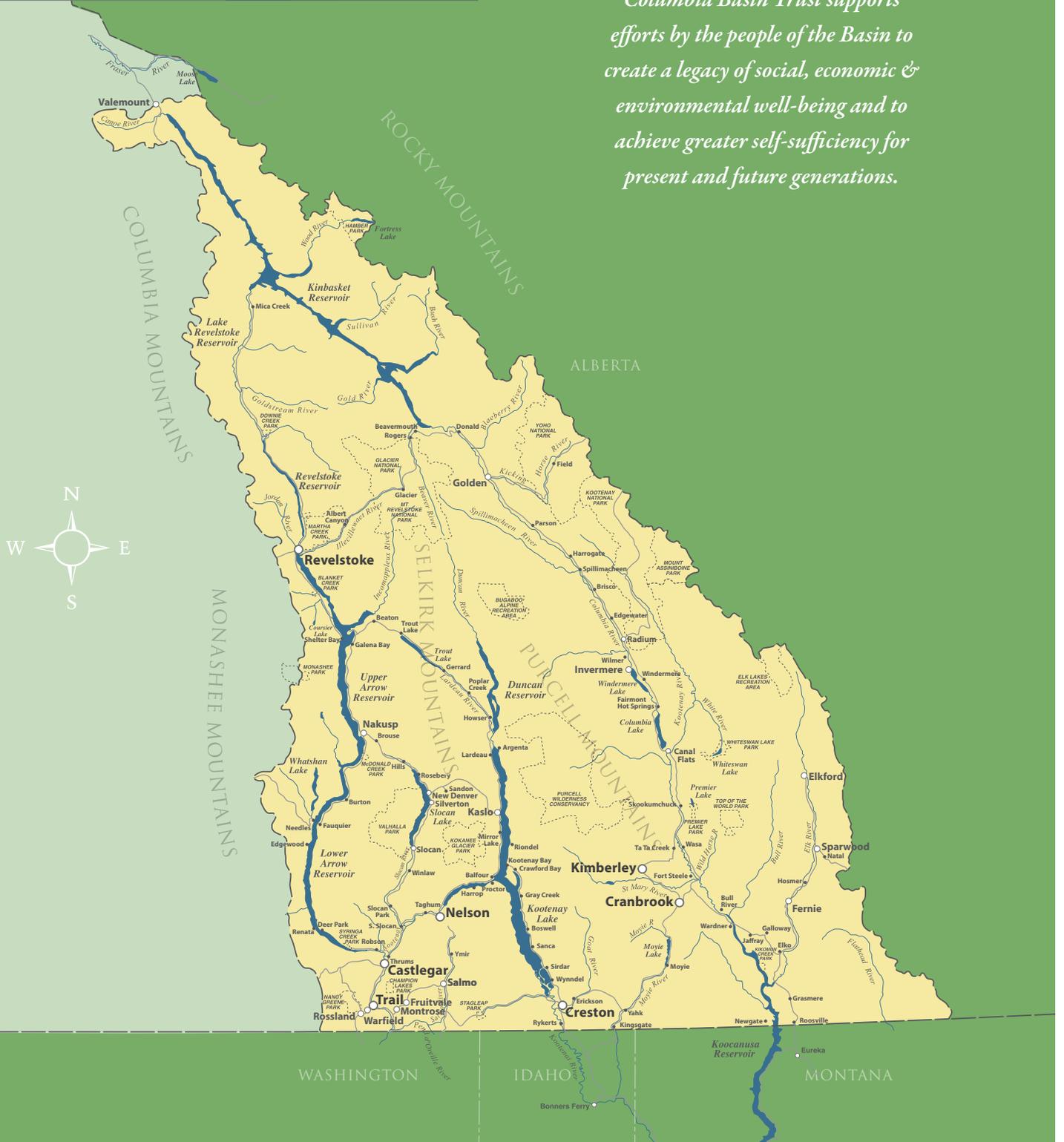
LEGEND

- Region Boundary 
- Highways 
- National Parks & Provincial Parks 



MISSION

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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VISION

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

- 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.

INTRODUCTION

The Columbia Basin Management Plan (CBMP) Charter establishes the foundation for the work of Columbia Basin Trust (CBT). The Charter serves to guide all of CBT's activities in the long term. This document is also a part of the CBMP, and describes five year strategic priorities for the organization. In identifying its priorities, CBT ensures it remains relevant and responsive to the interests and needs of the Columbia Basin.

Priorities enable an organization to pay attention to key areas in order to achieve its mandate. In this case, the priorities provide a road map, at a high level, for a time period of 2011-2015, and will help focus the work of CBT.

The priorities defined in this document have been developed based on the state of affairs CBT is working in – both externally and internally.

Public review and input have also shaped the priorities in this document.

This document includes:

- **Organizational Guiding Principles** – How CBT does its work as an organization
- **Core Functions** – The two major aspects of CBT’s operations
- **Strategic Priorities** – The critical few priorities to pay attention to in order to achieve goals
- **Desired Outcomes** – What success looks like in five years

GUIDING PRINCIPLES

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.
- 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 of 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 CBT are to:

- Invest capital and manage the assets of CBT (accomplished through CBT’s Investment Program); and
- Spend the income earned from CBT’s investments to deliver benefits to the Columbia Basin (these activities are described as Delivery of Benefits).

STRATEGIC PRIORITIES

For the period of 2011 to 2015, CBT will pay particular attention to the strategic priorities that follow. A brief description of desired outcomes accompanies each priority. Desired outcomes offer a picture of what success might look like. Over the coming years, CBT will compare the results of its activities to the outcomes originally desired. CBT will report progress against its strategic priorities and share this information with its Board of Directors, staff and Columbia Basin residents.

Strategic Priorities	Desired Outcomes
<p>Encourage long-term stewardship of the Basin's natural assets and help build the ability to take action to meet environmental challenges.</p>	<ul style="list-style-type: none"> • Successful partnerships to strengthen environmental well-being have been built and are flourishing. • Broad-based understanding about Basin ecosystems and human interactions within the systems is growing. • Local and regional community projects are being supported by CBT.
<p>Actively foster and support local and regional economic resiliency and economic well-being.</p>	<ul style="list-style-type: none"> • A vibrant, sustainable entrepreneurial culture is supported. • Communities are making informed economic decisions based on meaningful and relevant information. • Partnerships and networks are helping to strengthen and diversify the economy.
<p>Help communities to respond to social issues and to make social considerations part of strengthening community well-being.</p>	<ul style="list-style-type: none"> • Local and regional action is taken on priority social issues. • Social perspectives are part of broader planning and dialogue.
<p>Work with communities and youth to enhance youth opportunities and engagement.</p>	<ul style="list-style-type: none"> • Youth are meaningfully engaged in communities. • Youth program delivery is enhanced within communities and the region. • Youth are supported in skill development and leadership.
<p>Support Basin residents to increase their awareness and understanding of water issues, and to take steps to address issues.</p>	<ul style="list-style-type: none"> • Residents have accurate and useful information on the Basin's water resources and have an increased understanding around water and watershed issues. • Residents are engaged in a meaningful way in water management decisions, including deliberations concerning the Columbia River Treaty. • Positive steps are taken by residents to resolve and address water issues.

<p>Support local communities and regions in identifying and meeting their priorities.</p>	<ul style="list-style-type: none"> • Local and regional projects are supported by CBT, and communities are involved in project decisions. • Communities have access to meaningful and relevant information and to technical and professional support. • A broad base of community leaders is strengthened. • Diverse groups of residents come together to resolve community issues. • Communities integrate social, economic, environmental and cultural perspectives in identifying and meeting their priorities.
<p>Generate a predictable, sustainable, and appreciating income stream to fund CBT's current and future Delivery of Benefits obligations and corporate operating expenses.</p>	<ul style="list-style-type: none"> • There is a high degree of certainty regarding the level of funding available from investment returns. • There is limited year to year fluctuation in investment returns. • The budget available for Delivery of Benefits activities grows over time due to increases in investment returns. • CBT meets its performance objectives for major categories of investments: <ul style="list-style-type: none"> - 8% cash-based return on power projects - 8% cash-based return on private placements - 6% return on market securities
<p>Ensure that CBT is viewed as an employer of choice.</p>	<ul style="list-style-type: none"> • Employees are proud to be doing the work they do, and have ongoing opportunities to learn and grow. • Employees are able to find balance between their professional and personal lives. • CBT has a culture that embraces diversity in its work force. • CBT is seen to be a good employer in the Basin.
<p>Explore sustainability principles and implement appropriate principles and practices in CBT's everyday activities.</p>	<ul style="list-style-type: none"> • CBT takes meaningful and tangible action to reduce its environmental impact, and to increase its overall sustainability.



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