

DRAFT STRATEGIC PLAN 2020-2022

August 2020

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 activities the Trust will undertake to support communities.

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.

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
- work with others to coordinate activities related to the purpose of the Trust

Basin Context

The Trust serves the region consisting of all the watersheds that flow into the Columbia River in Canada. The Trust operates in the traditional territories of the Ktunaxa, Lheidli T'enneh, Secwepemc, Sinixt and Syilx Nations (see back page for map).

Over Summer 2020 and given the significant and evolving impacts of the COVID-19 pandemic, the Trust developed this draft short-term strategic plan in consultation with Basin residents, with a timeframe of 2020-2022.

Developing the Strategic Plan

In keeping with the Trust's legislation, the Trust sought input from Basin residents in developing this plan including the strategic priorities, desired outcomes and guiding principles.

Guiding Principles

In addition to the values outlined in the Trust's [Charter](#), 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.

What People in the Basin Told Us

Through engagement with Basin residents, the following priorities were identified as areas for the Trust to focus its efforts over the timespan of this plan. In addition to these priorities, the Trust will continue to fulfill its broad social, economic and environmental mandate and continue key programming.

Priorities (listed alphabetically)

- *Ecosystem Restoration*
- *High-speed Connectivity*
- *Housing*
- *Local Food Production, Processing and Distribution*
- *Support for Business Renewal*
- *Supporting Communities*

Priorities 2020-2022

Ecosystem Restoration: Help maintain and improve ecological health and native biodiversity in a variety of ecosystems, such as wetlands, fish habitat, forests and grasslands.

Objectives

- Identify projects focused on enhancement, restoration and conservation by seeking input from community groups, First Nations representatives and government experts.
- Identify projects that create local employment opportunities.
- Support community organizations to identify and secure funding for projects from other sources including governments.
- Support projects to undertake longer term monitoring.

Desired Outcomes

- Ecosystem health in the Basin is measurably improved.
- Community organizations are sharing best practices related to ecosystem restoration.
- Local jobs are created.
- Sustainable, long-term monitoring is in place.
- Ecosystems are restored for a range of community values and uses.

High-speed Connectivity: Increase reliable, affordable, high-speed connectivity in the Basin with a special emphasis on underserved rural areas.

Objectives

- Expand the physical fibre optic network.
- Increase usage of existing network.
- Obtain grants from other entities such as the provincial or federal governments.

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 existing fibre from both residential and commercial users.
- Explore partnerships with Internet service providers to develop last mile networks in Basin communities.
- The Trust and its partners are prepared to quickly take advantage of funding opportunities from provincial and federal governments.

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

<p><i>Objectives</i></p> <ul style="list-style-type: none"> • Work along the housing continuum to provide and maintain affordable housing options. • Support efforts to address local and regional housing priorities, including First Nations. • Pursue funding opportunities, including provincial and federal, private sector and non-profit sector opportunities. 	<p><i>Desired Outcomes</i></p> <ul style="list-style-type: none"> • The number of new affordable rental units is increased. • Existing affordable housing stock is retained and repaired. • Housing entities are prepared to take advantage of available funding opportunities. • Opportunities for affordable home ownership are realized.
<p><i>Local Food Production, Processing and Distribution:</i> Basin residents have access to more locally produced and processed food.</p>	
<p><i>Objectives</i></p> <ul style="list-style-type: none"> • Support local food production and producers. • Explore value-added food processing. • Increase market access. 	<p><i>Desired Outcomes</i></p> <ul style="list-style-type: none"> • 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.
<p><i>Support for Business Renewal:</i> Basin businesses are resilient to recent challenges, able to adapt, expand their operations and employ Basin residents.</p>	
<p><i>Objectives</i></p> <ul style="list-style-type: none"> • Small businesses are resilient and adaptable. • Basin businesses have access to assessment and advice for increased efficiency or expansion. • Businesses maintain and create jobs. • Basin 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. 	<p><i>Desired Outcomes</i></p> <ul style="list-style-type: none"> • Communities have businesses that survive and adapt to changes brought about by COVID-19. • Communities support Basin businesses through shopping for goods and services locally. • Communities have businesses that continue to employ current employees and have opportunity to create new jobs. • Communities have businesses that have continued access to capital required to conduct their business. • Basin residents have safe and affordable child care in place to enable them to work. • Basin residents have access to employment training.

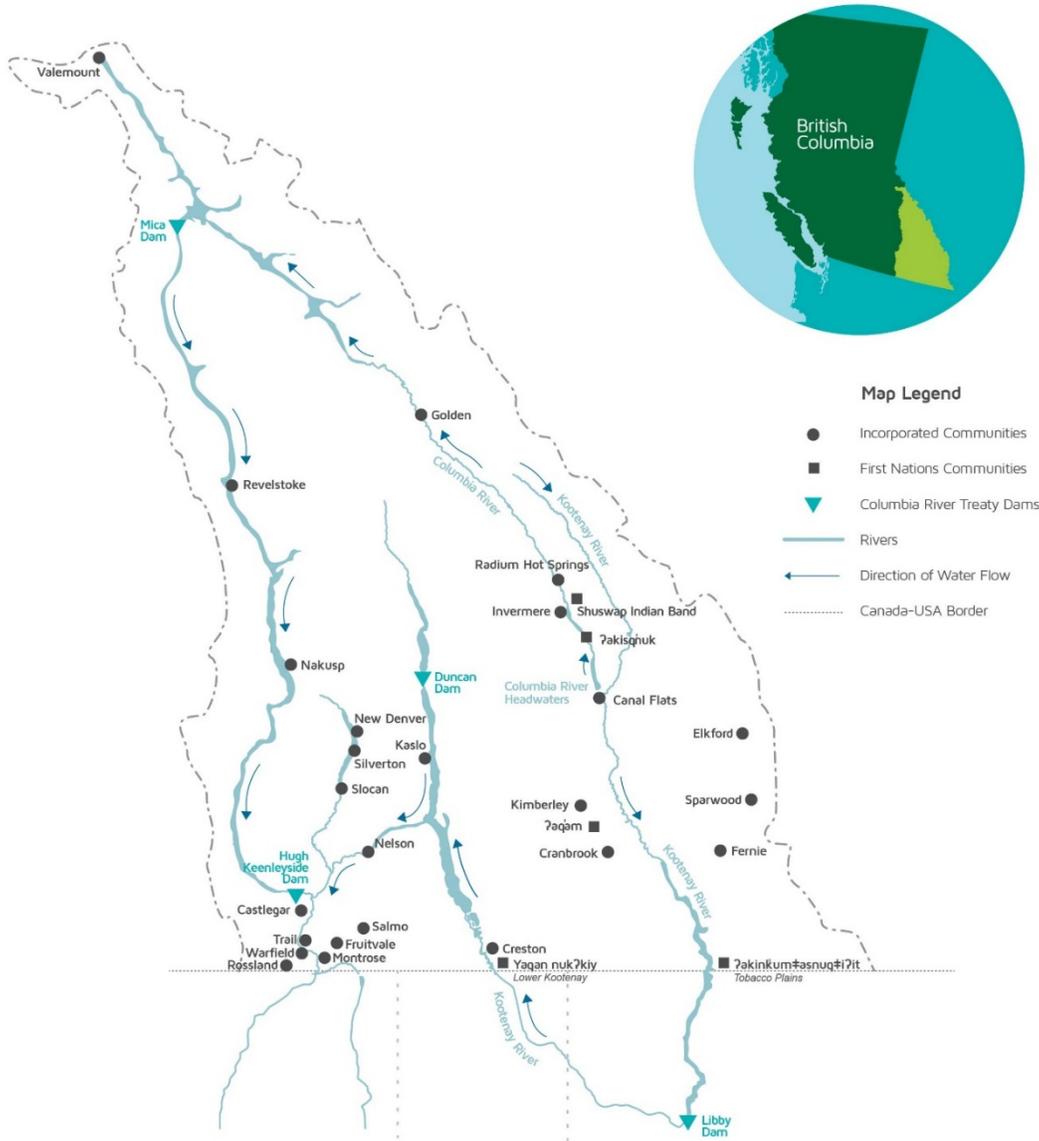
Supporting Communities: Communities achieve their aspirations with flexible and proactive support from the Trust.

Objectives

- Provide guidance and access to resources for communities that seek in-depth support to realize their aspirations.
- Support communities as they develop ideas and prepare to secure funding for their projects.
- Support communities to enhance trails, public gathering spaces and other outdoor recreation and cultural venues.
- Support community-serving non-profits with access to resources and guidance, access to technology, and overall sustainability.
- Provide timely financial support to community projects.
- Support community-serving organizations to address challenges including poverty, isolation or marginalization.
- Support communities in providing opportunities and amenities for youth.

Desired Outcomes

- 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.
- A strong non-profit sector can meet community needs.
- Residents benefit from community projects.
- Vulnerable or potentially vulnerable populations have access to support.
- Youth are engaged in identifying and pursuing their aspirations and are connected to the community.



This map is a graphical representation and may not be to scale.

