



COLUMBIA BASIN TRUST
ECONOMIC INITIATIVES
STRATEGIC PLAN
2010 - 2012

COLUMBIA BASIN TRUST

Supporting People and Communities

Created by the people, for the people, Columbia Basin Trust (CBT) serves the residents of the Canadian portion of the Columbia River Basin (the Basin). Working closely with people who live in the Basin, CBT assists communities in addressing their needs by:

- focusing on local priorities and issues;
- bringing people together around key issues;
- providing useful, credible, accessible information;
- encouraging collaboration and partnerships;
- seeking ongoing input from Basin residents; and,
- providing resources and funding.

Basin residents provide advice to CBT on delivering benefits to the region through three core advisory committees - social, economic, and environmental. CBT also partners with existing groups across the Basin to deliver a range of funding programs and regional initiatives that benefit Basin residents. Learn more about CBT, its programs and initiatives by calling 1.800.505.8998 or visiting www.cbt.org.

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.

CBT'S ECONOMIC INITIATIVES STRATEGIC PLAN

All CBT activities are strategically guided by the *Columbia Basin Management Plan*, which is available online at www.cbt.org. The purpose of this strategic plan is to articulate direction over the next three years to move forward on CBT's economic mandate. The plan will also be used to a) prioritize resources; b) inform CBT's responses to opportunities that arise; and c) guide activities.

In creating this strategic plan, CBT sought input from a variety of sources in the Basin. Previous studies of economic issues and challenges in the Basin, as well as dialogue with Basin residents have informed the development of this strategic plan. The plan identifies the issues that CBT can help address, and roles CBT will play specifically over the next three years and beyond. As a member of the Basin community, CBT will take a flexible and tailored approach to assuming the role of leader, participant, facilitator, catalyst, partner, funder and/or other roles as required by each economic initiative.

This plan will work toward the economy of tomorrow, but will also be responsive to the changing economic landscape of today, and will be revised and adjusted as needed. Progress on planned and implemented activities will be reviewed by CBT on an ongoing basis and modifications may occur as opportunities arise.

CBT's Economic Vision

CBT will work toward a long-term vision of the region where local and regional economic well-being is actively fostered and the economy is diverse, resilient and energized.

Economic Guiding Principles

CBT's overall approach to its work is directed by its core values and organizational guiding principles. The following guiding principles articulate CBT's approach to, and roles in, implementing this plan:

- Collaborative** CBT will collaborate with, and foster collaboration among governments, businesses, communities and organizations that share similar economic goals and objectives, and have complementary strengths.
- Active** CBT will be responsive to economic opportunities and where appropriate, will facilitate and lead action to advance the economic well-being of the region.
- Realistic** CBT understands that the economy in the Columbia Basin is impacted by a range of forces, including macroeconomic events and conditions that can sometimes limit local influence.
- Integrated** CBT will be consistently mindful that the regional economy is made up of integrated local economies, that economic, social, environmental and cultural considerations and actions are interconnected, and solutions to economic issues should be appropriately linked to community plans.
- Informed** CBT recognizes the value of expertise and the use of the best available information to support decision making processes.
- Respectful** CBT recognizes and respects that communities in the Columbia Basin are unique and will have diverse needs and perspectives on economic well-being.
- Fair** CBT understands that businesses of the Basin operate in a competitive environment, and will seek to be fair in its activities.

GOALS AND OBJECTIVES: 2010 – 2012

Working toward the stated economic vision, CBT hopes to undertake and achieve the following in the next three years. The planned activities are more specific actions which are currently underway or are being considered. These activities may change as reviews are undertaken or other opportunities arise.

Goal 1: Encourage the continued strengthening and diversification of the Basin economy.

Objectives	Desired Outcomes
<ul style="list-style-type: none"> • Support and, where appropriate, lead the evolution of local and regional economic development networks and partnerships. 	<ul style="list-style-type: none"> • Networks, partnerships and collaborative opportunities to strengthen and diversify the economy have been established and are successful. • Regional economic priority issues are identified and strategic responses are developed. • Complementary opportunities across local economies are identified.
<ul style="list-style-type: none"> • Actively support, and where appropriate, lead action to address regional economic infrastructure issues. 	<ul style="list-style-type: none"> • Government, community organizations and institutions, businesses and individuals have a greater understanding and awareness of infrastructure issues. • Collaborative solutions to economic infrastructure issues are being implemented.
<ul style="list-style-type: none"> • Explore and implement ways to support and strengthen the Basin labour force. 	<ul style="list-style-type: none"> • If appropriate, short and long-term skills development opportunities and supportive initiatives are being planned and successfully implemented.
Planned Activities *	
<ul style="list-style-type: none"> • Bring together stakeholders to identify regional economic issues, and where possible, lead action on strategic priorities. • Partner and collaborate on the coordination of periodic forums and learning opportunities focused on building of the Basin economy through the strengthening of local and sub-regional economies. • Collaborate to assess, share information and support active and pragmatic approaches to priority economic infrastructure issues. • Partner and collaborate on initiatives to address Basin workforce priorities. 	

* Planned activities are broad in scope and reflect the range of roles and resources that CBT may provide. Further details on these activities will be outlined in annual work plans.

Goal 2: Assist Basin communities in making informed economic decisions and plan for future prosperity.

Objectives	Desired Outcomes
<ul style="list-style-type: none"> Support collective research initiatives that increase the ability of businesses, industry leaders, communities and organizations to address issues and explore opportunities. 	<ul style="list-style-type: none"> Timely, relevant information is available to businesses, industry leaders, communities and organizations. Dialogue around information is facilitated, and community connections to deal with economic issues are strengthened.
<ul style="list-style-type: none"> Support local governments and organizations in accessing and using planning and assessment tools that can help them make informed decisions on economic issues. 	<ul style="list-style-type: none"> Communities are well-informed and decisions are being made to develop a strong local economy reflective of the community's desired future.
<ul style="list-style-type: none"> Help raise awareness of Basin economic issues, challenges, opportunities and possible solutions. 	<ul style="list-style-type: none"> Stakeholder groups, industry leaders, community organizations, residents, and all levels of government have an increased awareness and understanding of Basin economic issues, challenges, opportunities and possible solutions.
Planned Activities	
<ul style="list-style-type: none"> Assess what research into economic issues would benefit the region. Develop an action plan for conducting or partnering on that research and disseminating the results. Explore planning, assessment and information tools that can help governments and organizations make informed decisions on economic issues, and help communities access those tools. 	

Goal 3: Support the development of a vibrant and sustainable entrepreneurial culture.

Objectives	Desired Outcomes
<ul style="list-style-type: none"> Inspire innovation and entrepreneurial creativity in Basin communities, businesses and organizations by supporting and facilitating unique learning opportunities. 	<ul style="list-style-type: none"> Basin businesses, communities, and organizations have the knowledge to better position themselves for sustainability and success.
<ul style="list-style-type: none"> Assist in raising awareness of entrepreneurial opportunities in the Basin. 	<ul style="list-style-type: none"> Residents and organizations are exploring entrepreneurship as a career and sustainability option.
<ul style="list-style-type: none"> Continue to support opportunities to increase the entrepreneurial skill sets of business owners and managers of organizations that generate economic benefits in the region. 	<ul style="list-style-type: none"> Owners and managers are able to successfully manage their businesses and organizations through all stages of business development.
<ul style="list-style-type: none"> Explore the feasibility of providing access to capital for Basin enterprises. 	<ul style="list-style-type: none"> If appropriate, access to capital for Basin enterprises is increased.
Planned Activities	
<ul style="list-style-type: none"> Support collaborative approaches to deliver activities that are complementary to this strategy. Continue to provide business assessment and counseling services to enterprises. Explore the development of a Basin youth entrepreneurship program. Collaborate on initiatives to support the development of social enterprises. Create opportunities to contribute toward the training of those considering, or involved in, business management or entrepreneurship. Explore possible development of a program that assists businesses and enterprises in accessing capital. 	

CBT'S ECONOMIC INITIATIVES AND PROGRAMS

CBT values working in collaboration and in partnership with Basin organizations to achieve success in strategic areas. CBT aims to build on the assets of Basin organizations and deliver programs and initiatives in partnership with those organizations having similar economic goals or interests. Regular monitoring and scheduled evaluations are necessary to ensure programs and initiatives remain relevant and consistent with this strategic plan. Future economic programs will also be subject to this same scrutiny.

Current Economic Focused Programs

Training Fee Support Program

The Training Fee Support Program is a bursary-style program that promotes access to education or training that helps Basin residents adapt to meet employment needs. Residents can access up to \$800 to help pay tuition or course fees for short-term training and for education essential to securing employment. Funds are paid directly to the education or training institution on behalf of the student.

Basin Business Advisors Program

The Basin Business Advisors Program (BBA) was created by CBT to build economic capacity in Basin communities by strengthening and supporting existing businesses. The BBA program assists small and medium-sized independent business operators in the Basin by providing free one-to-one confidential business counselling and assessment services, and by arranging and cost-sharing specialized consulting services if recommended by BBA staff.

Other Areas of Involvement

Many other areas of CBT also incorporate economic considerations and support proactive economic activities. More information is available at www.cbt.org.

Youth Action Strategic Plan is committed to working with Basin youth to ensure they are actively engaged in addressing issues in the region.

State of the Basin Initiative is developing a prototype model to access credible data to describe trends in the Basin and support the use of this information in communities.

Community Initiatives and Affected Areas Programs allocate funding to 'affected areas' (the areas of the Basin most affected by dam construction under the Columbia River Treaty) and throughout the Basin to support activities deemed important by the community.

Community Development Program responds to project ideas and facilitates action that builds capacity within the Basin.

Investments generate a predictable, sustainable, and appreciating income stream to fund CBT's current and future Delivery of Benefits and corporate operating expenses.



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