

**Columbia Basin Trust**  
**Social Strategic Plan**

**2008 - 2011**

**VERSION: July 9, 2008**

**DRAFT**



**COLUMBIA BASIN TRUST**  
*a legacy for the people*

## THE COLUMBIA BASIN TRUST

### SUPPORTING PEOPLE AND COMMUNITIES:

(CBT mission statement in side box)

Created by the people, for the people, the 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:

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

Basin residents provide advice to CBT on delivering benefits to the region through three core advisory committees - social, economic, and environmental. The 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](http://www.cbt.org).

### **CBT'S SOCIAL STRATEGIC PLAN**

The purpose of this strategic plan is to articulate direction over the next three years for the Columbia Basin Trust's activities specifically in the social arena. The plan will also be used to a) prioritize resources; b) inform CBT's responses to opportunities that arise; and c) guide activities.

CBT staff will create and implement action plans that derive from this strategic plan. As with any good strategic plan, it will be revisited and adjusted as time passes.

All CBT activities are strategically guided by the *Columbia Basin Management Plan*, which is available online at [www.cbt.org](http://www.cbt.org).

A number of social issues affect the daily lives of residents of the Columbia Basin. In preparing this plan, CBT sought input on the most pressing issues affecting residents, and more specifically, the issues CBT could add the most value in addressing. This strategic plan identifies the priority issues that CBT can help address, and roles CBT will play specifically over the next three years, and beyond as appropriate.

## CBT's SOCIAL VISION

The CBT's vision for the future is of a region where social considerations are fully integrated into plans and activities that support community well-being.

CBT understands that well-being is influenced by complex and diverse factors, and that the *Determinants of Health* represent many of these factors.\*

## GUIDING PRINCIPLES

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

Take an Integrated Approach	Be consistently mindful that social considerations and actions are inextricably interconnected to economic, environmental, and cultural considerations and actions.
Collaborate	Encourage organizations and communities to work collaboratively on activities that strengthen their sustainability and well-being.
Build on Strengths	Acknowledge and build on existing community strengths.
Act	Facilitate and lead action to address issues.
Be Flexible	Recognize that social issues are complex, and in developing solutions, consider a variety of roles for CBT, over both the short and long terms.

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\* According to the Public Health Agency of Canada the social determinants of health are: income and social status; social support networks; education and literacy; employment /working conditions; social environment; physical environment; personal health practices and coping skills; healthy child development; biology and genetic endowment; health services, gender; and culture.

## GOALS AND OBJECTIVES: 2008 - 2011

Two goals, with accompanying objectives and activities, provide direction to the CBT over the next three years:

1. Strengthen the ability of organizations and communities to respond proactively to complex social issues and adapt to change; and
2. Provide a range of assistance to Basin communities to enhance their ability to effectively address housing issues.

<b>Goal 1: Strengthen the ability of organizations and communities to respond proactively to complex social issues and adapt to change.</b>	
<b>Objectives</b>	<b>Desired Outcomes</b>
<ul style="list-style-type: none"> <li>• Actively support, and, where appropriate, lead action, to address priority social issues, including but not limited to:               <ul style="list-style-type: none"> <li>▪ Affordability (including food, transport, housing, child care);</li> <li>▪ Employment and labour force challenges; and</li> <li>▪ Family wellness, including children, youth and seniors.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Increased action on priority issues is taken.</li> <li>• Results are shared throughout the Basin.</li> </ul>
<ul style="list-style-type: none"> <li>• Create and facilitate linkages to social expertise and relevant resources, including linkages to benefit the non-profit sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Basin organizations actively connect with CBT to access useful resources, within and outside the Columbia Basin.</li> <li>• Enhanced ability of people in organizations (particularly non-profits) and communities to respond to issues and adapt to change.</li> <li>• Increased sharing of resources and learning among Basin organizations and communities.</li> </ul>
<ul style="list-style-type: none"> <li>• Help raise awareness of social issues, community needs, and possible solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased communications from the CBT about social issues in the Basin with all levels of government and other relevant stakeholders.</li> <li>• “Good news” stories are actively shared within the Columbia Basin as both learning tools and encouragement to others.</li> </ul>
<ul style="list-style-type: none"> <li>• Support the integration of social perspectives into community and regional planning policy and practice.</li> </ul>	<ul style="list-style-type: none"> <li>• Individuals, community groups, Basin organizations and governments have increased awareness of social perspectives.</li> <li>• Social issues are integrated into community plans.</li> </ul>

**Planned Activities**

- Begin the process of establishing a CBT-supported social clearing house; include findings from research, trends/patterns, funders, success stories, best practices, and referrals to other resources.
- Encourage all levels of government, particularly local government, to engage in planning, that integrates, among others, social perspectives.
- Host workshops on a priority or several priority social issues.
- Actively seek methods of adding value to others' initiatives on social issues, particularly those that address family wellness, affordability, and labour market challenges.
- Support the provision of relevant, accessible skills-building to Basin organizations in the non-profit sector; this may include succession planning, grant and project development, and other relevant professional development.
- Continue to liaise with and provide support on youth issues to the Youth Advisory.
- Evaluate existing social initiatives (Columbia Basin Alliance for Literacy; Training Fee Support Program) for consistency with this strategic plan.

<b>Goal 2: Provide a range of assistance to Basin communities to enhance their ability to effectively address housing issues.</b>	
<b>Objectives</b>	<b>Desired Outcomes</b>
<ul style="list-style-type: none"> <li>• Explore opportunities to support new and existing housing initiatives, and provide tangible support to identified initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Existing housing initiatives are strengthened.</li> <li>• New housing initiatives are being planned and successfully completed.</li> </ul>
<ul style="list-style-type: none"> <li>• Identify segments of the population who are housing-vulnerable.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely, relevant information identifying housing-vulnerable segments is available.</li> <li>• CBT resources are allocated to address issues affecting housing-vulnerable groups.</li> </ul>
<ul style="list-style-type: none"> <li>• Facilitate linkages to affordable housing expertise and relevant resources.</li> </ul>	<ul style="list-style-type: none"> <li>• An expert / team of experts is accessed by Basin organizations.</li> <li>• The ability of Basin organizations to respond effectively to housing issues is strengthened.</li> </ul>
<ul style="list-style-type: none"> <li>• Facilitate and participate in housing dialogue within and between Basin communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Community connections to deal with housing are strengthened through shared learning, approaches, and resources.</li> <li>• Basin expertise is growing in planning for sustainable housing, and working with developers, and all levels of government.</li> </ul>

**Planned Activities**

- Explore development of a Basin-wide housing network.
- Facilitate the research and dissemination of knowledge about housing issues, including best practices and success stories, both within and outside the Columbia Basin.
- Identify a team of housing experts, and invite Basin residents to access this resource, as appropriate.
- Evaluate and fund housing initiatives, including innovative approaches to addressing housing issues.
- Promote active and pragmatic communications, within and outside the Columbia Basin, around local housing issues.

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