



COLUMBIA BASIN TRUST 2005 OPERATIONS PLAN

This plan has been developed on the status quo, as at January 10, 2004. If there are changes coming from the anticipated finalization of the Core Services Review process, the Operations Plan will be updated and submitted to the Board for approval. The attached plan is supported by the budget submitted by Bob Krysac, CBT Chief Financial Officer, at this meeting.

This plan contains plans for the following segments of CBT Operations:

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GOALS	OBJECTIVES	KEY STRATEGIES	PERFORMANCE MEASURES	TARGETS 2005
<p><u>Corporate: 5.5FTE's</u> To support and enable CBT Board and staff to deliver the investment and delivery of benefits programs effectively.</p> <p>Governance:</p> <ol style="list-style-type: none"> Review CBT as a whole in light of anticipated new directions from the Province Revised Columbia Basin Management Plan presented to general public through the 2004 AGM. 	<p>Continue to participate in core review process.</p> <p>Respond to directives coming from finalization of core review process.</p> <p>Completed and Board approved CBMP ready for 2004 AGM.</p>	<p>Provide Province with any necessary information to enable finalization of core review process.</p> <p>Develop corporate strategies once outcome is known. Incorporate input from Sector Committees to CBMP.</p> <p>Incorporate input from Sector Committees to CBMP.</p> <p>Present to Board for review and approval.</p>	<p>Information supplied.</p> <p>Strategies developed</p> <p>Task of revising CBMP complete.</p>	<p>Strategies developed when outcome of core review process is known.</p> <p>Smooth transition process.</p> <p>Completed revised CBMP released to public at 2004 AGM</p>
<p><u>Human Resources:</u></p> <ol style="list-style-type: none"> Staff levels and skills are sufficient to undertake directions coming from the Board and core review process. Board Task Forces, Committees of the Board and advisory committees are supported. Continue to develop a solid organizational base with a skilled and enthusiastic staff team. 	<p>Continue to review staffing levels and skills in light of new directions and ensure consistency with organizational resources.</p> <p>Ensure Board committees, task forces and advisory committees have the organizational resources they need.</p> <p>Work with staff to ensure they feel secure in their abilities to do their jobs. Promote balanced lifestyle for staff to ensure staff retention and health.</p>	<p>Continue to work with Field staff to ensure new direction is consistently undertaken.</p> <p>Review with the Board and staff the support to Board committees, task forces and advisory committees to ensure that it is sufficient and make adjustments were necessary.</p> <p>Review individual performance plans with each staff member including discussions of a balanced lifestyle and office working conditions.</p>	<p>Community development projects begin to emerge.</p> <p>Board and committees satisfied with staff support.</p> <p>Organization has a solid base with a skilled and enthusiastic staff team.</p>	<p>Staff report regularly on work in communities. Board informed of programs.</p> <p>Review for when outcomes of core review are known.</p> <p>Stable, skilled staff team.</p>

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<p>4. Staff team work as a whole. Board policy applications being administered in all parts of the Basin.</p>	<p>All staff have opportunities to raise issues and deal with them.</p> <p>All staff are informed regularly on all areas of CBT operations.</p>	<p>Review staff and organizational needs and/or training opportunities where necessary.</p> <p>Hold 2 full staff meetings per year including a staff-planning workshop.</p> <p>Hold 4 delivery of benefits administrative staff meetings to ensure issues are raised and dealt with and there is consistency in administrative procedures in all offices.</p> <p>Hold 6 Field staff meetings to deal with operational policy issues.</p> <p>Hold bi-weekly staff teleconferences to keep all staff up to date on all areas of CBT.</p> <p>Develop new staff committee.</p>	<p>Staff feel well equipped to perform in their roles.</p> <p>Staff meetings held.</p> <p>Administrative staff meetings held.</p> <p>Field staff meetings held.</p> <p>Bi-weekly staff teleconferences held.</p> <p>Vehicle developed for staff concerns to be brought forward.</p>	<p>Training supplied where necessary.</p> <p>Staff operate as a team, are fully informed and able to identify and deal with issues as they arise.</p> <p>Consistency in administrative procedures in all offices.</p> <p>Operational policy issues are dealt with.</p> <p>Staff are kept informed.</p> <p>Form staff committee.</p>
<p><u>Administration:</u></p> <p>1. All staff systems and equipment in place to enable staff to efficiently serve Basin residents.</p>	<p>Organizational policies and procedures are in place to facilitate smooth operations.</p> <p>CBT offices are equipped and able to serve the needs of the Basin residents.</p>	<p>Review existing and new operational policies as required to ensure policies and procedures are current.</p> <p>Regularly review and identify what CBT offices need to be able to serve the needs of the Basin residents.</p>	<p>Administration Manual current and all staff aware of protocols, policies and procedures.</p> <p>No complaints regarding staffing and equipping of CBT offices.</p>	<p>Organization operates smoothly.</p> <p>Positive response from Basin residents regarding access to staff.</p> <p>Basin residents' able to access to CBT staff easily.</p> <p>Positive response from staff that they have all the tools, skills, support and equipment to do their jobs well.</p>

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<p>2. CBT is able to comply with government reporting effectively and Freedom of Information (FOI) Act requirements.</p>	<p>Systems for creating reporting and FOI Act requirements are in place.</p>	<p>Staff keep in touch with the government and attend meetings to keep up to date with requirements.</p> <p>Review current systems for responding for effectiveness and make changes as required.</p>	<p>Government reporting and FOI Act requirements are met.</p> <p>CBT systems facilitate reporting requirements.</p>	<p>Service Plan, budget estimates and Annual Reports are filed with the Province on time.</p> <p>Current systems are reviewed and changes made as needed.</p>
<p><u>Corporate Planning:</u></p> <p>1. CBT has all necessary plans developed for Board approval to guide operations.</p> <p>2. Board approves annual plan to guide CBT operations.</p>	<p>All government plans and reports on plans are developed for Board approval.</p> <p>Operation Plan developed for Board approval.</p> <p>Strategic Plan is contained in Columbia Basin Management Plan.</p>	<p>Planning group works with provincial government and staff to prepare annual 3-year Service Plan and Annual Report on Service Plan.</p> <p>Planning groups work with staff and advisory bodies to provide guidance in developing the annual program plans for Board approval.</p> <p>Annual Operations Plan developed for Board approval.</p> <p>Prepare Annual Status Report for Board information.</p>	<p>Service Plan and Annual Report on Service Plan completed.</p> <p>Annual program plans developed and submitted to Board for approval.</p> <p>Operation Plan submitted to Board for approval.</p> <p>Status Report on previous year's Operation Plan is submitted to Board for information.</p>	<p>Service Plan and Annual Report on Service Plan approved by Board.</p> <p>Annual program plans approved by Board.</p> <p>Operation Plan approved by Board.</p> <p>Board has Status Report on previous year's Operation Plan.</p>
<p><u>Monitoring and Evaluation:</u></p> <p>1. Ensure that implementation of M&E goes forward as quickly as possible, consistent with the Board's M&E policy and coordinated with the organizational changes coming out of the Transition Working Group work.</p> <p>2. Provide CBT Board, staff, committee and delivery partners with monitoring and evaluation information by overseeing, guiding and providing resources for evaluations to be done in FY05 (and on-going).</p>	<p>Increase from FY04 the number and variety of activities into which M&E has been integrated.</p> <p>Create and provide access to quality information regarding conducting evaluations.</p>	<p>Work with staff/partners to identify opportunities for, and integration of M&E into activities.</p> <p>Find and make useable to staff, committee members and delivery partners information regarding conducting evaluations.</p>	<p>M&E integrated into as many activities as is appropriate.</p> <p>Monitoring and evaluation information provided through evaluations conducted.</p>	<p>M&E integrated into activities.</p> <p>Monitoring and evaluation information provided to staff, committee members and delivery partners information regarding conducting evaluations.</p>

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<p>3. Develop relationships and create resources to support the monitoring and evaluation activities required by Board policy care incorporated into projects funded by CBT.</p> <p>4. Ensure availability of good quality information for CBT's accountability needs.</p>	<p>Provide evaluation expertise and facilitate conducting evaluations for staff, committee members and delivery partners.</p> <p>Develop and implement processes to integrate monitoring and evaluation into the projects funded by CBT.</p> <p>Develop and implement information gathering tools for meeting accountability needs.</p> <p>Analyze and report on data gathered for meeting accountability needs.</p>	<p>Provide evaluation expertise and oversee evaluations for staff committee members and delivery partners.</p> <p>Work with consultants, staff, committee members and delivery partners to analyze evaluation data for use by board, staff, committee members and delivery partners.</p> <p>Work with staff and partners to identify, develop and implement M&E processes consistent with Board policy are incorporated into the implementation and reporting processes of CBT funded projects.</p> <p>Conduct research to ensure that good information gathering tools are developed to provide information needed for meeting accountability needs.</p> <p>Work with staff, partners, government and other organizations to ensure the best quality of data is available for reports associated with CBT's accountability needs.</p>	<p>Reports from project proponents provide evidence of results consistent with CBT's M&E policy and procedures.</p> <p>Quality data is available for reports associated with CBT's accountability needs.</p> <p>Good quality data available.</p>	<p>Developed and implemented M&E reports assist in decision making process.</p> <p>Good information gathering tools are developed to provide information needed for meeting accountability needs.</p> <p>The best quality of data is available for reports associated with CBT's accountability needs.</p>
<p><u>Records Management:</u></p> <p>The records management department will strive to ensure that employees of the Columbia Basin Trust are given the capability to readily create, maintain, access, disseminate and dispose of any media that is needed to successfully accomplish their jobs, subject to the <u>Document Disposal Act</u>.</p>	<p>Hire a consultant to develop the operational records retention program (ORCS), as required by the Ministry of Management Services.</p>	<p>Invite 3-4 consultants to respond to a letter of invite for the work involved in developing the ORCS program.</p>	<p>Consultant hired.</p> <p>ORCS developed.</p> <p>ORCS is passed by BC legislature for use.</p>	<p>Consultant is hired, estimated June 2004.</p> <p>ORCS is developed, estimated completion time 1 year</p> <p>ORCS is passed by BC Legislature estimated Fall 2005.</p>

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	<p>Implement the Administrative Records Classification system (ARCS) to the corporate records and the Operational Records Classification System (ORCS) to the operational files.</p> <p>Implement a Vital Records Protection and Disaster Recovery Planning program for CBT.</p> <p>Develop a Records Management Procedure Manual.</p>	<p>Review all archived files (5,000+) to determine if the files are corporate or operational files.</p> <p>Review all active files to determine if the files are corporate or operational files.</p> <p>Identify the functions that are essential to the primary mission of CBT.</p> <p>Identify the records whose informational value of CBT are so great, and the consequences of loss so severe that special protection is justified.</p> <p>Develop written policy and procedures to be included in the Records Management Program manual.</p> <p>Designate authority for the centralized control of all records management activities.</p> <p>Standardize all procedures for a records management program.</p> <p>Provide training to all staff.</p> <p>Perform audits of the Records Management Program to ensure that all systems are working in accordance to the manual.</p>	<p>Conversion of archived files have been completed.</p> <p>Implement ARCS and ORCS.</p> <p>Functions are identified.</p> <p>Records are identified.</p> <p>Policy and procedures written.</p> <p>Authority is designated.</p> <p>Records Management Program Manual is completed and disseminated to all staff.</p> <p>All staff are provided with the necessary training to use the ARCS and ORCS system.</p> <p>Audits are performed every 6 months for the first 2 years, then yearly after to ensure the Records Management Program is working according to the manual.</p>	<p>Archived files are converted estimated completion 2007.</p> <p>Implementation started after confirmation that ORCS has been passed by BC legislature. Ongoing.</p> <p>Vital functions are identified, estimated Spring 2005</p> <p>Vital records are identified, estimated Spring 2005</p> <p>Policy included in Records Management Program manual, estimated Spring 2005</p> <p>Upon completion of core review.</p> <p>Records Management Program manual is provided to all staff, estimated Spring 2005.</p> <p>Staff are provided with training, estimated Spring 2005.</p> <p>Audits performed, estimated Spring 2005.</p>

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<p><u>Accounting: 4FTE's</u></p> <ol style="list-style-type: none"> All features of accounting software in full use. Quarterly budget reports available to Board and staff. Investment rate of return reports available through accounting software. Integration of financial systems between CBT, CPC and other subsidiaries completed, is so directed by core review process. 	<p>Use accounting software.</p> <p>Board and staff have quarterly reports.</p> <p>Investment program rate of return reports available.</p> <p>Financial systems integrated and functioning smoothly.</p>	<p>Accounting department using all features of accounting software.</p> <p>Continue to have reports available.</p> <p>Develop software program rate of return reports.</p> <p>Implement the work tasks necessary to ensure integration.</p>	<p>Accounting department working to a maximum of efficiency.</p> <p>Reports available.</p> <p>Software developed for on-going investment program rate of return reports.</p> <p>Smooth operation of integrated financial systems.</p>	<p>Accounting software is used.</p> <p>Board and staff have on-going access of reports.</p> <p>On-going investment program rate of return reports available.</p> <p>Completion of integration.</p>
<p><u>Information Technology: 3FTE's</u> \$5,000,000.00</p> <ol style="list-style-type: none"> CBT's and CPC's information technology systems support organizational productivity and effectiveness. 	<p>CBT/CPC IT systems, applications, and processes maximize productivity.</p> <p>Increase organizational efficiency.</p>	<p>Develop in consultation with users and implement the appropriate systems, applications and processes required to improve organizational productivity and effectiveness.</p> <p>Develop and implement Office, IMS and Windows training plans.</p> <p>Implement training on applications for staff.</p> <p>Maximize systems availability.</p> <p>Seek to minimize CBT capital, hardware, distribution, travel and operational costs.</p>	<p>Users report increased productivity and effectiveness.</p> <p>Training plans developed.</p> <p>IT staff trained and satisfied in applications</p> <p>Users trained and satisfied in applications.</p> <p>Uptime increased.</p> <p>Review of IT costs indicates costs have decreased.</p>	<p>IT systems work smoothly. Minimal downtime.</p> <p>Training supplied as needed to IT staff.</p> <p>Applications developed when needed.</p> <p>Training supplied as needed to both CBT and CPC staff.</p> <p>Systems are available.</p> <p>Costs decreased by 5%.</p>

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		<p>Minimize cost of doing business with CBT.</p> <p>Automate reporting and other information/communication needs of CBT partners.</p>	<p>Review of partners indicates decreased costs.</p> <p>Reporting and other informational and communication needs are automated.</p>	<p>On-line applications in place.</p> <p>Reporting, informational and communications needs are automated.</p>
<p><u>Communications: 2FTE's</u></p> <p>1. Ensure CBT's communications support organizational goals, objectives and activities.</p>	<p>To inform Basin residents of CBT activities.</p> <p>To inform staff, Board, advisory members, delivery agents and partner organization about CBT activities.</p> <p>To create communications tools and inform CBT staff and Board about the tools available to support the activities of the organization.</p>	<p>Develop, produce or revise communications material to ensure information is provided to Basin residents.</p> <p>Develop, produce or revise communications materials to ensure information is provided to staff, Board, advisory members, delivery agents and partner organizations.</p> <p>Undertake activities that provide opportunities to inform staff and Board of CBT activities.</p> <p>Develop, produce, or revise communications tools for use by CBT staff and Board.</p> <p>Undertake activities that provide opportunities to inform Staff and Board of tools available.</p>	<p>Produce and distribute an Annual Report to Residents.</p> <p>Maintain and update the CBT website.</p> <p>Produce and distribute press releases and advertising on CBT activities.</p> <p>Produce and distribute a programs guide.</p> <p>Produce and distribute CBT Connection newsletter six times per year.</p> <p>Produce a power point presentation on CBT.</p>	<p>Report to Residents delivered to every home and business in the Basin.</p> <p>CBT website is maintained and updated.</p> <p>Press releases are produced and distributed and CBT activities are advertised.</p> <p>Programs guide produced and distributed.</p> <p>Newsletter is distributed six times per year.</p> <p>Power point presentation on CBT produced.</p>

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	<p>To support the communications component of the Water Initiatives Strategy.</p>	<p>Develop, produce and/or revise materials relating to Water Initiatives.</p> <p>Undertake activities that support the communications component of the water initiatives strategy.</p>	<p>Update water panels for display system.</p> <p>Produce materials that support Phase II of the strategy.</p> <p>Participate on the Water Initiatives Committee.</p> <p>Attend conferences, events, trade fairs relating to water issues.</p>	<p>Water panels for display system are updated, Fall 2004</p> <p>Materials produced, Fall 2004</p> <p>Participate on Water Initiatives Committee.</p> <p>Attend conferences, events, trade fairs relating to water issues.</p>
<p><u>POWER INVESTMENTS: 2FTE's</u></p> <p>1. Ensure that CPC fulfills its duties and responsibilities as Manager of the joint venture power projects.</p>	<p>Ensure the Manager oversees the Brilliant Expansion Project such that construction continues on schedule and on budget.</p> <p>Ensure the Manager oversees the operations and maintenance of the Brilliant Dam, the Brilliant Terminal Station and Arrow Lakes Generating Station (ALGS) such that the value of these assets does not decline.</p>	<p>Ensure the Manager has appropriate performance measures in place and achieves those performance measures within the targets set.</p> <p>Liaise with the Manager to ensure direction from CBTE Board exists on all key aspects of power project development and power asset manager.</p> <p>Earn a rate of return on power project investment that is commensurate with the higher returns in the energy industry.</p> <p>Direct the Manager to investigate all feasible alternatives when developing such projects as the Waneta Expansion.</p>	<p>CBTE reviews business decisions for comparability to those of similar organizations and achieves better than average returns for similar operations/investment portfolios.</p> <p>CBTE retains sufficient energy industry expertise for its Board. (Expertise in areas of power project investment and management, electricity trade and natural gas markets.)</p> <p>CBT produces an annual Business Plan for the coming fiscal year (reviewed every quarter by the CBTE Board) with clear goals and objectives. CBTE communicates these goals and objectives to the Manager and ensures the Manager follows them.</p> <p>CBTE updates its Policy Manual, based on energy industry research, and sets out clear policy on power project assessment and development, trade and credit risk management.</p>	<p>\$6.3 million in net income from ALGS and Brilliant Dam Power sales. All other performance measures are on-going.</p>

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<p>2. Ensure that the CBT Board is aware of all relevant issues when making decision that will impact the joint venture power projects and CBTE.</p> <p>3. Ensure CBTE Board is aware of all energy industry developments and assesses the significance of such developments in the context of the joint venture power projects and the possible expansion of CBTE's portfolio outside of power generation projects.</p>	<p>Clearly articulate the advantages and disadvantages of proposed contracts, regulatory participation and any strategic initiatives to the CBT Board, as well as a recommended course of action.</p> <p>Obtain the appropriate market monitoring software and expertise to support the CBTE's Board decision-making and risk management processes.</p> <p>Investigate business opportunities in the energy industry outside of power project development and management.</p>	<p>Annually present the CBTE Business Plan to the CBT Board for approval and brief the CBT Board as required on any forthcoming issues.</p> <p>Provide CBT Board with regular reporting on relevant industry activities and trends.</p> <p>Liaise with CBT Board and staff when necessary.</p> <p>Review and analyze market conditions on an on-going basis.</p> <p>Provide CBTE Board with regular reporting on relevant industry activities and trends.</p> <p>Monitor the viability of alternate energy resources for possible investment if such resources are cost competitive.</p> <p>Share energy industry analyses with the Manager whenever necessary.</p>	<p>CBTE efficiently disperses power project investment returns.</p> <p>CBT Board of Directors approves the CBTE Business Plan for the coming fiscal year.</p> <p>Ability to anticipate key market events and impact on industry.</p> <p>Market monitoring and market analyzing software effectively utilized within the organization.</p> <p>Alternate energy resources and opportunities researched and catalogued.</p> <p>Forward price curve regularly recalibrated and analyzed for accuracy.</p>	<p>FY 06-07 Business Plan approved.</p> <p>Actual market prices within the 25-75% band on the average. All other performance measures are on-going.</p>
<p><u>NON-POWER INVESTMENTS: 2FTE's</u></p> <p>Through CBT subsidiaries, we will invest CBT's non-power investment and the capital portion of power project dividends into non-power investments in a manner consistent with the governance and policy adopted by the Columbia Basin Trust to achieve the objectives outlined in the Management Plan and in the investment policy.</p>	<p>Staffing/Consulting levels.</p>	<p>Maintain adequate staff/consulting levels to effectively manage existing investments and new investment opportunities.</p>	<p>Establish roles and responsibilities of new/existing personnel.</p> <p>Determine staffing levels to effectively manage the Basin Fund portfolio.</p>	<p>A comprehensive review of personnel skills.</p> <p>Recruit and hire appropriate staff.</p>

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	<p>Reporting.</p> <p>Venture Capital Fund.</p>	<p>Work with the CFO to develop appropriate financial recording and reporting for the Investment Committee.</p> <p>To make growth-equity or equity related investments in privately held companies.</p>	<p>Effective monitoring of various investment initiatives.</p> <p>Organize development, investigation and research analysis and frame design.</p> <p>Prove feasibility in project.</p> <p>Organize project rules, negotiations and contract.</p> <p>Work closely with the Consultant to ensure appropriate benchmarks and payment schedules are met.</p> <p>Perform the appropriate due-diligence to substantiate the long-term value of an investment.</p>	<p>Annually.</p> <p>Manage existing venture capital investments.</p> <p>Implement venture capital initiative if adopted.</p> <p>Adoption or rejection of new venture capital investments.</p>
<p><u>DELIVERY OF BENEFITS: 9.5 FTE's</u></p> <p>Provide on-going benefits to support the efforts of Basin residents in the areas of economic development, social well-being, and preservation, protection and enhancement of the environment.</p>	<p>Increase responsiveness to community needs and priorities in CBT program delivery.</p> <p>Contract management procedures and protocols are consistent throughout the Basin.</p> <p>Community Liaison staff work more closely with communities, and liaise with Board members in their geographical areas.</p>	<p>Implement new delivery structure and identify community needs.</p> <p>Develop and implement new program delivery mechanisms.</p> <p>Have meeting and homogenize contracts, RFP's, applications and proposal process.</p> <p>Community Liaisons and Community Liaison Assistants meet regularly to review consistency in documentation in all programs.</p>	<p>Communities have access to capacity building dollars and satisfied with process.</p> <p>Contract management procedures consistent throughout the Basin. Partners and delivery agents satisfied with processes.</p> <p>Board members informed of local issues.</p>	<p>Apply new delivery mechanisms.</p> <p>Consistent new contract management procedures.</p> <p>Good Board/staff working relationships.</p>

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<p><u>Community Initiatives:</u> Proposed Budget: \$1.3M To increase opportunities for Basin residents to meet community priorities on a geographic level.</p>	<p>To provide an avenue for local communities to identify and meet their own needs.</p> <p>To increase program efficiency.</p>	<p>To continue to fund Community and Affected Areas Initiatives.</p> <p>To continue to hold meetings with Local Government Staff.</p> <p>Meetings with staff are held and administrative procedures reviewed and adjusted accordingly and results are communicated to CBT Board of Directors.</p>	<p>Local Governments receive funding for a large variety of projects.</p> <p>Local Government staff satisfied with CBT procedures.</p>	<p>Local government receives funding.</p> <p>Projects important to local communities continued to be funded throughout the Basin.</p> <p>One meeting per year between CBT Community Liaison staff and Regional Districts staff is held.</p>
<p><u>Economic Programs:</u> 1. Basin Business Advocates: Proposed Budget: \$210,000.00 - Enhance the sustainability of Basin businesses.</p>	<p>Increase the number of businesses accessing the program.</p> <p>Increase service to young entrepreneurs.</p> <p>Increase support for businesses planning to access or already accessing markets outside the Basin.</p>	<p>Provide business consulting and support services.</p>	<p>Businesses accessing service are satisfied.</p>	<p>Continue to assist businesses.</p>
<p><u>Environment Programs:</u> 1. Environmental Education and Awareness (EEA): Proposed Budget: \$400,000.00 (Budget includes money for Community Environmental Projects) - Provide funding for Environmental Education and Awareness activities in both a school based and public (general community) forum.</p>	<p>To promote a sense of environmental stewardship and a sense of Basin Citizenship from an environmental perspective.</p>	<p>Use Request for Proposals process to provide funding for environmental education and awareness projects.</p>	<p>Request for Proposals process undertaken.</p>	<p>Request for Proposals, February 2004.</p>

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<p>2. Sustainable Community Initiatives: Proposed Budget: \$0 (Unallocated funds from Environment Conditions FY04 to be transferred into Sustainable Communities Initiatives. - Work holistically, in collaboration with other CBT sectors (social, economic and environment) to identify options for a Sustainable Communities Initiative, which addresses Basin wide well-being.</p> <p>3. Community Environment Projects: Budget: \$400,000 (Budget includes money for Environmental Education and Awareness) To provide funding to community initiated and/or supported environmental projects that are linked to ecosystem restoration and conservation activities.</p>	<p>To promote environmental public education and awareness through community involvement and local empowerment.</p> <p>To promote an understanding of Columbia Basin ecosystems and environmental issues to school aged children throughout the Basin.</p> <p>To assess and evaluate program effectiveness.</p> <p>To be determined in collaboration with CBT staff and advisory bodies representing holistic perspectives (social, economic and environment).</p> <p>To support community initiated and/or community supported ecosystem conservation and restoration projects.</p> <p>To support Basin resident in their efforts to implement/undertake environmental stewardship projects in their communities</p>	<p>Use Delivery Partners to implement environmental education and awareness projects.</p> <p>Mechanisms to obtain feedback from participants in program will be developed.</p> <p>Initiate dialogue with CBT staff and advisory bodies and develop recommendations for consideration.</p> <p>Use Request for Proposals process to provide funding or community initiated and/or community supported conservation restoration and stewardship projects.</p> <p>Use Delivery Partners to implement community initiated and/or community supported conservation, restoration and</p>	<p>Environmental education and awareness projects funded.</p> <p>Create an evaluation plan and execute.</p> <p>Dialogue initiated and recommendations developed.</p> <p>Requests for Proposals process undertaken.</p> <p>Ecosystem conservation and restoration projects funded.</p>	<p>Delivery of projects commence March 2004.</p> <p>Evaluation plan undertaken and results incorporated into next year's planning.</p> <p>Dialogue initiated and recommendations developed.</p> <p>Request for Proposals completed.</p> <p>Delivery of projects commence March 2004.</p>

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	<p>To support communities to incorporate ecological/environmental priorities into planning processes and other activities.</p> <p>To assess and evaluate program effectiveness.</p>	<p>stewardship projects</p> <p>Mechanisms to obtain feed back from participants in program will be developed.</p>	<p>Create an evaluation plan and execute.</p>	<p>Evaluation plan undertaken and results into next year's planning.</p>
<p><u>Education Programs:</u></p> <p>1. Resources for Family Literacy: Proposed Budget: \$90,000.00 - Maintain and build on the literacy work in the 17 local communities.</p>	<p>Support community planning, priority setting and partnership building.</p> <p>Innovate, pilot and incubate new literacy resources and programs.</p>	<p>Carry out regular community and Alliance planning processes to celebrate, listen, plan and set realistic priorities.</p> <p>Develop and coordinate a Basin wide conference about workplace literacy and recreating rural communities.</p> <p>Meet with school superintendents to continue to work with them on identifying and coordinating meeting goals common to CBAL and schools.</p> <p>Regional coordinators to meet with each of the community literacy advisory committees at least once a year.</p> <p>Research and develop a youth literacy program.</p> <p>Expand the delivery of the young parents education program to those communities which currently do not have the program.</p>	<p>Number of communities with community literacy service plans. Baseline to be established.</p> <p>Number of community partnerships identified by community coordinators in yearly report to CBAL. Baseline to be established.</p> <p>Number of regional partnerships resulting from regional coordinators work. Baseline to be established.</p> <p>Number of new programs. Baseline to be established.</p> <p>Number of new resources. Baseline to be established.</p> <p>Number and range of programs available in each community.</p>	<p>Baseline established.</p> <p>Baseline established.</p> <p>Baseline established.</p> <p>Baseline established.</p> <p>Baseline established.</p> <p>Baseline established.</p> <p>Baseline established.</p>

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<p>2. Capital Funding. Budget: TBA</p> <ul style="list-style-type: none"> - To provide culture and heritage organizations with capital resources. <p>3. Funding Support to Touring. Budget: TBA</p> <ul style="list-style-type: none"> - To provide resources to support Basin artists on tour. <p>4. Mentoring/Master Classes: Budget: TBA</p> <ul style="list-style-type: none"> - To provide resources for artistic/cultural/heritage professional development. <p>5. Arts Council Development: Budget: TBA</p> <ul style="list-style-type: none"> - To provide resources to build capacity within Basin Arts Councils. 	<p>To raise awareness of artists as belonging to the Basin and being interpreters of Basin culture.</p>			
	<p>To provide one-time capital funding to arts, culture and heritage organizations or venues for renovations, equipment (lighting/sound), upgrading or initiating facilities, acoustical improvements to meet artistic needs.</p>	<p>Applications made available throughout the Basin and reviewed by the Steering Committee.</p>	<p>Projects funded.</p>	<p>Projects funded.</p>
	<p>To increase opportunities for Basin artists, performers and writers to tour shows or workshops in the Basin.</p>	<p>Provide funding for a Basin tour.</p>	<p>Tour funded.</p>	<p>Projects funded.</p>
	<p>To increase public awareness of successful Basin production.</p>	<p>Tour advertised.</p>	<p>Basin tour travels throughout the Basin.</p>	<p>Basin tour completed.</p>
	<p>To assist individuals and community arts, culture and heritage organizations to provide arts, culture and heritage mentoring and/or master classes to community members.</p>	<p>Applications made available throughout the Basin and reviewed by the Sector Committee.</p>	<p>Funds distributed.</p>	<p>Projects funded.</p>
<p>To provide organizational development and workshops for Basin Arts Councils.</p>	<p>Applications made available and reviewed by the Sector Committee.</p>	<p>Funds distributed.</p>	<p>Projects funded.</p>	

GOALS	OBJECTIVES	KEY STRATEGIES	PERFORMANCE MEASURES	TARGETS 2005
<p>6. ArtSmarts in Schools: Budget: TBA</p> <ul style="list-style-type: none"> - To provide resources to Basin schools to enhance arts-related activities that are linked to educational outcomes. 	<p>To provide arts, culture and heritage training directly to students in Basin schools by professional artists.</p>	<p>Information and applications made available throughout the Basin.</p> <p>Proposals will be reviewed and selected by an adjudicating committee consisting of ArtStarts in Schools staff, Basin educators and artists selected by ArtStarts and the Cultural Alliance.</p>	<p>Grants disbursed.</p>	<p>Grants disbursed.</p>
<p>7. Basin Cultural Conference. Budget: TBA</p> <ul style="list-style-type: none"> - To provide resources for an arts, cultural and heritage Basin wide conference. 	<p>To hold a Basin-wide conference in Kimberley, B.C. in October 2004 with a view to expanding public awareness and building stronger partnerships among Basin artists, arts, cultural and heritage organizations.</p> <p>To enhance professional training through workshops for Basin artists, arts, cultural and heritage organizations.</p> <p>To provide a forum for exhibiting the results of community projects that received funding from the CKCA.</p> <p>To increase the capacity of Arts Councils to develop and administer programs.</p> <p>To increase the sense of residents and artists of being part of Basin culture.</p>	<p>A call for proposals will be sent to all Arts Councils in the Basin, inviting them to undertake administration of this program.</p> <p>Information will be advertised throughout the Basin.</p>	<p>Conference held in Kimberley.</p>	<p>Conference held.</p>
<p>9. Options Program: Budget: TBA</p> <ul style="list-style-type: none"> - To increase accessibility of Basin residents to funding not eligible under existing CBT programs. 	<p>To allow accessibility of CBT Arts, Culture and Heritage funds to Basin communities, groups and</p>	<p>Applications will be continuously received and reviewed by the sector committee.</p>	<p>Projects funded.</p>	<p>Projects funded.</p>

GOALS	OBJECTIVES	KEY STRATEGIES	PERFORMANCE MEASURES	TARGETS 2005
	organizations.			
<p><u>Social Program:</u></p> <p>1. Families: Proposed Budget: \$90,000.00</p> <ul style="list-style-type: none"> - To provide funding for community initiated and supported families' projects most consistent with strengthening Basin families. <p>2. Basin Youth in Communities: Proposed Budget: \$150,000.00</p> <ul style="list-style-type: none"> - To address community issues related to youth. - To support the development of youth leadership. - To encourage youth participation in program development, evaluation and implementation. 	<p>To support activities, projects and provide resources to maintain and strengthen the health and safety of families.</p> <p>To provide a granting program to encourage the development of youth initiatives, programs and services.</p> <p>To provide the opportunity for youth in the Basin to have a meaningful say in the development of services for youth.</p> <p>To encourage the development of leadership skills and community development skills among the youth of the Basin.</p>	<p>Continuation of the annual call for proposal process.</p> <p>Project ideas will be received in January/February 2004 and invited to apply. Applications will be received and reviewed by the Youth Committee throughout the year.</p> <p>Social Sector Committee and Youth Committee will continue to collaborate to develop program.</p>	<p>Projects that target healthy families are funded.</p> <p>Projects that assist youth to significantly contribute to their communities are funded.</p>	<p>Three new projects funded.</p> <p>New projects are funded.</p>
<p><u>Basin Initiatives:</u></p> <p>1. Endowment Support to Basin Community Foundations: Proposed Budget: \$100,000.00</p> <ul style="list-style-type: none"> - To encourage the development of Community Foundations in the Columbia Basin to increase the capacity of Basin communities to identify and meet their own needs. 	<p>To assist Basin Community Foundations in the development of their endowment funds.</p>	<p>Provide registered Basin Community Foundations \$25,000 per year in matching funds for two years.</p>	<p>Registered Basin Community Foundations receive endowments.</p>	<p>Register Community Foundations receive endowments.</p>

GOALS	OBJECTIVES	KEY STRATEGIES	PERFORMANCE MEASURES	TARGETS 2005
<p>2. Youth Engagement: Proposed Budget: \$80,000.00</p> <p>Youth Steering Committee: (\$20,000) - To provide advice to Columbia Basin Trust regarding youth issues and priorities in the Basin, and build the capacity of young people to be involved in Basin communities and Columbia Basin Trust activities.</p> <p>Youth Media: (\$30,000) - To connect Columbia Basin youth and to exchange information about issues and ideas of interest to youth.</p> <p>Youth Forum: (\$30,000) - To engage Basin youth in networking, building skills for community involvement, and providing input to CBT regarding youth issues and priorities.</p> <p>3. Youthlinks: Proposed Budget: \$110,000.00</p> <p>- To provide Basin youth opportunities to learn about the Basin and its issues while contributing to the well-being of its communities through work on community projects.</p>	<p>To address key issues identified at Basin Youth Action Forum through youth programming.</p> <p>To maintain the Scratch magazine and website to connect Columbia Basin youth and to exchange information about issues and ideas of interest to youth.</p> <p>To hold educational youth gatherings, which bring Basin youth together to network, discuss issues and opportunities, and build skills for youth leadership, involvement in Basin communities and to participate in environment and water related issues.</p> <p>To involve 12 youth in a summer experiential learning program about the Basin, and to include youth in communities in the program.</p>	<p>Develop and enhance existing programs to address key issues from the youth forum.</p> <p>Produce and distribute 2 Scratch magazines.</p> <p>Maintain a youth "portal" website and to have the youth magazine on line.</p> <p>Outreach to youth to determine issues and priorities for Basin youth.</p> <p>Work with the delivery partner to implement program.</p>	<p>New programs developed and existing programs enhanced to address key issues from the youth forum.</p> <p>Magazine produced and distributed.</p> <p>Website maintained.</p> <p>Youth forum held and issues and priorities for Basin youth identified.</p> <p>Twelve (12) youth participate in summer program.</p>	<p>New programs developed and existing programs are enhanced to address key issues.</p> <p>Two magazines are produced and distributed.</p> <p>Website is maintained.</p> <p>Youth forum held.</p> <p>Twelve (12) youth participate in full Youth Links summer program. Other youth participate throughout the Basin</p>

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<p>4. Youth Community Service Award: Proposed Budget: \$165,000.00</p> <ul style="list-style-type: none"> - To encourage high school graduates in the Basin to become involved in their communities through service. <p>5. CBT Water Initiatives: Proposed Budget: \$248,000.00</p> <ul style="list-style-type: none"> - To ensure that the management of Basin water resources take into account the region's interest in a range of values. 	<p>Provide one award to a grade 12 student who has demonstrated significant community service in each of the 20 high schools in the Basin.</p> <p>Commitments to previous awardees kept.</p> <p>Work with Basin residents to build an understanding of and capacity to deal with water related issues in the Basin</p>	<p>Award information is advertised.</p> <p>Applications made available throughout the Basin.</p> <p>Applications are reviewed and adjudicated.</p> <p>Past awards reviewed to ensure Attendance at post-secondary institution for current year.</p> <p>Based on consultation with Basin residents, develop an education strategy that identifies specific activities that will help build community capacity around water issues in the Basin.</p> <p>Gather, build and support a variety of water related resource materials and educational initiatives that will help build community capacity around water issues in the Basin.</p> <p>Support organizations to develop and deliver information and educational activities that are consistent with this strategy.</p> <p>Develop water advisory council with a range of expertise water related issues that will provide advise to the CBT and it's partner organizations.</p>	<p>Twenty (20) students receive the award for the current year. Up to 60 students eligible for award for years 2 to 4 of post-secondary funding.</p> <p>All students eligible for ongoing awards receive funding.</p> <p>Education strategy to build community capacity around water issues created.</p> <p>Water related resource materials and educational initiatives created.</p> <p>Organizations supported and actively delivering water related educational material/activities</p> <p>Advisory council developed and fully functional.</p>	<p>Twenty (20) students receive the award.</p> <p>Commitments for years 2, 3 and 4 of post-secondary education kept.</p> <p>Education strategy Complete</p> <p>Phase 2 of Water Education Strategy completed. Development of Phase 3 initiated.</p> <p>Various organizations in the Columbia Basin are actively delivering water related educational initiatives/activities.</p> <p>Advisory Council membership and recruitment completed. Council is actively working on assisting the CBT to define issues around the re-negotiation process of the CRT (including opportunities to ensure Basin communities are engaged) as well as assisting the CBT to develop a framework and strategy</p>

GOALS	OBJECTIVES	KEY STRATEGIES	PERFORMANCE MEASURES	TARGETS 2005
	<p>Support the development of a network of organizations working on water initiatives in the Basin</p> <p>Strengthen the participation and influence of Basin residents in water related processes in the Basin.</p>	<p>Identify organizations that might partner with the Columbia Basin Trust on water related initiatives.</p> <p>Build relationships with organizations that are interested in water related initiatives.</p> <p>If appropriate, create a formal network of organizations that work cooperatively on Basin water initiatives.</p> <p>Convene, facilitate, and participate in watershed or Basin level forums.</p> <p>Develop a plan to assemble Basin residents' views and values regarding water in preparation for inclusion in any renewal, renegotiation, or termination of the Columbia River Treaty.</p> <p>Ensure Basin residents' views and values are adequately considered in various water initiatives in the Basin.</p> <p>Establish relationships with various organizations and regulatory bodies to ensure Basin residents' views and values with respect to water are adequately considered. This includes building relationships within the Basin in Canada and the U.S. portions as well as relationships with provincial</p>	<p>Formal and informal relationships developed with organizations</p> <p>Network developed and operating.</p> <p>Facilitation and convening of water forums is occurring.</p> <p>Plan Developed.</p> <p>Residents views and values are adequately considered.</p> <p>Relationships established and Basin residents' views are adequately considered.</p>	<p>around building a Basin wide Water Network</p> <p>On-going relationship building with various organizations</p> <p>Strategy document and framework for the creation of a formal network developed. Initiate the development of the network.</p> <p>Continued facilitation and convening support to a variety of Basin water forums.</p> <p>Develop policy and a strategy for this key strategy.</p> <p>Develop policy and a strategy for this key strategy. Participate in various forums and initiatives to ensure that Basin resident's views are being considered.</p> <p>Identification of key organizations and regulatory bodies. On-going building of relationships.</p>

GOALS	OBJECTIVES	KEY STRATEGIES	PERFORMANCE MEASURES	TARGETS 2005
<p>6. Land Conservation: Proposed Budget: \$250,000.00 -Support regional multi-stakeholder land conservation efforts, which will assist in maintaining a range of community values on lands in the Basin.</p>	<p>Support collaborative multi-stakeholder approaches to land conservation in the region.</p> <p>Participate in Basin land acquisition and/or other land conservation activities.</p> <p>Develop organization policy to further refine land trust initiatives.</p>	<p>and federal agencies.</p> <p>CBT participating in multi-stakeholder approaches to land conservation in the region.</p> <p>CBT participating in Basin land acquisition and/or other land conservation activities.</p> <p>Organization policy developed.</p>	<p>CBT participates in multi-stakeholder approaches.</p> <p>CBT participates in acquisitions.</p> <p>Policy is developed.</p>	<p>CBT participates in multi-stakeholder approaches.</p> <p>CBT participates in acquisitions.</p> <p>Policy developed.</p>
<p>Advisory Committee Meeting Costs Proposed Budget: \$40,000.00</p> <p>The Advisory Committees and Delivery of Benefits Committee is part of CBT's effort to involve residents of the Basin in program planning, implementation and evaluation.</p>	<p>To assist the CBT Board of Directors in setting priorities and in the development, implementation and evaluation of programming.</p>	<p>The Advisory Committees and Delivery of Benefits Committee will meet to assist in setting priorities and in the development, implementation and evaluation of programming.</p>	<p>Number of meetings to be determined.</p>	<p>Number of meetings to be determined.</p>
<p>Community Capacity Building Program: Proposed Budget: \$1,387,000.00</p> <p>Change direction of Delivery of Benefits program to provide funds for community capacity building projects.</p>	<p>Funding available for community projects that will enhance the social, economic and environmental well-being of Basin communities.</p>	<p>Continue to work with Transition Working Group (and then Delivery of Benefits Group) to develop a new delivery of benefits model incorporating responsive mechanisms for community capacity building.</p>	<p>Projects funded which will support and enhance communities.</p>	<p>At least one community either funded for large project, or projects under way which will be funded when appropriate.</p>