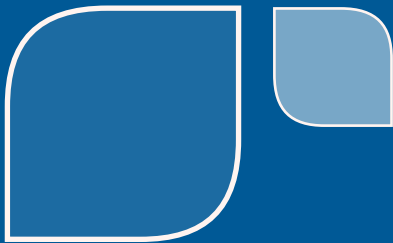




Fraser Basin Council



Our Steps for Sustainability

Fraser Basin Council 2011-2016
Strategic Plan



*The Fraser Basin Council Directors and staff
at a meeting in the Cariboo 2010*

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Introduction

About the Strategic Plan

THE FRASER BASIN COUNCIL* is at the forefront of issues affecting the social, economic and environmental health of the Fraser Basin and BC, and encourages leaders in all sectors to come together to advance sustainability.

The 2011-2016 Strategic Plan is a map to guide the Fraser Basin Council in our journey for sustainability over the next five years. The Plan reflects the Council's strategic priorities, the way in which we carry out our work and how we define our success.

This is a "big picture" plan, both inspirational and practical. It is the framework for the Council's future annual operating plans, partnerships, staff work plans and all decisions to devote time, money and energy to fulfillment of our mandate.

The Strategic Plan is the result of many months of work by FBC senior managers and staff, FBC committees and the Board of Directors as a whole. FBC is committed to realizing measurable results and offering services that capitalize on our strengths, skills and achievements. We thank our partners and supporters and all the communities we have served. We have learned from your steps for sustainability as we embark on this next leg of the journey.

The Fraser Basin

The Fraser Basin is the province's largest watershed (240,000 square km), boasting a wide diversity of plants, wildlife and natural resources, and home to 2.7 million people — two-thirds of BC's population. From Valemount to Prince George, Williams Lake and Kamloops to the most populated stretches of the Fraser Valley and Greater Vancouver, the Fraser Basin is a place where people of many cultures, languages and religions thrive.

Yet there are social, economic and environmental challenges that confront communities of the Basin. These include serious impacts from climate change, air and water pollution, multiple demands on natural resources, strains on ecosystems, downturns in local economies, changing demographics and a growing demand for public services. Many of the same issues are mirrored on provincial, national and international scales. How well people manage these issues over time will depend on a common understanding of — and commitment to — sustainability.



FBC serves communities across BC, with a core focus on the Fraser Basin. We have a presence in all five regions of the Basin — Greater Vancouver Sea to Sky, Fraser Valley, Thompson, Cariboo-Chilcotin and Upper Fraser — as well as on Vancouver Island and in the Kootenays.

* The Fraser Basin Council is also referred to in this plan as "FBC" and "the Council."

The Fraser Basin Council

Formed in 1997, the Fraser Basin Council is a charitable, not-for-profit organization committed to advancing sustainability.

Well into our second decade of service, FBC works to bring people together to find practical, common sense solutions to sustainability issues. FBC has a collaborative governance structure, led by 38 directors drawn from the four orders of government — Federal, Provincial, Local and First Nations — and from the private sector and civil society. To achieve our organizational goals, FBC acts as an impartial, trusted facilitator operating under a unique model of collaborative leadership.

FBC was founded on the belief that major sustainability priorities, including management of the Fraser Basin, cannot be effectively addressed by any one jurisdiction. The reason so many contentious issues remain unresolved is often because leaders in different sectors are working in isolation from each other.

Support for the FBC board is provided by an Executive Director and a multi-disciplinary staff team with expertise in group facilitation, conflict resolution, life sciences, natural resource management, program administration, sustainability planning and education and outreach. To stay on top of important local issues, we have regional committees, five regional offices in the Upper Fraser, Cariboo-Chilcotin,

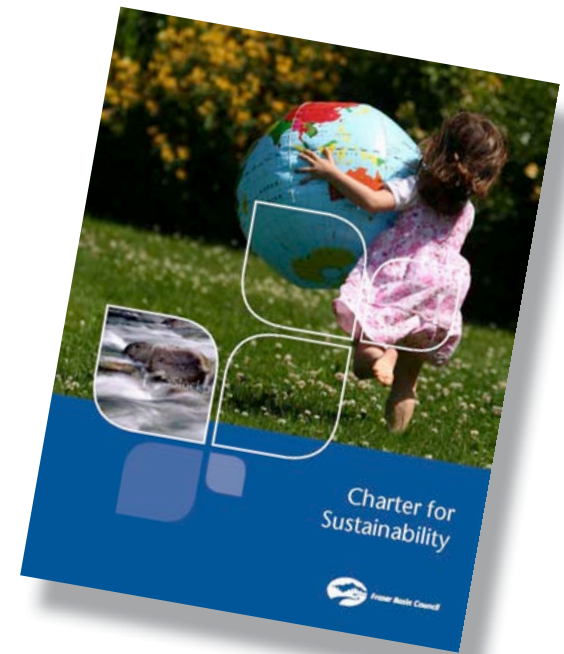
Thompson, Fraser Valley and Greater Vancouver Sea to Sky regions, and two offices serving other parts of BC.

The Charter for Sustainability

The overall framework for the Fraser Basin Council's work, and the touchstone for this five-year Strategic Plan, is the Charter for Sustainability. The Charter is a good-faith agreement, signed in 1997, by representatives from multiple sectors across the Fraser Basin who believed in collaborative action for a more sustainable future.

From the Charter comes FBC's vision statement and guiding principles, along with a definition of sustainability, described as "Living and managing activities in a way that balances social, economic, environmental and institutional considerations to meet our needs and those of future generations."

The Charter is available on the FBC website at www.fraserbasin.bc.ca.



Our Vision

The Fraser Basin Council has a long-term vision for the Fraser Basin and all of British Columbia, as elegantly stated in our Charter for Sustainability:

Social well-being supported by a vibrant economy and sustained by a healthy environment.

Our Mandate

The primary mandate of the Fraser Basin Council is "to advance sustainability in British Columbia with a core focus on the Fraser River Basin."

Accomplishments

Over the past 14 years, the Fraser Basin Council has seen a number of accomplishments in partnership with communities. Here are some examples:

- Played a pivotal early role in the remediation of North America's worst acid rock drainage problem at the site of the former Britannia Mine
- Published four comprehensive Sustainability Snapshot indicators reports, and several regional reports, on the health of the Fraser Basin and Province of BC, raising awareness and encouraging action across sectors on economic, social and environmental issues
- Worked with over 100 local governments and 26 First Nations across BC on community sustainability planning and climate change adaptation
- Helped BC communities take preventative action on flood hazard management (including in the Fraser Valley, Prince George and Naver Creek) and interface fire planning (Williams Lake and area, Quesnel)
- Developed the strategy for and created BC's first council on invasive plants, which has received national recognition
- Spearheaded Canada's first provincial Green Fleets program offering performance reviews and ratings (E3 Fleet Program)
- Led a panel of independent experts, resulting in provincial legislation on drinking water protection
- Improved Fraser Basin salmon habitat, stock management, fisheries information and related outreach, with a high level of Aboriginal engagement and many working partnerships for the health of BC fisheries
- Launched and contributed directly to the development of a land use planning process for the Shuswap Lakes system
- Chaired the first-ever Board Advisory Committee on Sustainability Performance for the Vancouver 2010 Olympic and Paralympic Winter Games
- Negotiated multi-party, annual agreements (ultimately leading to a long-term funding agreement) to maintain the Fraser River debris trap, which delivers widespread benefits.



Strategic Priorities

Priority Roles for FBC

OVER THE NEXT FIVE YEARS, the Fraser Basin Council will continue to focus on roles that reflect our unique values and strengths. As an advocate for sustainability, the Council flags sustainability problems and opportunities. We do not advocate for particular positions or prescribe a particular course of action. Rather, we recognize there is more than one path to sustainability. It is the Council's role to help leaders and other interests from all sectors canvass the issues and options and to achieve results based on collaborative decisions.

Under our 2011-2016 Strategic Plan, the Council will focus on two priority roles.



Priority Role 1: Catalyst and Facilitator

FBC will help flag important sustainability issues, particularly those requiring inter-jurisdictional collaboration, and will facilitate diverse and inclusive processes directed at finding sustainability solutions.

Priority Role 2: Educator

FBC will help public and private sector leaders understand sustainability issues and the importance of inclusive, collaborative processes for planning and decision-making. The Council also fulfils other roles to help all orders of government, organizations and communities move towards enhanced social, economic and environmental well-being, including:

- **Secretariat** — Providing administrative, organizational or management support to multi-interest committees dealing with sustainability issues
- **Monitorer and Reporter** — Measuring the progress of sustainability initiatives and positive change toward sustainability and sharing this information with interested parties and the general public

- **Institutional Coordinator** — Bringing together agencies with different, overlapping or competing jurisdictions or interests to clarify, coordinate or resolve questions of jurisdiction
- **Conflict and Inter-Jurisdictional Resolution Agent** — Bringing together different groups, agencies or interests to resolve specific issues where conflict prevents sustainability
- **Interim Project Coordinator or Manager** — Coordinating and managing projects on an interim basis. A defined exit strategy should be developed as part of the initial work plan.
- **Researcher and Analyst** — Undertaking research and analysis to ensure that all parties have access to necessary information, facts and details.

The roles served by FBC depend on needs and circumstances. The Council will ensure our roles are complementary and are not in conflict. Moreover, we will focus on serving in roles in which we can offer the greatest value.

Strategic Priorities

Priority Areas of Service and Operations

IN SETTING A DIRECTION AND PRIORITIES under this Strategic Plan, the Fraser Basin Council has taken into consideration our history and past successes, our current multi-year commitments, the experience and expertise of our Directors and staff, and our ability to advance some of the most important sustainability challenges for the Basin and BC. In particular, we have reflected on the challenges raised by the Council's sustainability

indicators reports, our partners and the communities we serve.

The Council has identified four priorities for 2011-2016. Three of these are priorities for areas of work and one is a priority for the Council's own operations. These are set out below and described further in the next section of this plan.

Guiding Principles and Practices

The Fraser Basin Council will be guided by the principles in its Charter for Sustainability. In this Strategic Plan we emphasize these approaches, in particular:

- FBC will ensure that social, economic and environmental considerations are integrated in all initiatives
- FBC will include all interested parties in sustainability processes, including all orders of government and representation from the private and non-profit sectors. Inclusiveness encompasses the meaningful engagement of Aboriginal people, youth and interested cultural groups and communities.
- The Council will maintain a local presence across the Fraser Basin and be available to serve other areas of the province. Recognizing that local sustainability issues can emerge quickly, the Council intends to be nimble and ready to serve on these issues, including in the role of convener and facilitator. This is in keeping with our commitment to encourage resilient and sustainable regions and communities.

FBC has four Strategic Priorities for 2011-2016

Taking Action on
Climate Change
and
Air Quality

Supporting Healthy
Watersheds and
Water Resources

Building
Sustainable and
Resilient
Regions and
Communities

Increasing
Organizational
Strength and
Resilience

Taking Action on Climate Change and Air Quality



Did You Know?

- Total GHG emissions in BC increased by 27.4% between 1990 and 2006, due mainly to energy consumption patterns and increases in natural gas production.
- Between 1990 and 2004, significant increases in GHG emissions occurred within the transportation (44%) and industrial (34%) sectors; however, between 2004 and 2006, these sectors reduced their emissions by 8% and 11%, respectively.

— Sustainability Snapshot 4 (2009)



E3 Fleet – FBC’s innovative program for reviewing and rating fleet performance.

WHEN IT COMES TO CLIMATE CHANGE, there is a dual challenge for leaders in all sectors: to prepare for the impacts of a changing climate, some of which are already here, and to drive down harmful emissions that contribute to climate change. FBC has a track record of service in this area – for example, by helping communities achieve greater energy efficiency in buildings, lower their emissions, improve the performance of their fleets and promote improvements in air quality.

Over the next five years, FBC will continue to work on initiatives aimed at reducing harmful emissions and improving air quality. We will also help communities understand the impacts of climate change and the importance of adaptation, such as in the management of water and other resources.

Measuring Success in 2011-2016

The Fraser Basin Council will measure success by the:

- number of new plans, strategies, programs or actions
- number of communities, organizations and individuals that:
 - increase their capacity or understanding and
 - undertake actions

that lead to fewer greenhouse gas and other emissions, improvement in air quality, and community adaptation to a changing climate and that are a result of, in whole or in part, the work of the Council.

TODAY IN BRITISH COLUMBIA, the year-round availability of sufficient supplies of water can no longer be taken for granted. There are BC communities, and in particular Aboriginal communities, that lack clean drinking water. Across the province there are concerns about pollution, flood or drought, or the need to secure sufficient water supply for irrigation and industry as well as for fish and wildlife.

Since its inception, the Fraser Basin Council has worked on water and watershed issues – including flood hazard management, debris management, sustainable fish and fisheries, collaborative watershed governance, youth watershed stewardship and water-related climate change adaptation for agriculture, forestry and other sectors. Healthy watersheds and water resources will remain an ongoing priority for the Council under this Strategic Plan.

Measuring Success in 2011-2016

The Fraser Basin Council will measure success by the:

- number of plans, strategies, programs and actions, and
- number of communities, organizations and individuals that:
 - increase their capacity or understanding and
 - undertake actions

that lead to improved water quality, water supply or water conservation and are as a result of, in whole or in part, the work of the Council.

Supporting Healthy Watersheds and Water Resources

Watersheds provide water for human consumption, fish and wildlife, recreation, agriculture and industry. Waterways connect communities, provide a means of transportation and allow for discharge of wastewaters. For many people, the Fraser River and its many lakes and tributaries also hold important cultural and historical significance.



Did You Know?

- While some communities have managed to reduce their water consumption, overall water consumption per capita in the Fraser Basin continues to increase.
- Together, municipalities in the Fraser Basin provided wastewater treatment services to 85% of the population in 2004: 36.2% with primary treatment, 59.4% with secondary treatment and only 4.3% with tertiary treatment.

— Sustainability Snapshot 4 (2009)

Building Sustainable and Resilient Regions and Communities

Sustainability close to home

The quick pace of change makes community planning ever more complex. FBC works closely with all orders of governments, public and private sector organizations, youth and other interested groups across BC in planning for the social, economic and environmental health of communities, now and in the future.

FBC is helping local government and First Nations plan sustainable communities



LOCAL AND REGIONAL ISSUES often emerge unexpectedly and call for quick response. By serving as convener and facilitator, and offering an inclusive process tailored to local needs, the Council helps others successfully reach collaborative decisions. Over the next five years, FBC will continue to support local leaders in all sectors on emerging issues that impact their communities, including increasing collaboration between Aboriginal and non-Aboriginal communities. Communities today face a range of sustainability concerns — such as how to adapt to a changing climate, encourage water and energy conservation, improve social indicators, strengthen links between urban and rural areas and diversify economies. FBC is in a good position to help ensure that social, economic and environmental perspectives are integrated when resolving community issues.

Measuring Success in 2011-2016

The Fraser Basin Council will measure success by the following outcomes that result in whole or in part from the work of the Council and lead to local sustainability and improved regional and community resilience:

- the number of new or updated plans, strategies, programs or actions in communities
- the number of communities, organizations and individuals that increase their capacity or understanding or undertake actions
- increased collaboration between Aboriginals and Non-Aboriginals across communities and within initiatives.

Increasing Organizational Strength and Resilience

THE FRASER BASIN COUNCIL intends to survive — and thrive — as a healthy, sound organization with a strong reputation. We are committed to:

- Ensuring a stable, fiscally sound organization
- Maintaining a strong board of directors and stable staff team
- Diversifying funding and securing new funding partners in the Council's priority areas of work
- Enhancing internal systems
- Following sustainability principles and practices.



Next Steps

This Strategic Plan is intended to guide the Fraser Basin Council in fulfilling our vision and mandate over the next five years. The Plan is a framework document for annual operating plans developed by staff and approved by the Board.

This Strategic Plan and a summary called “Strat Plan in Brief” are available on the FBC website at www.fraserbasin.bc.ca.



Thanks to Picture BC for back cover images



Fraser Basin Council

Our Offices

FBC has five regional offices in the Fraser Basin and two offices serving other parts of BC:

- Greater Vancouver Sea to Sky (Vancouver)
- Fraser Valley (Mission)
- Thompson (Kamloops)
- Cariboo-Chilcotin (Williams Lake)
- Upper Fraser (Prince George)
- Kootenays (Cranbrook)
- Vancouver Island (Victoria)

To learn more about FBC programs and services and to contact one of our offices, visit us online. Reach our central office at:

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