



## **GOVERNANCE POLICIES**

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## **GP-1: GLOBAL GOVERNANCE COMMITMENT**

The Board of Trustees represents and articulates the interests of NTLC's members and BC's current and future residents (referred to as "ownership" in other policies) and, on their behalf:

- a) actively develops, reviews and maintains a comprehensive, informed and up-to-date policy and governance framework; and
- b) ensures that The National Trust for Land and Culture achieves effective results at an appropriate cost, while avoiding unacceptable actions and situations, in accordance with the board's policy framework.

## **GP-2A: GOVERNING STYLE**

The board will govern as a collective. It will welcome a diversity of individual viewpoints among Trustees that strengthen collective decision making. It will welcome the perspective provided by the Executive Director and will promote a teamwork environment between board and management, while maintaining the necessary distinction between roles of the board and the Executive Director. It will govern with a balance between:

- a) outward vision and internal due diligence
- b) strategic leadership and administrative oversight
- c) future, past and present perspectives
- d) proactivity and critical evaluation.

## **GP-2B:**

Accordingly,

1. The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will use the expertise of its individual members to enhance the ability of the board as a whole rather than to substitute individual judgments for the board's values. The board will allow no officer, individual, or committee of the board to hinder or be an excuse for not fulfilling board commitments.
2. The board will direct, control, and inspire The National Trust for Land and Culture through the careful establishment of broad written policies reflecting the board's values and perspectives about ends to be achieved and means to be avoided. The board's major policy focus will be on the intended long-term effects outside The National Trust for Land and Culture, not on the administrative or programmatic means of attaining those effects.
3. The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability. Continual board development will include orientation of new board members in the board's governance process and periodic board discussion of process improvement.
4. At each meeting, the board will monitor and discuss its own process and performance. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-Executive Director Linkage categories.

### **GP-3A: BOARD JOB DESCRIPTION**

The job of the board is to represent the ownership in determining and ensuring that the organization continually strives to achieve the highest standards possible in its performance.

### **GP-3B:**

Accordingly,

1. The board will ensure that effective links are maintained with the ownership, and that the interests of the ownership are at all times understood and are reflected in operations.
2. The board will provide written governing policies that, to the level of the board's comfort, address each category of organizational decision.
  - a. *Ends Policies*: Define what outcomes are to be achieved through the work of the organization, including identification of who benefits from that work and what is the relative cost of that work.
  - b. *Executive Limitations Policies*: Provide the boundaries within which the work of the organization may be conducted, ensuring adherence to all appropriate legal and ethical considerations, standards and best practices.
  - c. *Governance Process Policies*: Set out how the board will conduct itself and carry out its own responsibilities.
  - d. *Board-Executive Director Linkage Policies*: Define the relationship and the division of responsibilities between the board and the Executive Director, and how accountability is to be monitored.
3. The board will regularly monitor the performance of the Executive Director and provide assurance that acceptable standards are being met, exclusively in terms of compliance with policies as set out under 2a and 2b above).

#### **GP-4A: WORKPLAN AND AGENDA PLANNING**

To accomplish its job, with a governance style consistent with board policies, the board will develop and, to the extent possible, follow an annual workplan that:

- a) focuses on future planning through re-examination and either reconfirmation or amendment of the organization's goals and objectives (Ends policies)
- b) continually improves board performance through board education
- c) provides a structured and systematic approach to dealing with the board's ongoing and day-to-day responsibilities, including oversight and monitoring, approvals as required and appropriate connections with the ownership.

#### **GP-4B:**

Accordingly,

1. The cycle will begin each year on the first day of October so that planning and associated budgeting for board activities can be most effectively coordinated with the planning and budget cycles of the organization.
2. The cycle will start with the board's development and approval of its agenda for the next year.
3. Throughout the year, the board will attend to consent agenda items as expeditiously as possible.
4. Executive Director monitoring will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.

## **GP-5A: CHAIRPERSON'S ROLE**

The chairperson assures the integrity of the board's process and, secondarily, represents the board to outside parties.

## **GP-5B:**

Accordingly,

1. The chairperson ensures that the board behaves consistently with its own rules and those legitimately imposed upon it from outside The National Trust for Land and Culture.
  - a. Agendas and discussion at board and committee meetings will focus on those matters that, according to board policy, are the responsibility of the board, not the Executive Director.
  - b. Deliberation at board and committee meetings will be fair, open, and thorough but also timely, orderly, and kept to the point.
2. The chairperson is authorized to make decisions that fall within topics covered by board policies on Governance Process and Board-Executive Director Linkage, except where the board specifically delegates portions of this authority to others. The chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
  - a. The chairperson is empowered to chair board meetings, with all the commonly accepted authority of that position (for example, ruling, recognizing), and shall conduct meetings under Robert's Rules of Order.
  - b. The chairperson has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the chairperson has no authority to supervise or direct the Executive Director.
  - c. The chairperson represents the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to him or her.
  - d. The chairperson may delegate this authority but remains accountable for its use.

## **GP-6A: BOARD MEMBER'S CODE OF CONDUCT**

The board is responsible for NTLC. The board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

### **GP-6B:**

Accordingly,

1. Board members must be free from conflict of interest in representing the interests of the ownership and in the exercise of all of their fiduciary responsibilities.
  - a. Board members are prohibited from self-dealing, and also from any conduct of private business with the National Trust for Land and Culture, unless specifically authorized by the board.
  - b. When a board member has an unavoidable conflict of interest in an issue to be decided the member will absent himself or herself from discussion and voting on the issue.
  - c. Board members must not use their positions to obtain employment for themselves, family members, or close associates.
  - d. Board members will annually disclose their involvements with other organizations, with vendors, or any other associations that might produce a conflict.
2. Board members may not attempt to exercise individual authority over The National Trust for Land and Culture except as explicitly set forth in board policies.
  - a. Board members' interactions with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly board authorized.
  - b. Board members' interactions with public, press or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.
  - c. Board members will give no consequence or voice to individual judgments of the Executive Director or staff performance.
3. Board members will respect the confidentiality appropriate to issues of a sensitive nature. This responsibility of confidentiality continues after the board members leave the board and/or the organization. Information provided is the intellectual property of NTLC and is being held in trust for the ownership. Materials acquired should be returned to the ownership upon leaving.

4. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as confidentiality, attendance, preparation, policy making principles, respect of roles, respect of board members and staff, respect for order in meetings and ensuring continuance of governance capability. At the request of the chair, the board will appoint three board members, not including the chair to consider and make recommendation to the board on situations where, in the opinion of the chair, lack of discipline is a threat to governing capability. Such recommendation may include the use of a third party to resolve issues which threaten governing capability.

## **GP-7A: BOARD COMMITTEE PRINCIPLES**

The only role of board committees and task forces is to help the board do its job. This will ordinarily be accomplished by undertaking research, liaising with NTLC staff as appropriate, and preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not get involved with staff operations, but are encouraged to collaborate with staff to ensure that advice and recommendations provided to the board are optimized.

## **GP-7B:**

Accordingly,

1. Board committees and task forces, when used, will be assigned so as to improve the board's effectiveness and to improve the efficiency and flow of information between the board and the Executive Director, and will be structured as follows:
  - a. Committees and task forces, including a Nominations Committee as required under the Bylaws, will be set up as needed, on a time-limited basis, with specific objectives and/or requirements assigned in each case.
  - b. The Board Chair may attend and participate in all committees, ex-officio.
  - c. The board may, at its discretion, appoint NTLC members who are not Trustees as members of committees. Should the board wish to appoint staff members to a committee, the appointment(s) must be approved by the Executive Director.
  - d. Unless specifically required otherwise, the Executive Director, with the approval of the board, shall appoint one or more staff to provide support to each committee.
2. Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes.
3. The existence of a board committee or task force does not change the relationship between the board and the Executive Director. Because the Executive Director works for the full board, he or she will not be required to obtain approval of a board committee before an executive action, nor can the committee direct the actions of the Executive Director.
4. This policy applies to any group that is formed by board action, whether or not it is called a board committee and regardless whether the group includes board members. It does not apply to committees formed under the authority of the Executive Director (such as regional committees).

## **GP-8A: INVESTMENT IN GOVERNANCE**

To ensure excellence in governance, the board will invest in its governance capacity.

## **GP-8B:**

Accordingly,

1. The development of board skills, methods, and supports will be actively pursued to ensure effective governance.
  - a. The nominating committee will ensure that all candidates for the board are oriented to NTLC's mandate, operations and current issues. In addition, a full orientation session will be held for new directors prior to their taking office, and will include the provision of all appropriate documents. It is expected that all new directors will have had a full orientation within one month of taking office.
  - b. Outside monitoring assistance may be arranged so that the board can exercise confident control over organizational and board performance. This includes but is not limited to a fiscal audit.
  - c. Outreach mechanisms will be used as needed to ensure the board's ability to listen to ownership viewpoints and values
2. To address the costs of board operations:
  - a. An annual budget will be developed, as a component of NTLC's overall budget, which will address the board's workplan and ongoing activities and recognize the staff time and expenditures required for board support.
  - b. The board and the Executive Director acknowledge the limitations of the budget and agree to work together to achieve maximum efficiency in board operations, while maintaining an effective level of board support.

## **GP-9A: MONITORING AND EVALUATING BOARD PERFORMANCE**

Systematic and rigorous monitoring of board performance will be measured against the board job description and code of conduct.

### **GP-9B:**

Accordingly,

1. Monitoring is simply to determine the degree to which board responsibilities and conduct code are being met. Data that doesn't do this will not be considered relevant data for this.
2. The board will acquire monitoring data by one or more of three methods:
  - (i) by internal reporting by the board,
  - (ii) by external report, in which an external, disinterested third party selected by the board assesses compliance with board responsibilities and conduct, and
  - (iii) by direct board inspection, in which a designated member or members of the board evaluate performance
3. Should the Executive Director consider that circumstances warrant, he/she may request that a third party evaluation be conducted, in accordance with this policy.

**BEL-1:           GLOBAL BOARD-EXECUTIVE DIRECTOR LINKAGE**

The board’s sole official connection to the operations of the organization, its achievements, and conduct will be through an Executive Director. The aim of this relationship is to be collaborative and mutually supporting, while ensuring clarity of the division of responsibilities. Both the board and the Executive Director will seek to ensure that each other’s needs are fully and respectfully met.

**BEL-2A: UNITY OF CONTROL**

Only decisions of the board acting as a body are binding on the Executive Director.

**BEL-2B:**

Accordingly,

1. Decisions or instructions of individual board members, officers or committees are not binding on the Executive Director except in rare instances when the board has specifically authorized such exercise of authority.
2. The Executive Director will provide all information and assistance to board committees and individual directors, as requested by the board. The Executive Director may also provide such information and assistance without board authorization or request, but may also decline to do so if, in his/her opinion, it will require a material amount of staff time or funds, or would be disruptive.

### **BEL-3A: ACCOUNTABILITY OF THE EXECUTIVE DIRECTOR**

The Executive Director is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the Executive Director. The accountability of the Executive Director will be monitored on an ongoing basis and will also be measured annually through a performance review.

### **BEL-3B:**

Accordingly,

1. The board will never give instructions to persons who report directly or indirectly to the Executive Director, unless specifically authorized by the Executive Director.
2. The board will refrain from evaluating, either formally or informally, any staff other than the Executive Director.
3. The board will view the performance of the Executive Director in relation to the performance of the organization as a whole, such that if the organization accomplishes its objectives and operates in keeping with its policies, that will be seen as a significant measure of success for the Executive Director's performance.

## **BEL-4A: DELEGATION TO THE EXECUTIVE DIRECTOR**

The board will instruct and work with the Executive Director to meet the strategic objectives of The National Trust for Land and Culture as set out in policy (and associated plans), allowing the Executive Director to use any reasonable interpretation of these policies. The board reserves the right to ensure that the Executive Director's interpretation is in keeping with the board's intentions.

## **BEL-4B:**

Accordingly,

1. The board will develop policies instructing the Executive Director to achieve certain results and outcomes consistent with the NTLC's mandate and strategic priorities. These policies will direct and guide the scope of work that is taken on by the organization, and will be called Ends policies.
2. The board will develop policies that set out boundaries within which the work of the organization may be conducted, and that provide guidance to the Executive Director in choosing the means by which the organization's work is done. These policies will be called Executive Limitations policies.
3. As long as the Executive Director uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the Executive Director is authorized to determine the ways and means by which the organization will conduct its work and achieve results.
4. The board may review and change its Ends and Executive Limitations policies at any time and, in so doing, change the parameters of the Executive Director's responsibilities. However, once these changes have been made, and the revised responsibilities delegated, the board will respect and support the Executive Director's choices in accordance with the revised policies.

## **BEL-5A: MONITORING AND EVALUATING EXECUTIVE DIRECTOR PERFORMANCE**

Systematic and rigorous monitoring of the Executive Director's job performance will be undertaken by the board on an ongoing basis, and will be explicitly based on the Executive Director's interpretation and implementation of board policies on Ends and the interpretation and adherence to board policies on Executive Limitations. The ongoing monitoring work will provide the basis for a more formal annual review and evaluation of the Executive Director's job performance, to be undertaken by the board in a manner agreed to by both parties.

### **BEL-5B:**

Accordingly,

1. Monitoring is simply to determine the degree to which board policies are being met. Data that do not do this will not be considered to be monitoring data.
2. The board will acquire monthly monitoring data with respect to specified policies by an internal report, in which the Executive Director discloses compliance information to the board.
3. Other than those policies specified for monthly monitoring, all other Ends and Executive Limitations policies will be monitored at least annually or more often either at the request of the board or based on the judgment of the Executive Director. These policies will be monitored by an internal report provided by the Executive Director and may also be monitored by a) an external report, in which an objective third party selected by the board assesses compliance with board policies or b) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.
4. In every case, the standard for compliance shall be *any reasonable interpretation made by the Executive Director* of the board policy being monitored.
5. All policies that instruct the Executive Director will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule, as follows, with a specific timetable to be determined each year in the board workplan:

<u>Policy</u>	<u>Frequency</u>
Treatment of Others	Annually
Treatment of Staff and Volunteers	Annually
Financial Planning and Budgeting	Monthly

Financial Condition and Activities	Monthly
	Annually (External Audit)
Emergency Executive Director Succession	Annually
Compensation and Benefits	Annually
Communication and Support	Annually
Asset Protection	Quarterly
Property Acquisitions	Monthly
Ends Policies	Annually

**EL-1:           GLOBAL EXECUTIVE CONSTRAINT**

The Executive Director shall not cause or allow any practice, activity, decision, or organizational circumstance that is either unlawful, imprudent, in violation of commonly accepted business and professional ethics, or in contravention of the Standards & Practices of the Canadian Land Trust Alliance.

## **EL-2A: TREATMENT OF OTHERS**

With respect to all interactions with others, the Executive Director shall not cause or allow conditions, procedures, or decisions that are unsafe, disrespectful, or that fail to provide appropriate confidentiality or privacy.

## **EL-2B:**

Accordingly, the Executive Director shall:

1. Ensure that NTLC has in place and abides by a privacy policy.
2. Use application forms and other information gathering materials that do not elicit information for which there is no clear necessity.
3. Ensure that all methods used to collect, review, transmit, or store client information adequately protect against improper access to the material elicited.
4. Ensure that consumers have a clear understanding of what may be expected and what may not be expected from the service offered.
5. Ensure that consumers are appropriately informed of this policy, and that a grievance process has been established and is available to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.

### **EL-3A: TREATMENT OF STAFF AND VOLUNTEERS**

With respect to the treatment of paid and volunteer staff the Executive Director shall not cause or allow conditions that are unfair or disrespectful.

### **EL-3B:**

Accordingly, the Executive Director shall:

1. Ensure the organization has in place, and abides by, a harassment policy.
2. Ensure the organization has in place, and abides by, a volunteer policy.
3. Ensure the organization has in place, and abides by written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, set out procedures for hiring and dismissal, and protect against wrongful conditions and grossly preferential treatment for personal reasons.
4. Ensure that there is no discrimination against any staff member for expressing an ethical dissent.
5. Enable and facilitate staff grievance to the board when (1) internal grievance procedures have been exhausted and (2) the employee alleges either that (a) board policy has been violated to his or her detriment or (b) board policy does not adequately protect his or her human rights.
6. Ensure that staff are acquainted with their rights under this policy.

**EL-4A: FINANCIAL PLANNING AND BUDGETING**

Financial planning for any fiscal year or the remaining part of any fiscal year shall be in accordance with the board's Ends priorities, shall avoid fiscal jeopardy, and shall consider long-term implications.

**EL-4B:**

Accordingly, the Executive Director shall:

1. Ensure that budget planning and development is based on information that is as complete and as accurate as possible to enable credible projection of revenues, expenses and cash flow, separation of capital and operational items, and disclosure of planning assumptions.
2. Ensure that budget plans are, over the full course of the fiscal year, balanced and achievable, and do not project a financial deficit.

## **EL-5A: FINANCIAL CONDITIONS AND ACTIVITIES**

With respect to the actual, ongoing financial condition and activities of the organization, the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Ends policies.

## **EL-5B:**

Accordingly, the Executive Director shall:

1. Maintain spending levels in line with the amount of funds received in the fiscal year to date, unless appropriate, clear and manageable debt provisions are in place.
2. Ensure that all debt incurred by The National Trust for Land and Culture can be repaid by projected revenues within a reasonable time, in accordance with the nature of the debt.
3. Ensure that any financial resources shifted between discrete funds can be restored to the original fund as necessary and within a reasonable time.
4. Ensure that payroll and debts are settled in a timely manner, in accordance with the nature of the debt.
5. Ensure that tax payments and other government-ordered payments or filings are paid on time and are accurately filed. The Executive Director shall advise the board immediately, in writing, of any statutory remittances or payments under any Act of Canada or British Columbia that are not paid or remitted when due.
6. Refrain from making any single unbudgeted purchase or commitment of greater than \$25,000 without board approval.
7. Ensure that funds receivable are proactively pursued, following a reasonable grace period.

**EL-6A: EMERGENCY EXECUTIVE DIRECTOR SUCCESSION**

In order to protect the organization and the board from sudden loss of Executive Director services, the Executive Director shall ensure that there are always at least two other senior staff members familiar with board and Executive Director issues and processes and that a confidential written plan detailing steps to be taken is filed in a secure location.

## **EL-7A: ASSET PROTECTION**

The Executive Director shall ensure that the assets of the organization are properly protected, adequately maintained, and not put at unnecessary risk.

## **EL-7B:**

Accordingly, the Executive Director shall:

1. Ensure that the organization has in place comprehensive insurance policies against theft and casualty losses where appropriate and against liability losses to board members, staff, volunteers, and The National Trust for Land and Culture itself in an amount at least equal to the average for comparable organizations.
2. Ensure that required management plans, protocols, practices and adequate training is in place to protect NTLC's physical assets and equipment from improper wear and tear or insufficient maintenance.
3. Take measures to protect The National Trust for Land and Culture, its board, staff, and volunteers from unnecessary claims of liability.
4. Make sure that necessary protocols are in place to protect against conflict of interest, prior to making any purchase or commitment.
5. Take measures to protect intellectual property, information, and files from loss or significant damage.
6. Ensure that controls and practices regarding the receipt, processing, or disbursement of funds meet the standards expected by the board-appointed auditor.
7. Prevent actions or activities that would endanger The National Trust for Land and Culture's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

**EL-8A:           COMPENSATION AND BENEFITS**

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Executive Director shall uphold principles of fairness, equity and respectful interaction, while avoiding jeopardy to fiscal integrity or public image.

**EL-8B:**

Accordingly, the Executive Director shall:

1. Make no changes to his or her own compensation and benefits without the prior approval of the Board of Trustees.
2. Refrain from promising or implying guaranteed employment.
3. Establish current compensation and benefits that are compatible with the geographic and professional market for the skills employed.
4. Ensure that compensation obligations are not committed over a longer term than revenues can be reasonably projected.

## **EL-9A: COMMUNICATION AND SUPPORT TO THE BOARD**

The Executive Director shall ensure that the board is fully and appropriately informed and is adequately supported in its work.

### **EL-9B:**

Accordingly, the Executive Director shall:

1. Submit monitoring data as required by the board (see policy on Monitoring Executive Director Performance BEL-5) in a timely, accurate, and understandable fashion, directly addressing provisions of board policies being monitored.
2. Make the board aware of relevant trends, relevant anticipated or actual adverse media coverage, material external and internal changes, particularly changes in the assumptions or interpretations upon which any board policy has previously been established.
3. Advise the board if, in the Executive Director's opinion, the board is not in compliance with its own policies on Governance Process and Board-Executive Director Linkage, particularly in the case of board behaviour that is detrimental to the work relationship between the board and the Executive Director. In such cases, the Board will review the policy(ies) in question at the next opportunity.
4. Marshal for the board as many staff and external points of view, issues, and options as needed for fully informed board choices.
5. Present information to the board in a manner that is understandable to a lay audience and that clearly differentiates among information of three types: monitoring, decision preparation, and other.
6. Provide an effective mechanism for official board, officer, and board committee communications.
7. Always deal with the board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or board committees duly charged by the board.
8. Report in a timely manner to any actual or anticipated noncompliance with any policy of the board.
9. Supply for the consent agenda all items delegated to the Executive Director yet required by law or contract to be board-approved, along with the applicable monitoring assurance.

## **EL-10A: PROPERTY ACQUISITIONS**

With respect to the acquisition of land or interests in land, the Executive Director shall not propose any acquisition, without the board's specific consent, that does not satisfy both fiscal and strategic objectives approved by the board.

## **EL-10B:**

Accordingly,

1. **After December 31, 2013**, the Executive Director shall adhere to and be guided by a multi-year acquisition strategy prepared by the Executive Director and approved at least annually by the board. This acquisition strategy will contain a comprehensive approval process for all acquisitions.
2. The Executive Director may not enter into a binding contract for the acquisition of an interest in land, without the board's consent, that:
  - a) involves borrowing of more than \$100,000, unless the source of funds for repayment of that borrowing is assured by a legally-binding agreement.
  - b) is not strategically incorporated in or specifically included or referenced in the board-approved acquisition strategy.

## **END-1:      GLOBAL ENDS POLICY**

The ends to be achieved by the work of The National Trust for Land and Culture are that:  
“A culture of conservation is created in British Columbia that results in the protection, in perpetuity, of the province’s natural and cultural heritage (“special places”) and that fosters a healthy, balanced quality of life for all.”

## **END-2A: CREATION OF A CULTURE OF CONSERVATION**

In this context, a culture of conservation incorporates the following elements:

1. Through their association with NTLC's sites and/or educational activities, people in British Columbia, both residents and visitors, have gained a deeper understanding and appreciation for, and feel a stronger personal connection to the land, to the environment around them, and to their own and their community's history and cultural heritage. They also are more strongly motivated to take personal responsibility for the protection of British Columbia's special places.
2. Communities in British Columbia – geographic communities, ethnic communities and communities of interest – are strengthened through the building of social capital and the enhanced interconnectedness of people with each other, with their community's history and with their community's environment, as a result of participation in NTLC activities and/or access to NTLC-protected properties in their community.
3. Sustained support for a "National Trust" for British Columbia that provides opportunities for direct participation, that will remain democratically, financially and organizationally sound over the long term, and that is founded on the following principles, based on those adopted by the International National Trust Organization:
  - i) The organization has as its principal purpose the conservation of cultural and natural heritage, and is professionally engaged in programs and activities to further such a purpose;
  - ii) The organization is substantially independent and autonomous of government;
  - iii) The organization must be a voluntary organization, governed by a voluntary board of directors;
  - iv) The organization must be a membership-based and governed;
  - v) The organization must be established for public benefit and not for profit;
  - vi) The organization must have the capacity to develop, assess, analyze, promote and influence policy with respect to conservation;
  - vii) The organization must be involved in public education, public advocacy and raising public awareness about conservation;
  - viii) The organization must be actively involved in the management of cultural/natural heritage properties.

## END-3A: PROTECTION OF “SPECIAL PLACES”

The protection of the province’s “special places” incorporates the following elements:

1. Through the work of NTLC in acquiring protective control over lands, waters, significant features and significant structures, “special places” representing British Columbia’s natural and cultural heritage will be protected, to the extent possible, from destruction, removal or significant damage resulting from inappropriate use or activities, neglect or other detrimental circumstances as a consequence of human interaction.
2. “Special places” include one or more of the following:
  - a. Natural areas. This includes areas with rare, sensitive, endangered or threatened habitats, ecosystems, ecotypes, species or varieties in that geographic area; areas that are rich in species and biodiversity; areas that link together, or otherwise enhance the viability of, other protected natural areas; areas that have significant and appropriate potential for restoration and enhancement; areas that are publicly accessible and that provide significant opportunities for education and public connection; natural areas that a community considers of significant value to that community, and that it wants to protect.
  - b. Cultural heritage properties. This includes sites that are of historic, cultural or spiritual significance to British Columbia or to a community within British Columbia, as well as any buildings, structures or artifacts on or associated with the site. It also includes sites that are of significant importance to the cultural life of a community, (either a geographic community, such as a town or neighbourhood, an ethnic community, such as an aboriginal community, or a community of interest, such as agriculturists), which the community values and wants to protect.
  - c. Agricultural properties. This includes properties, whether within the Agricultural Land Reserve or not, that are or potentially could be used for farming or ranching purposes and for which sustainability of the land resource or securing a local food resource is a consideration.
  - d. Working landscapes. This includes properties on which people do, may or potentially could make a living by, primarily, growing and/or harvesting forestry, agro-forestry or other non-agricultural resources on the landscape, in a manner in which the protection of micro-habitats and wildlife is an essential component of management, and in which sustainability of the land resource is a priority.
  - e. Recreational landscapes. This includes areas that are important for human interaction with, and understanding of, the natural world, trails and watercourses, and areas of scenic beauty. These would also be sites that are primarily for self-propelled activities,

with accommodation for disabled access as appropriate. Where appropriate this would also include campgrounds, as a base for such activities.

- f. Areas of scientific value. This includes sites with specific features or attributes that are pertinent for scientific study or for retention as reference standards. It includes features to be found on the site, such as fossil beds, as well as the site itself, such as geological formations.