

## **BOARD OF DIRECTORS GOVERNANCE POLICIES**

### **SECTION 1: GOVERNANCE POLICIES**

<b>GP#1:</b>	Global Governance Commitment		
<b>GP#2a:</b>	Governing Style	<b>GP#3a:</b>	Details
<b>GP#2b:</b>	Board Job Description	<b>GP#3b:</b>	Details
<b>GP#2c:</b>	Workplan And Agenda Planning	<b>GP#3c:</b>	Details
<b>GP#2d:</b>	Chairperson's Role	<b>GP#3d:</b>	Details
<b>GP#2e:</b>	Board Member's Code Of Conduct	<b>GP#3e:</b>	Details
<b>GP#2f:</b>	Board Committee Principles	<b>GP#3f:</b>	Details
<b>GP#2g:</b>	Investment in Governance	<b>GP#3g:</b>	Details

### **SECTION 2: BOARD-EXECUTIVE DIRECTOR LINKAGE POLICIES**

<b>BEL#1:</b>	Global Board-Executive Director Linkage		
<b>BEL#2a:</b>	Unity Of Control	<b>BEL#3a:</b>	Details
<b>BEL#2b:</b>	Accountability Of The Executive Director	<b>BEL#3b:</b>	Details
<b>BEL#2c:</b>	Delegation To The Executive Director	<b>BEL#3c:</b>	Details
<b>BEL#2d:</b>	Monitoring Executive Director Performance	<b>BEL#3d:</b>	Details

### **SECTION 3: EXECUTIVE LIMITATIONS POLICIES**

<b>EL#1:</b>	Global Executive Constraint		
<b>EL#2a:</b>	Treatment Of Others	<b>EL#3a:</b>	Details
<b>EL#2b:</b>	Treatment Of Staff And Volunteers	<b>EL#3b:</b>	Details
<b>EL#2c:</b>	Financial Planning And Budgeting	<b>EL#3c:</b>	Details
<b>EL#2d:</b>	Financial Conditions And Activities	<b>EL#3d:</b>	Details
<b>EL#2e:</b>	Emergency Executive Director Succession		
<b>EL#2f:</b>	Asset Protection	<b>EL#3f:</b>	Details
<b>EL#2g:</b>	Compensation And Benefits	<b>EL#3g:</b>	Details
<b>EL#2h:</b>	Communication And Support To The Board	<b>EL#3h:</b>	Details
<b>EL#2i:</b>	Ends Focus Of Grants Or Contracts	<b>EL#3i:</b>	Details
<b>EL#2j:</b>	Property Acquisitions	<b>EL#3j:</b>	Details

### **SECTION 4: ENDS POLICIES**

<b>END#1:</b>	Global Ends Policy
<b>END#2a:</b>	Creation of a Culture of Conservation
<b>END#2b:</b>	Protection of Special Places



## BOARD POLICY DOCUMENT

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

*The purpose of the board, on behalf of TLC's members and BC's current and future residents, (referred to as "ownership" in other policies) is to see to it that The Land Conservancy (1) achieves appropriate results at an appropriate cost and (2) avoids unacceptable actions and situations.*



## **GP#2a: GOVERNING STYLE**

*The board will govern with an emphasis on:*

- (1) outward vision rather than internal preoccupation*
- (2) encouragement of diversity in viewpoints*
- (3) strategic leadership more than administrative detail*
- (4) clear distinction of board and executive director roles*
- (5) collective rather than individual decisions*
- (6) future rather than past or present*
- (7) proactivity rather than reactivity*

## **GP#3a: Details**

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 body 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 Land Conservancy 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 Land Conservancy, 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. The board will monitor and discuss the board's process and performance at each meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-Executive Director Linkage categories.



## GP#2b: BOARD JOB DESCRIPTION

*The job of the board is to represent the Ownership in determining and demanding excellence in organizational performance.*

### GP#3b:

Accordingly,

1. The board will provide the link between The Land Conservancy and the ownership.
2. The board will provide written governing policies that, at the broadest levels, address each category of organizational decision.
  - a. *Ends*: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
  - b. *Executive Limitations*: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - c. *Governance Process*: Specification of how the board conceives, carries out, and monitors its own task.
  - d. *Board-Executive Director Linkage*: How power is delegated and its proper use monitored; the Executive Director role, authority, and accountability.
3. The board will provide assurance of Executive Director performance (against policies in 2a and 2b).



## **GP#2c: WORKPLAN AND AGENDA PLANNING**

*To accomplish its job products with a governance style consistent with board policies, the board will follow an annual workplan that:*

- (1) completes re-exploration of Ends policies annually and*
- (2) continually improves board performance through board education and enriched input and deliberation.*

## **GP#3c:**

Accordingly,

1. The cycle will conclude each year on the last day of September so that administrative planning and budgeting can be based on accomplishing a one-year segment of the board's most recent statement of long-term Ends.
2. The cycle will start with the board's development of its agenda for the next year.
  - a. Consultations with selected groups in the ownership or other methods of gaining ownership input will be determined and arranged in the first quarter, to be held during the balance of the year.
  - b. Governance education and education related to Ends determination will be arranged in the first quarter, to be held during the balance of the 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#2d: CHAIRPERSON'S ROLE**

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

### **GP#3d:**

Accordingly,

1. The chairperson ensures that the board behaves consistently with its own rules and those legitimately imposed upon it from outside The Land Conservancy.
  - a. Meeting discussion content will be only those issues that, according to board policy, clearly are the responsibility of the board to decide, not the Executive Director.
  - b. Deliberation 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 power of that position (for example, ruling, recognizing).
  - 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 her or him.
  - d. The chairperson may delegate this authority but remains accountable for its use.



## BOARD POLICY DOCUMENT

### GP#2e: **BOARD MEMBER'S CODE OF CONDUCT**

*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#3e:

Accordingly,

1. Board members must represent unconflicted loyalty to the interests of the ownership. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any board member acting as a user of The Land Conservancy's programs and services.
2. Board members must avoid conflict of interest with respect to all their fiduciary responsibilities.
  - a. There must be no self-dealing or any conduct of private business or personal services between any board member and The Land Conservancy except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
  - b. When the board is to decide upon an issue about which a board member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
  - 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.
3. Board members may not attempt to exercise individual authority over The Land Conservancy 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.



## **BOARD POLICY DOCUMENT**

- c. Board members will give no consequence or voice to individual judgments of the Executive Director or staff performance.
4. Board members will respect the confidentiality appropriate to issues of a sensitive nature.



### **GP#2f: BOARD COMMITTEE PRINCIPLES**

*Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to Executive Director.*

#### **GP#3f:**

Accordingly,

1. Board committees are to help the board do its job, never to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have dealings with current staff operations.
2. Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Executive Director.
3. Board committees cannot exercise authority over staff. 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.
4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore a board committee that has helped the board create policy on some topic will not be used to monitor organizational performance on that same topic.
5. Board committees will be used sparingly and ordinarily in an ad hoc capacity.
6. 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.



## BOARD POLICY DOCUMENT

### **GP#2g: INVESTMENT IN GOVERNANCE**

*Because poor governance costs more than learning to govern well, the board will invest in its governance capacity.*

### **GP#3g:**

Accordingly,

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
  - a. Training and retraining will be used liberally to orient new board members and candidates, as well as to maintain and increase its existing members' skills and understandings.
  - b. Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes but is not limited to fiscal audit.
  - c. Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.
2. Costs of governance will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.



## BOARD POLICY DOCUMENT

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

*The board's sole official connection to the operational organization, its achievements, and conduct will be through an Executive Director.*



## BOARD POLICY DOCUMENT

### **BEL#2a: UNITY OF CONTROL**

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

### **BEL#3a:**

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. In the case of board members or committees requesting information or assistance without board authorization, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time or funds, or are disruptive.



## BOARD POLICY DOCUMENT

### **BEL#2b: 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.*

### **BEL#3b:**

Accordingly,

1. The board will never give instructions to persons who report directly or indirectly to 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 Executive Director performance as identical to organizational performance, so that organizational accomplishment of board-stated Ends and avoidance of board-proscribed means will be viewed as successful Executive Director performance.



### **BEL#2c: DELEGATION TO THE EXECUTIVE DIRECTOR**

*The board will instruct the Executive Director through written policies that prescribe The Land Conservancy's Ends to be achieved and describe organizational situations and actions to be avoided, allowing the Executive Director to use any reasonable interpretation of these policies.*

#### **BEL#3c:**

Accordingly,

1. The board will develop policies instructing the Executive Director to achieve certain results, for certain recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.
2. The board will develop policies that limit the latitude the Executive Director may exercise in choosing The Land Conservancy's means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they 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 establish all further non-board policies, make all decisions, take all actions, establish all practices, and develop all activities.
4. The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and Executive Director domains. By doing so, the board changes the latitude of choice given to the Executive Director. But as long as any particular delegation of authority is in place, the board will respect and support the Executive Director's choices.



**BEL#2d: MONITORING EXECUTIVE DIRECTOR PERFORMANCE**

*Systematic and rigorous monitoring of Executive Director job performance will be solely against the only expected Executive Director job outputs: organizational accomplishment of board policies on Ends and organizational operations with the boundaries established in board policies on Executive Limitations.*

**BEL#3d:**

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 monitoring data by one or more of three methods: (a) by internal report, in which the Executive Director discloses compliance information to the board, (b) by external report, in which an external, disinterested third party selected by the board assesses compliance with board policies, and (c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be *any reasonable Executive Director interpretation* of the board policy being monitored.
4. 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.

<i>Policy</i>	<i>Method</i>	<i>Frequency</i>
Treatment of Others	Internal	Annually
Treatment of Staff and Volunteers	Internal	Annually
Financial Planning and Budgeting	Internal	Board Meetings
Financial Condition and Activities	Internal	Board Meetings
	External	Annually
Emergency Executive Director Succession	Internal	Annually
Compensation and Benefits	Internal	Annually
	External	Annually
Communication and Support	Direct Inspection	Annually
Asset Protection	Internal	Board Meetings
Property Acquisitions	Internal	Board Meetings
Ends Policies	Internal	Annually



## BOARD POLICY DOCUMENT

### 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, or in violation of commonly accepted business and professional ethics.*



### **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#3a:**

Accordingly, the Executive Director shall not:

1. Operate the organization without having in place, and abiding by, a privacy policy.
2. Use application forms that elicit information for which there is no clear necessity.
3. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material elicited.
4. Fail to establish with consumers a clear understanding of what may be expected and what may not be expected from the service offered.
5. Fail to inform consumers of this policy, or to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.



**EL#2b: TREATMENT OF STAFF AND VOLUNTEERS**

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

**EL#3b:**

Accordingly, the Executive Director shall not:

1. Operate the organization without having in place, and abiding by, a harassment policy.
2. Operate the organization without having in place, and abiding by, a volunteer policy.
3. Operate without written personnel policies (as of December 31, 2005) that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
4. Discriminate against any staff member for expressing an ethical dissent.
5. Prevent staff from grieving 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. Fail to acquaint staff with their rights under this policy.



**EL#2c: FINANCIAL PLANNING AND BUDGETING**

*Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the board's Ends priorities, risk fiscal jeopardy, or fail to consider long-term implications.*

**EL#3C:**

Accordingly, the Executive Director, in the normal course, shall not allow budgeting that:

1. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Plans the expenditure in any fiscal year of more funds than are projected to be received in that period.



### **EL#2d: FINANCIAL CONDITIONS AND ACTIVITIES**

*With respect to the actual, ongoing financial condition and activities, 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#3d:**

Accordingly, the Executive Director shall not:

1. Expend more funds than have been received in the fiscal year to date, unless the debt guideline (set out in 2. below) is met.
2. Indebt The Land Conservancy in an amount greater than can be repaid by projected revenues within a reasonable time.
3. Operate outside of the following ratios:
  - a) Working Capital: defined as current assets to current liabilities, with a target of at least 1:1
  - b) Interest Coverage: defined as (interest on long-term debt plus excess of revenue over expenses from operations) divided by interest on long-term debt, with a target of at least 2:1
4. Conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenue within a reasonable time.
5. Fail to settle payroll and debts in a timely manner.
6. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed, and shall not fail to 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.
7. Make a single unbudgeted purchase or commitment of greater than \$25,000 without board approval.
8. Fail to aggressively pursue receivables after a reasonable grace period.



## BOARD POLICY DOCUMENT

### **EL#2e: EMERGENCY EXECUTIVE DIRECTOR SUCCESSION**

*In order to protect the board from sudden loss of Executive Director services, the Executive Director may have no fewer than two other senior staff members familiar with board and Executive Director issues and processes.*



### **EL#2f: ASSET PROTECTION**

*The Executive Director shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.*

### **EL#3f:**

Accordingly, the Executive Director may not:

1. Fail to insure against theft and casualty losses where appropriate and against liability losses to board members, staff, volunteers, and The Land Conservancy itself in an amount greater than the average for comparable organizations.
2. Subject plant and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose The Land Conservancy, its board, staff, or volunteers to claims of liability.
4. Make any purchase wherein normally prudent protection has not been given against conflict of interest.
5. Fail to protect intellectual property, information, and files from loss or significant damage
6. Receive, process, or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.
7. Endanger The Land Conservancy's public image or credibility, particularly in ways that would hinder its accomplishment of mission.



### **EL#2g:      COMPENSATION AND BENEFITS**

*With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Executive Director shall not cause or allow jeopardy to fiscal integrity or public image.*

### **EL#3g:**

Accordingly, the Executive Director may not:

1. Change his or her own compensation and benefits.
2. Promise or imply guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Create compensation obligations over a longer term than revenues can be reasonably projected, and in all events, they shall be subject to losses in revenue.



## BOARD POLICY DOCUMENT

### **EL#2h: COMMUNICATION AND SUPPORT TO THE BOARD**

*The Executive Director shall not permit the board to be uninformed or unsupported in its work.*

#### **EL#3h:**

Accordingly, the Executive Director shall not:

1. Neglect to submit monitoring data required by the board (see policy on Monitoring Executive Director Performance BCL#2d) in a timely, accurate, and understandable fashion, directly addressing provisions of board policies being monitored.
2. Let the board be unaware of relevant trends, relevant anticipated or actual adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established.
3. Fail to 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.
4. Fail to 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 in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
6. Fail to provide a mechanism for official board, officer, or board committee communications.
7. Fail to 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. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.
9. Fail to 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.



## BOARD POLICY DOCUMENT

### **EL#2i: ENDS FOCUS OF GRANTS OR CONTRACTS**

*The Executive Director may not enter into any grant or contract arrangements that fail to emphasize primarily the production of Ends and, secondarily, the avoidance of unacceptable means.*

### **EL#3i:**

Accordingly, the Executive Director shall not:

1. Fail to prohibit particular methods and activities to preclude grant funds from being used in imprudent, unlawful, or unethical ways.
2. Fail to assess and consider the recipient's capability to produce appropriately targeted, efficient results.



## BOARD POLICY DOCUMENT

### **EL#2j: PROPERTY ACQUISITIONS**

*With respect to the acquisition of 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#3j:**

Accordingly,

1. After December 31, 2007, the Executive Director shall not operate without having in place a multi-year acquisition strategy prepared by the Executive Director and approved at least annually by the Board.
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.



## BOARD POLICY DOCUMENT

### END#1:           **GLOBAL ENDS POLICY**

*The ends to be achieved by the work of The Land Conservancy 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:

- a) Through their association with TLC'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.
- b) 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 TLC activities and/or access to TLC-protected properties in their community.
- c) 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#2B: PROTECTION OF “SPECIAL PLACES”**

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

- a) Through the work of TLC 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.
- b) “Special places” include one or more of the following:
  - i) 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.
  - ii) 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.
  - iii) 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.
  - iv) 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.
  - v) 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.



## BOARD POLICY DOCUMENT

Where appropriate this would also include campgrounds, as a base for such activities.

- vi) 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.