GWAII TRUST SOCIETY
2017-2022
BUSINESS PLAN
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Message from the Board</td>
<td>4</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>5</td>
</tr>
<tr>
<td>1. Introduction</td>
<td>7</td>
</tr>
<tr>
<td>1.1 Background</td>
<td>7</td>
</tr>
<tr>
<td>1.2 Development of the Business Plan</td>
<td>9</td>
</tr>
<tr>
<td>1.3 Gwaii Trust Mission and Vision</td>
<td>10</td>
</tr>
<tr>
<td>1.4 Values and beliefs</td>
<td>11</td>
</tr>
<tr>
<td>1.5 Guiding Principles</td>
<td>11</td>
</tr>
<tr>
<td>2. Where We Are</td>
<td>12</td>
</tr>
<tr>
<td>2.1 External Environment &amp; Market Data</td>
<td>12</td>
</tr>
<tr>
<td>2.2 Internal Environment</td>
<td>17</td>
</tr>
<tr>
<td>3. Where We want to be</td>
<td>21</td>
</tr>
<tr>
<td>3.1 Overview of Strategic Priorities</td>
<td>21</td>
</tr>
<tr>
<td>3.2 Goals and Objectives</td>
<td>22</td>
</tr>
<tr>
<td>3.3 Strategic Structure</td>
<td>26</td>
</tr>
<tr>
<td>4. How We Get There: Operational Plan</td>
<td>29</td>
</tr>
<tr>
<td>5. Reporting &amp; Evaluation</td>
<td>31</td>
</tr>
<tr>
<td>5.1 Overview</td>
<td>31</td>
</tr>
<tr>
<td>5.2 Business Plan Progress Review</td>
<td>33</td>
</tr>
<tr>
<td>6. Organizational Structure and Plan</td>
<td>34</td>
</tr>
<tr>
<td>6.1 Organizational Structure</td>
<td>34</td>
</tr>
<tr>
<td>6.2 Decision-making Process</td>
<td>36</td>
</tr>
<tr>
<td>6.3 Roles and Responsibilities</td>
<td>36</td>
</tr>
<tr>
<td>6.4 Outside Professional Resources</td>
<td>38</td>
</tr>
<tr>
<td>7. Communications of Business Plan</td>
<td>39</td>
</tr>
<tr>
<td>7.1 Internal Communications</td>
<td>39</td>
</tr>
<tr>
<td>7.2 External Communications</td>
<td>39</td>
</tr>
<tr>
<td>8. Resources plan</td>
<td>40</td>
</tr>
<tr>
<td>8.1 Personnel</td>
<td>40</td>
</tr>
<tr>
<td>8.2 Relationships</td>
<td>40</td>
</tr>
<tr>
<td>8.3 Facilities/Equipment</td>
<td>41</td>
</tr>
<tr>
<td>8.4 Technology</td>
<td>41</td>
</tr>
<tr>
<td>8.5 Financial/Budget</td>
<td>41</td>
</tr>
</tbody>
</table>
List of Figures

Figure 1 - Gwaii Trust Society Vision and Mission 10
Figure 2 - The Socio-Economic Environment on Haida Gwaii 12
Figure 3 - Gwaii Trust Society Strategic Priorities 21
Figure 4 - Strategic Structure Streams 26
Figure 5 - GTS Strategic Planning Cycle 29
Figure 6 - Phases of Results-Based Management 31
Figure 7 - Proposed Organizational Structure of the Gwaii Trust Society 35

List of Tables

Table 1 - Participating Stakeholders and Service Providers 15
Table 2 - Community Reflections - GTS Impacts In The Community 19
Message from the Board

The existence of Gwaii Trust offers the Islands an opportunity not readily available to the rest of the world: a chance to leverage financial support with collective action for the common good of all Islanders.

While over the last five years the Trust has seen a substantial increase in its holdings, it has also seen an increase in requests for assistance, to the point where there is an expectation that Gwaii Trust contribute to ever increasing program demands that range from social programs, community infrastructure, to island economic development. In some cases, funding expectations are changing from providing assistance to a reliance on Trust programs.

It is clear the Trust cannot accommodate all funding requests. It has to make choices and adopt an approach which recognizes that a healthy Island community requires functioning communities with adequate infrastructure inhabited by citizens who have their social, cultural, and economic needs met.

As the Islands’ economy and demographics shift, so must the Trust’s responsibilities and priorities. The Trust’s current business plan mirrors the community’s changing needs – sharply focusing on collaboration, partnerships, and sourcing multiple income streams to creatively diversify and advantage opportunities whenever possible.

The Gwaii Trust offers us an opportunity to pursue the fundamental economic and social transitions needed to adapt to changing circumstances. This pursuit of a sustainable Island community requires us to address and implement responsible stewardship and collaboration among all inhabitants of Haida Gwaii.

Gwaii Trust Society Board

Directors and alternates (from left): Jason Alsop, Ian Gould, Berry Wijdeven, Warren Foster, Bret Johnston, Lisa Bell, James Cowpar, Lyndale George, Robert Bennett, and Ellen Cranston
After community consultation, numerous professional facilitator led planning discussions, and multiple internal committee meetings, the Gwaii Trust Board has concluded that the basics of a vibrant local economy can only be built on a foundation of healthy individuals, supporting healthy communities, to create a healthy Island.

The Gwaii Trust offers us an opportunity to pursue the fundamental economic and social transitions needed to adapt to changing circumstances. The pursuit of a sustainable Island community requires us to address and implement responsible stewardship, and collaboration among all inhabitants of Haida Gwaii.

While over the last five years the Trust has seen a substantial increase in its holdings, it has also seen an increase in requests for assistance, to the point where there is an expectation Gwaii Trust contribute to ever-increasing program demands, ranging from social programs, community infrastructure to island economic development. In some cases, funding expectations are changing from providing assistance to a reliance on Trust programs.

It is clear the Trust cannot accommodate all funding requests, but has to make choices and adopt an approach which recognizes that a healthy Island community requires functioning communities with adequate infrastructure inhabited by citizens who have their social, cultural and economic needs met.

As the Islands economy and demographics shift, so must the Trust’s responsibilities and priorities. The Trust’s current business plan mirrors the community’s changing needs – sharply focusing on collaboration, partnerships, and sourcing multiple income streams to creatively diversify and leverage opportunities whenever possible. Furthermore, in response to feedback from Islanders, the Board recognizes the Trust can better serve the Islands by changing its role from largely reactive to a more proactive approach to assist in addressing some of the major issues facing the Islands.

Some of the work we are committed to carrying out in 2017 includes:

**Healthy Individuals**

**Goal:** To create an environment where all Islanders share equal access to adequate food, water, shelter, income, and recreation in a physically and culturally safe environment.

**Activities:**
- Building upon the success of the November 2016 Wellness Forum, continue to seek input from Island Health Care professionals and local care providers regarding the state of health care delivery on Haida Gwaii.
Along with these goals, the Trust is continually striving to improve its service delivery by:

- Strengthening staff and board capacity
- Increasing efficiency and accountability through continuous improvement of the application and evaluation process.
- Leveraging technology by creating interactive web interfaces that are simple, easy and straightforward for all members of the public to access Gwaii Trust’s services.

Healthy Communities

**Goal:** To continue to develop innovative ways to support community infrastructure needs.

**Activities:**
- Supply community infrastructure funding through Major Contributions program.
- Continue to support individual community infrastructure development through the continued funding of the $7 million, four year plan to improve infrastructure as local governing bodies deem appropriate.
- Support community connectivity.

Healthy Islands

**Goal:** To create a sustainable environment with a vibrant economy for the health of our Islands

**Activities:**
- Support the creation and retention of an on-Island skilled workforce that is relevant to the markets through a labour market analysis.
- Increase Island output through generating Island based revenue while maintaining Island population.
- Enhance research to remove barriers and increase opportunities in the markets.
- Support the creation of partnerships and collaboration for the improvement of the Islands community.
- Explore opportunities to participate in finding solutions to Haida Gwaii transportation system.
- Implement strategies for all Islands economic development.
1. INTRODUCTION

1.1 Background

WHERE IT ALL BEGAN

In 1985, the political standoff at Lyell Island brought worldwide attention to the Gwaii Hanaas issues of the land title dispute, the environment, and economic matters. The standoff led to the Haida Nation designation of the area as a Haida Heritage Site and the 1987 signing of the South Moresby Memorandum of Understanding.

In 1988, the Government of Canada, along with the Province of British Columbia, created the South Moresby Agreement (SMA), which paved the way to establishing the Gwaii Hanaas National Park Reserve and Haida Heritage Site. Representatives of the Council of the Haida Nation (CHN) and the Residents Planning Advisory Committee (RPAC) established an Accord on a Community Development Fund. The agreement resulted in the creation of two local legacy funds to be used to create economic opportunity and a sustainable community on Haida Gwaii, known today as the Gwaii Trust Fund and the Athlii Gwaii Legacy Trust.

Gwaii Trust Fund

In November 1992, the Gwaii Trust Interim Planning Society (GTIPS) was established in accordance with the Society Act of British Columbia.

Its purpose was to develop a permanent model for the locally controlled, interest-generating fund. In September 1994, the Gwaii Trust Society was founded to operate the perpetual Gwaii Trust Fund on the principles of achieving a sustainable “Islands community”. At this time, GTIPS was dissolved.

The Gwaii Trust Fund was set up as a perpetual fund, initially comprised of $38.2 million. The Society was created, representing all Island communities with a consensus-driven and demographically-split Board of Directors. The fund has grown to over $80 million as of 2016.
Athlii Gwaii Legacy Fund

The Athlii Gwaii Legacy Trust began in 1988 as the South Moresby Forest Repatriation Account (SMFRA), comprised of a total of $24 million from the federal and provincial governments. The intent of the SMFRA was to mitigate the impacts of loss of timber supply and forest-based employment resulting from the establishment of Gwaii Hanaas by developing employment opportunities in sustainable forest management, research, education, and training.

In 1990, the decision was made to narrow the focus of the SMFRA’s funding from coastal British Columbia to projects specific to the Queen Charlotte Islands/Haida Gwaii. The initial intent was to spend the SMFRA within a few years; however, strong financial markets generated a steady stream of returns and kept replenishing the balance beyond eligible projects, thereby enabling management of the account on a long-term basis.

In the spring of 2007, the Crown turned the fund over to the communities of Haida Gwaii to be managed under the same model as the Gwaii Trust Society (GTS). The Crown decreed that the Trustees of the then named Gwaii Forest Charitable Trust, be represented by three Trustees: one corporate Trustee, the Gwaii Trust Society as a whole entity, and two individual members, the Executive members of the Gwaii Trust Society.

A temporary discontinuance of Gwaii Forest Charitable Trust project funding occurred between 2009 and 2015, stemming directly from the financial crisis of 2008. The Trust halted granting and allowed the Fund to re-accumulate reserves. The Fund has grown to over $41 million as of 2016.

As of April 5 2014, the Trustees of the Gwaii Forest Charitable Trust changed the fund’s name to the Athlii Gwaii Legacy Trust. The Trustees precipitated the change to honour the birthplace of the Trust, Athlii Gwaii, representing the Haida name for Lyell Island.

Haida Gwaii Community Foundation

First conceived in 2010, the HGCF was created with the intention of supporting social programming on the Islands. To support its set up, the Gwaii Trust has pledged seed funding on a matching support basis. While the HGCF was initiated in 2010, the formalization of the purposes, bylaws and constitution were delayed until there was clarity around the funds final dispensation. During this period the HGCF participated in education events and seminars sponsored by Community Foundations of Canada in an effort to acquaint directors and staff with the rules and regulations governing not for profit foundations.
In 2016, with the fate of AGLT agreed by both provincial and federal governments, the HGCF was registered. Purposes for the community foundation are essentially the social supports necessary to maintain a healthy functioning community.

WHERE WE ARE TODAY
The Gwaii Trust Society manages both the Gwaii Trust Fund and the Athlii Gwaii Legacy Trust. All Board of Directors, Trustees, policies, procedures and governance practices remain as previous. The original principle, plus an annual increment for inflation, must be set aside each year to guarantee that both of the funds remain in perpetuity. Only the interest generated from the investments is available for community granting of approved projects meeting the criteria outlined within the original Deed of Trust, creating an enduring legacy to the benefit of many future generations of Islanders.

While the Gwaii Trust Fund and Athlii Gwaii Legacy Trust may have different goals, their vision, mission and operations are connected, and are undertaken jointly by Gwaii Trust Society as reflected in this business plan.

1.2 Development of the Business Plan

By-laws governing the Gwaii Trust Society (Part 10 of the Society Act By-Laws) require the society to:

“Have a business plan covering the current and upcoming two years for the guidance of the directors in their management of the affairs of the Society.”

The Gwaii Trust Society’s goals, objectives and strategic priorities for the next five-years were developed through a formal strategic planning process. Between February 2015 and January 2016, three GTS Executive Committee sessions and two larger GTS Strategic Planning Sessions were held at various locations.

This 2017-2022 Business Plan was developed with consideration of stakeholder consultations and with involvement of board, staff and stakeholders. Major themes from the strategic planning process are reported here. A list of participants is included in Appendix I.
1.3 Gwaii Trust Mission and Vision

**OUR VISION:** The Gwaii Trust Society will advocate and support an Islands community characterized by respect for cultural diversity, the environment, and a sustainable and increasingly self-sufficient economy.

**OUR MISSION:** The Gwaii Trust Society will enhance environmentally sustainable social and economic benefits to Haida Gwaii through the use of the fund.

The Gwaii Trust Society shall operate in a manner consistent with its constitution and strive to reach the general objectives as developed by the “Island Community” (Figure 1). The general objectives of the society are located in Part 2 of the Gwaii Trust Constitution under “Purposes of the Society.” These can be found on the GTS website: http://www.gwaiitrust.com/about/.
1.4 Values and beliefs

The Gwaii Trust Society values and believes in:

- Fairness and equity;
- Effective communication;
- Willingness to change;
- Building and demonstrating trust;
- A holistic approach to a healthy Islands community;
- Consensus decision-making;
- A Trust Fund in perpetuity;
- Credibility; and
- Collaborative problem solving.

1.5 Guiding Principles

In delivering its business plan, the Gwaii Trust Society will:

- Follow the constitution and bylaws;
- Communicate effectively with Island communities;
- Provide effective guidance to communities on proposal preparation;
- Maintain a strong financial management plan that respects its investment policy and is reviewed on a regular basis;
- Encourage all Islands’ participation in the Gwaii Trust and its programs;
- Set consistent criteria for each program;
- Be guided by principles of fairness and equity;
- Emphasize programs that will lead to the vision of an Islands community;
- Follow policies and criteria developed by the Board of Directors;
- Listen to and consider public input;
- Not replace or duplicate existing government programs;
- Encourage partnering with existing programs or agencies to maximize benefit to the Islands Communities;
- Continue to refine its programs and operations; and
- Attempt to maximize the available funding.
2. WHERE WE ARE
LANDSCAPE & MARKET

2.1 External Environment & Market Data

A) SOCIO-ECONOMIC CONTEXT
Life on Haida Gwaii ebbs and flows like the tides around it, change is slow and steady, and so goes the economy of the Islands. Population cycles have risen and fallen, first through the natural rhythm of resource extraction cycles, then a brief military stay, and now a clearing cycle where the Islands are in an ebbing pattern waiting for the next tide.

Through each one of these periods Haida Gwaii dynamics shift, sometimes, imperceptibly, sometimes dramatically. These shifts have led to over 51% of the Islands’ land masses being protected as dedicated parks, the creation of land and marine use plans, protected habitats, riparian areas and marine eco-systems.

Figure 2 - The Socio-Economic Environment on Haida Gwaii

These shifts have also led to a reduced economy, higher operating costs for remaining businesses, and a declining population. From 1996 to 2011, the Islands experienced a population decline of 39% in the core working age group (aged 25-54 years). This trend is expected to continue over the next decade with a further decrease of 13%.

2017-2022 GWAI TRUST SOCIETY BUSINESS PLAN | 12
Today the economy of Haida Gwaii is split amongst government, resource extraction, tourism, and retail/support services. Government services and government related support far and away makes up the lion’s share of the economy of the Islands, roughly 65% of employment income is derived from public entities, when taken into consideration with social support funding and programs it is apparent that strategic public private partnerships are essential in creating forward movement momentum in future economic development on the Islands.

Examples of this type of partnering are already beginning to happen. Trust projects such as supporting improvement to communications infrastructure with the twinning of internet fibre across the Islands, increasing access and internet reliability is one such example; working with local government to leverage funds such as the retrofit of the Masset airport is another. In addition to projects such as these the Trust continues to build community through the support of education, diversity and leadership, particularly with our Islands youth.

B) 2014 YOUTH WORKSHOP AND HAIDA GWAIĬ ECONOMIC DEVELOPMENT FORUM

In late 2014 as part of the Trust’s commissioned economic development forum the group interviewed youth participants from a local high school to understand their specific views on what could be improved on Haida Gwaii.

Working with teachers at Queen Charlotte Secondary School, two workshops were conducted on October 31 with a grade 11 and a grade 12 class. A local graphic artist collaborated with the Gwaii Trust team to design and facilitate the workshops. The students formed small groups and were asked to imagine their ‘ideal’ Haida Gwaii in 2025, as well as the type of employment they envisioned for themselves. They drew their responses and attached them to a large, blank landscape of Haida Gwaii. This graffiti-like depiction of their ideas was then used as a starting point for discussion.

The senior students expressed the need for more recreation infrastructure, improved cell service, moving the Islands off of diesel power generation, additional retail services and daycare support.

“The Economic Forum is an opportunity for all Islanders to have a voice in Economic Development and more importantly, a chance to identify projects that will benefit all Haida Gwaii residents.”

- Brad Setso, Past Chair, Gwaii Trust

On November 1, 2014 the Gwaii Trust Society hosted an all-Island Economic Development Forum. The purpose of the Forum was to stimulate an Islands-wide discussion about what we can do to collectively strengthen the economic future of Haida Gwaii.

The all-day event was held at the Haida Heritage Centre. Over 125 individuals representing every community on Haida Gwaii and a wide range of age groups participated in the event, discussing ideas and projects that could benefit the economic future of Haida Gwaii. Forum participants made it clear that there is an expectation for Gwaii Trust to play a role in
addressing economic issues that are beyond the scope of individual communities and that affect all Islanders.

While the Trust recognizes that it cannot address all issues - and in many cases, cannot address them alone - its mandate as an organization representing all Island communities, combined with its access to financial resources, provides it with the opportunity to make a meaningful difference in helping to shape the economic future of Haida Gwaii.

The need for improved internet access was identified at the Forum as one of the critical requirements for the economic, social, educational and cultural future of Haida Gwaii.

In addition to community infrastructure and Island internet, there were several areas identified that the board determined to be priority areas for focus in the short term. They include:

- Looking for opportunities/initiatives to enhance secondary/value added manufacturing/processing on-island.
- Supporting training, entrepreneurs and entrepreneurial capacity building.
- Researching barriers and opportunities for improved transportation to and from the Islands.
- Researching barriers and opportunities for improved connections between Graham and Moresby Islands and between Island communities.

Longer term projects as identified by workshop participants were Island energy, and Island governance, along with these two main themes there were a multitude of new and reworked ideas brought forward by the nearly 130 attendees.

C) GWAI TRUST SOCIETY 5-YEAR REVIEW

Every five years, the Gwaii Trust Society is mandated to conduct a performance review by a recognized independent third party. UBC’s Centre for Social Innovation & Impact Investing at the Sauder School of Business completed this review from October 2014 to February 2015. The purpose of the review was to make an impartial analysis of the Gwaii Trust Society, explore its adherence to its mandate, and identify areas in need of attention to ensure future investments align with community values.

Findings are based on 38 stakeholder interviews (Table 1), 18 residents feedback from public input sessions, 106 public survey responses, as well as 221 completed projects, 699 education and 978 travel grants over this time period.

Summary of Findings

The overwhelming majority of people, 81% in the case of the survey respondents, report being satisfied or very satisfied with the Gwaii Trust Society services. Twenty years after the inception of GTS, there remains a strong understanding within the community of the GTS mandate. When asked of its purpose, the majority of stakeholders reference one or more key GTS objectives including improving the well-being of the community, stimulating the
economy, supporting environmental, cultural and economic health, and improving all Island infrastructure.

When asked to identify priority needs in the community and areas for GTS support going forward, (1) economic development (including small business support), (2) education and (3) artistic support were identified as top priorities followed by youth, food security and infrastructure needs. Additional sector-based challenges were identified in areas of transport, energy and technology, and health and community services. Additional sector-based challenges were identified in areas of transport, energy and technology, and health and community services.

The Island-wide recommendations made by stakeholders for Gwaii Trust Society to consider include (1) building financial and human capacity on Islands (rather than relying on imported capacity), (2) introducing a request for proposal process to address the holes that have been identified, (3) coordinating a social development forum (Island-wide), and (4) focusing on attracting families with children.

Table 1 - Participating Stakeholders and Service Providers (Face-to-Face Interviews)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Board of Education District 50</td>
</tr>
<tr>
<td>2</td>
<td>Community Futures</td>
</tr>
<tr>
<td>3</td>
<td>Council of Haida Nation (CHN)</td>
</tr>
<tr>
<td>4</td>
<td>Council &amp; Mayor: Village of Masset</td>
</tr>
<tr>
<td>5</td>
<td>Council &amp; Mayor: Village of Queen Charlotte</td>
</tr>
<tr>
<td>6</td>
<td>Council: Old Masset Village Council</td>
</tr>
<tr>
<td>7</td>
<td>Council: Port Clements</td>
</tr>
<tr>
<td>8</td>
<td>Government: Fisheries &amp; Oceans Canada (DFO)</td>
</tr>
<tr>
<td>9</td>
<td>Government: Islands Wellness Society; Resources for Families</td>
</tr>
<tr>
<td>10</td>
<td>Graham Island East Coast Farmers Institute</td>
</tr>
<tr>
<td>11</td>
<td>GTS Arts Committee</td>
</tr>
<tr>
<td>12</td>
<td>Gwaalagaa Naay Corporation</td>
</tr>
<tr>
<td>13</td>
<td>Haida Child &amp; Family Services</td>
</tr>
<tr>
<td>14</td>
<td>Haida Enterprise Corporation (HaiCo)</td>
</tr>
<tr>
<td>15</td>
<td>Haida Gwaii Art Council</td>
</tr>
<tr>
<td>16</td>
<td>Haida Gwaii Regional Rec Commission</td>
</tr>
<tr>
<td>17</td>
<td>Haida Heritage Centre &amp; Museum</td>
</tr>
<tr>
<td>18</td>
<td>Hecate Straight Employment Society</td>
</tr>
<tr>
<td>19</td>
<td>Hecate Energy Institute</td>
</tr>
<tr>
<td>20</td>
<td>Literacy Haida Gwaii</td>
</tr>
<tr>
<td>21</td>
<td>Masset Business Owner</td>
</tr>
<tr>
<td>22</td>
<td>Port Clements Fire Department</td>
</tr>
<tr>
<td>23</td>
<td>Regional District Area D</td>
</tr>
<tr>
<td>24</td>
<td>Sandspit Business Owner</td>
</tr>
<tr>
<td>25</td>
<td>Sandspit Former Regional Director</td>
</tr>
<tr>
<td>26</td>
<td>Sandspit School District (former)</td>
</tr>
<tr>
<td>27</td>
<td>Tlell Edge of the World Music Festival</td>
</tr>
</tbody>
</table>
D) Landscape of Players

On Haida Gwaii, there are a number of different players, including municipalities, regional districts, bands, the CHN and social agencies including the foodbank. Many of these parties were involved in the strategic planning process (see Table 1, above).

The GTS is continuing to expand its partnerships including major connections with the local health authority, hospitals and individual community groups throughout the Islands.

E) Opportunities

Demographic shifts towards the increasing acceptance of technology, coupled with significant technology infrastructure funding has created the opportunity for both Islanders and the Trust in communication, community feedback, economic development and education.

The 5-year review identified GTS communication as one of the most prevalent issues and included the need for GTS to improve public engagement and transparency, methods of communication, messaging of programs and news, clarity of processes, access to GTS documents and public awareness of funded projects.

There is strong market-appeal for tourism to the Haida Nation. Haida Gwaii is considered a destination locale.

F) Challenges

Challenges on Haida Gwaii are many. Reduced transportation links, increasing costs of goods and services and infrastructure costs are becoming burdensome to maintain amongst a declining and aging population. Government also currently represents about 60% of the Island payroll.

Tourism on Haida Gwaii occurs within a 2 month window and many visitors see their visit as a ‘once in a lifetime’ event.

Participants were asked whether they felt that the GTS mandate and impacts are relevant to the Island Community and whether they are aligned with community needs. Additionally they were asked to identify any unmet needs in the community that GTS should consider supporting. Participants agreed that GTS’s overall initiatives are relevant to community needs, and expressed overall appreciation. Participants did not mention any programs or projects that do not align with community needs. However, participants were very open to discussing the many community challenges and unmet needs that remain, and made recommendations for GTS to consider.

The Island-wide recommendations made by stakeholders for GTS to consider include (1) building financial and human capacity on-Islands (rather than relying on imported capacity), (2) introducing a request for proposal process to address the holes that have been identified, (3) coordinating a social development forum (Island-wide), and (4) focusing on attracting families with children.
A major challenge faced by the GTS is in developing and maintaining an Island-wide focus towards keeping communities working together to avoid duplication of effort and waste.

2.2 Internal Environment

The Gwaii Trust Society operates with a hybrid board: they act as both an operational board and a governance board. The board maintains tight control over day to day affairs, with multiple committees directing many initiatives, creating policies, program guidelines, and granting determinations.

The organization consists of five staff members, eight volunteer directors, eight alternates (who are appointed by the directors), and one non-voting board chair from the Council of Haida Nation (CHN). Staff includes an Chief Operations Manager, Chief Investment Officer, project manager/senior executive assistant, travel and education program coordinator, finance/administration manager, and a receptionist. Staff are situated in two GTS offices that are approximately 100km apart to best meet the needs of Haida Gwaii. One office is based in Old Massett Village in the north and the other is based in Skidegate in the south.

The Trust also operates with two internal/external committees, the Arts Committee and the Youth Committee.

The Arts Committee is composed of two GTS members, and six individuals from the creative arts community on Haida Gwaii. The intention in the forming of this committee was to bring an external expertise to the table to fairly judge projects in this specialized field.

The Youth Committee is set up as a “model youth board”. It mimics the senior GTS Board with eight “Directors” & 8 “Alternates” one from each one of the Island’s communities. The Youth Committee was intended to bring a formal youth voice to the table, mentor future leaders, and to add a fresh perspective to traditional decision making.

The Gwaii Trust Board has representation from all communities on Haida Gwaii to ensure that the allocation of positions is both strategic and geographic. They include two members from the Council of Haida Nation (CHN Skidegate, CHN Old Massett), and one member from each of the following communities: Skidegate Band Council, Old Massett Village Council, Graham Island North (Masset), Graham Island Central (Port Clements including Tlell), Graham Island South (Queen Charlotte), and Area ‘E’ (Sandspit, including South Moresby).

Management is responsible for the day-to-day operation of GTS and for supplying the directors with as much relevant and factual information as possible. In contrast, the board is responsible for strategic direction, creating policy and program guidelines, community initiatives, external projects and funding decisions. Board decision-making is based on a consensus model, which means that all board members must agree to and support all decisions. The consensus process contains a provision whereby if one board member does not agree, then a motion can be approved with consensus less one; this is a rarely used procedure.
The board meetings are scheduled to occur once a month as well as following the program deadlines, with a variety of internal committee meetings interspersed within the year as necessary.

**STRENGTHS**

The dominant areas of strength for the Trust are that it has overwhelming community support, it is responsive to change and member-driven through its consensus model and has maintained itself through measured spending.

As part of the background for this business plan the Trust engaged in a variety of public consultation points with the intention of determining a sense of whether GTS has been living up to its intended mandate.

In addition to the 81% of survey respondents who report being satisfied or very satisfied with the Gwaii Trust Society services, the 5 Year Review survey respondents were asked to identify impacts and changes seen in the Island Community resulting from GTS investments over the past five years.

In response to the question “Have you seen community or systemic changes as a result of the Trust?” overall participants indicated that they recognize the Gwaii Trust in increasing Island-wide initiatives, resulting in the Islands and communities being more integrated and less polarized. The GTS is seen as a model of Islands governance, including its representative Haida Nation and Civic consensus board.

**Community Support**

Community responses also indicated that residents are able to identify a wide variety of positive impacts the GTS has had in the community (Table 2).

This deep community support encourages active engagement from grassroots project users, and provides a continual stream of local feedback to Directors and staff regarding programming, operations and governance. Director accessibility allows for a wide variety of respondents to reach out directly to the governing body of the Trust, bringing local discussion to the board table.
Consensus decision-making:
Long since the hallmark of the Trust, “consensus” is likely one of the top three words Islanders have been associating with the Trust since its inception. At its best consensus decision making encourages debate, listens closely to all points of view, and works to incorporate those views into a solution that is oft times better than the original idea. Inclusive solutions foster stronger community ties, and build board culture.

Measured spending:
Mandated to preserve capital paced with inflation, the Trust has maintained a sustainable spending ratio that has ensured a steady flow of funding to critical year over year programs – such as food security, education, and Island travel. Measured spending also ensures the quality of project applications remain stable, creating a healthy completion for granting dollars.

Measured spending:
Throughout the review process, participants brought up recurring themes for GTS to explore supporting (1) community allocations, (2) on-Island investments (3) sustainable long-term funding, and (4) core operational funding.

Application Process:
The project application process was the most discussed topic with regards to recommendations for improvement; with many participants feeling it is confusing, complicated and cumbersome. Community concern regarding GTS decision-making process was also prevalent, with requests for more professional criteria and removal of subjectivity to provide fairness and transparency.

There was also mention of refining the website and this will help GTS maintain transparency and provide a level of consistency with the application process. Implementation of these changes can happen over the next few years.
**Director Terms:**

The community also recognized board challenges including the short 2-year board term as well as the balancing of both community expectations and transparency. Concerns over board politics and leadership were frequently raised followed by recommendations to build in board eligibility criterion and the need for additional board training. Board turnover can lead to a reduced commitment to follow vision.

With the upcoming changes to the Societies Act, the GTS has an opportunity to examine director terms and will take this issue out to the board and communities within the next year.

**Financial Return:**

Moving through this next five year period financial markets will be increasingly squeezed through economic uncertainty, interest rate volatility, and low yield fixed investment instruments. Sustainable spending rates around the globe are being reviewed by all portfolio managers, with recommendations for a perpetual funding organization to maintain cash flow sustainability hovering somewhere between 2-3% per annum. This is more deeply ensconced by a recent statement\(^1\) by Bank of Canada Governor Stephen Poloz:

> “Businesses need to make sure their expectations about investment returns reflect the current and likely future reality and reconfigure their investment plans accordingly…. in the current and prospective environment, 4 per cent will probably turn out to be a pretty good return.”

As the Trust’s sole source of income, covering both operations and projects, and setting aside approximately 2.0% to inflation proof the future of the fund, it is clear to see any negative movement in this area could force a substantial reduction in project funding, or alternatively, seek an increase in risk to chase greater possible returns – neither a desirable option.

**Population Decline / Community Infrastructure:**

The Islands have been in a steady state of population decline for at least the last decade, this decline has reduced many communities tax base, volunteer base, and economic opportunity. Along with this decline much community infrastructure is reaching the end of its economic life or calling for significant repairs. Municipal budgets can no longer support maintenance projects or add new infrastructure without heavy dependence upon grant funding. In addition, any new infrastructure that is created immediately becomes a cost centre to the community, adding to the cycle. Over the last decade the Trust has seen increasingly larger requests for funding, with a good deal of these project applications supporting basic infrastructure needs throughout the communities.

---

3. WHERE WE WANT TO BE
2017-2022 STRATEGIC VISION

3.1 Overview of Strategic Priorities

After community consultation, numerous professional facilitator led planning discussions, and multiple internal committee meetings, the Gwaii Trust Board has concluded that the basics of a vibrant local economy can only be built on a foundation of healthy individuals, supporting healthy communities, to create a healthy Island.

Figure 3 - Gwaii Trust Society Strategic Direction

“STRONG, HEALTHY, SUSTAINABLE COMMUNITIES”

Healthy Communities give individuals access to a quality education, safe and healthy environment, adequate employment, and transportation, in addition to quality health care. Rich in culture, they honor diversity and inclusion, and work together to build the health of the Islands.

Projects could include: Infrastructure, Economic Development, Emergency Preparedness, etc.

“A SUSTAINABLE ENVIRONMENT WITH A VIBRANT ECONOMY FOR THE HEALTH OF OUR ISLANDS”

Healthy Islands are built on Healthy Communities and Healthy Individuals. Through collaborative initiatives we strive for a vibrant and diverse local economy, educational and employment opportunities, and protection and stewardship of our natural environment and resources.

Projects could include: Economic Development, Education & Training, Transportation, etc.

“SUPPORT FOR THE PHYSICAL, MENTAL AND SOCIAL HEALTH OF ALL HAIDA GWAII RESIDENTS”

Healthy Individuals have adequate access to food, water, shelter, income, safety and recreation. They are engaged residents with healthy lifestyles that work together to create a healthy community.

Projects could include: Arts & Language Programs, Food Banks, Kids Camps, etc.
### 3.2 Goals and Objectives

The following goals and objectives over the next five years are the organization’s response to the important issues identified in the landscape and market research that was completed as part of the strategic planning process. These provide a roadmap for fulfilling the strategic vision.²

**PRIORITY 1: HEALTHY INDIVIDUALS**

The Gwaii Trust Society views Healthy Individuals as those that have adequate access to food, water, shelter, income, safety and recreation. They are engaged residents with lifestyles that support mental, social, and physical well-being and work together to create a healthy community.

<table>
<thead>
<tr>
<th>GOALS</th>
<th>OBJECTIVES</th>
</tr>
</thead>
</table>
| 1. Support addiction services | 1.1 Facilitate the creation of an Island’s wellness Centre if appropriate/necessary.  
1.2 Building upon the success of the November 2016 Wellness Forum, continue to seek input from Island Health Care professionals and local care providers regarding the state of health care delivery on Haida Gwaii. |
| 2. Assist youth and youth services | 2.1 Facilitate the development of an “all Islands” youth camp program integrating the three existing camps in a collaborative effort. |
| 3. Support local foodbanks to become more sustainable | 3.1 Facilitate a collaborative plan between the five food agencies on the Islands.  
3.2 Support the coordination of local food initiatives favoring integration of locally sourced foods. |
| 4. Facilitate a collaborative fund development program supporting social programs | 4.1 Coordinate and manage a centralized fund development position to source outside funding opportunities. |
| 5. Improve physical, mental, and social health of all Haida Gwaii Residents | 5.1 Facilitate collective understanding of physical, mental and social health issues.  
- Ad hoc Committee (to prepare and lead the forum) – includes GTS component  
- Forum & Report  
5.2. Collaborate on an Islands-wide plan to address identified issues  
- Working Group (for the next steps) – includes professionals for buy-in, drive, and accountability  
- Commitment to come back to healthcare professionals in X months after forum |

² These goals and objectives are the result of strategic planning based on the current structure of the Gwaii Trust Society’s current Gwaii Trust and Athlii Gwaii Funds. Implementation of Haida Gwaii Communities Foundation may impact the projects organized under the current ‘Social Initiatives’ mandate.

*See the current year’s Activity Plan for more details.*
PRIORITY 2: HEALTHY COMMUNITIES*

Healthy Communities give individuals access to a quality education, provide a safe and healthy environment, adequate employment and transportation, in addition to quality health care.

Rich in culture, healthy communities honour diversity and inclusion, and work together to support the health of the Islands.

<table>
<thead>
<tr>
<th>GOALS</th>
<th>OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Assist small agencies / non-profits to achieve organizational stability.</td>
<td>1.1 Strengthen the participation of five non-profits by enhancing their knowledge of the GTS foundation funding model within one year of the foundation inception.</td>
</tr>
</tbody>
</table>

*See the current year’s Activity Plan for more details.
PRIORITY 3: HEALTHY ISLANDS*

The purpose of the Island-wide strategic priority is to create a sustainable environment with a vibrant economy for the health of our Islands.

Healthy Islands are built on Healthy Communities and Healthy Individuals. Through collaborative initiatives we strive for a vibrant and diverse local economy, educational and employment opportunities, and protection and stewardship of our natural environment and resources.

<table>
<thead>
<tr>
<th>GOALS</th>
<th>OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Support the creation and retention of an on-Island skilled workforce that is relevant to the markets.</td>
<td>1.1 Increase Haida Gwaii labour market knowledge by conducting research to identify the needs of employers and skillsets for employees within one year.</td>
</tr>
<tr>
<td></td>
<td>1.2 Decrease Haida Gwaii job shortages by developing a mentorship program for Islanders within one year.</td>
</tr>
<tr>
<td>2. Increase Island output through generating Island-based revenue while maintaining Island population.</td>
<td>2.1 Increase dollar value of goods sold by on-Island businesses by 1% over the rate of inflation annually.</td>
</tr>
<tr>
<td></td>
<td>2.2 Increase K-12 student enrollment by 1% annually.</td>
</tr>
<tr>
<td>3. Enhance research to remove barriers and increase opportunities in the markets.</td>
<td>3.1 Increase Haida Gwaii knowledge of the Islands marketplace through research, identifying barriers and opportunities on-Island by January 2017.</td>
</tr>
<tr>
<td></td>
<td>3.2 Enhance access to expertise for Island residents by January 2017 allowing them to evaluate market opportunities and circumvent market barriers.</td>
</tr>
<tr>
<td>4. Support creation of partnerships and collaboration for the improvement of the Islands community.</td>
<td>4.1 Enhance economic opportunities linked to the GTS vision and goals for local people by developing five partnerships by 2022.</td>
</tr>
<tr>
<td></td>
<td>4.2 Improve Island governance by initiating partnerships and collaboration between local governments and supporting the development of an Island governance structure by 2022.</td>
</tr>
</tbody>
</table>

*See the current year’s Activity Plan for more details.
## ORGANIZATIONAL SUPPORT

<table>
<thead>
<tr>
<th>GOALS</th>
<th>OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increase recognition and awareness of Gwaii Trust Society through improved communications</td>
<td>Develop, implement and annually improve the social media and communications strategy.</td>
</tr>
</tbody>
</table>
| 2. Strengthen Gwaii Trust board decision-making processes | Improve GTS access to reliable Haida Gwaii socio-economic data:  
- Identify the socio-economic data needed to improve decision-making about programs,  
- Investigate current sources of Haida Gwaii socio-economic data, and  
- Determine GTS role in collection of socio-economic baseline data. |
| 3. Strengthen Staff and Board Capacity | Strengthen Board collaborative through collective governance training, including:  
- Developing a common board culture  
- Encouraging participation in both internal and external networking events to continue to foster “best practices”  
- Offering a continuous learning stream to new and returning directors  
- Inviting professional development from external service providers  
- Linking performance review process to specific corporate goals  
- Looking to over-capacity to enable in filling during human resource shortages  
- Leveraging opportunities provided by New Society Act |
| 4. Increase efficiency and accountability through continuous improvement of application and evaluation processes | Engage in a communication strategy including social media to provide direct and consistent member feedback:  
- Survey membership on an annual basis to help determine system satisfaction  
- Continue to refine on-line presence  
- Integrate business plan monitoring and evaluation through an external agency to ensure transparency  
- Allow for partial applicant input into the funding process (applicant presentation, Q & A, feedback sessions) |
3.3 Strategic Structure

Gwaii Trust Society
Currently, the Gwaii Trust Society oversees the Gwaii Trust Fund and the AthlII Gwaii Legacy Trust.

Moving forward, the newly created Haida Gwaii Community Foundation will give the Gwaii Trust Society an opportunity to streamline its operations to reflect the ‘Healthy Individuals, Healthy Communities, Healthy Islands’ focus.

Haida Gwaii Community Foundation
When the Gwaii Trust Society was first contemplated, it was perceived that the initial funding would support all of the Islanders needs. More than 20 years later, the Islands have seen a definitive shift in their economy, with a sharp move away from resource extraction and a greater focus on tourism.

At the time, it was believed the anticipated transition to tourism had the potential to offset the reduction in resource extraction. The Gwaii Trust imagined the transition would be relatively
seamless, but was prepared to smooth out any bumps along the way.

Today we see that while there has been some move to a tourism-based economy, the loss of resource dollars into the economy has had a negative multiplier effect, causing a loss of population, reduced personal and commercial taxation revenue, and a growing social dependence. The demands on the Trust have increased dramatically, and with it a call for more economic stimulus, job creation, infrastructure development and social support; in essence, many social supports one would typically expect to be provided by one of the three levels of government.

However, Haida Gwaii - with a population base of roughly 4,000 people - is a collective of seven small, diverse communities, each struggling to support their own populations. With no collective on-Island representation, communities have turned to the Trust to bridge this longer-than-anticipated economic transition. Directors and Trustees are continuously seeking means to assist their communities. The Foundation was created with the intention of supporting social programming on the Islands, including investigating core funding and multi-year funding options. To support this initiative, Gwaii Trust will work with social agencies to look at fundraising opportunities and attracting external funders.

Skillful management of the Trust’s financial resources has provided the organization with some means, but clearly there are three distinct challenges: economic revitalization, social support, and basic infrastructure maintenance. Each requires different types of supports and strategies. The creation of the HGCF is designed to leverage the tremendous spirit and cooperation of Islanders to support each other through social hardship, as well as provide an opportunity for individuals and organizations off-Island who would like to support an area of interest.

In December of 2016 we were successful in registering the “Haida Gwaii Community Foundation” (HGCF). While we have been closely affiliated with Community Foundations of Canada for many years, this new Island entity allows us to receive funds and issue tax receipts to donors both local and abroad.

To kick start this initiative, the Gwaii Trust Board of Directors has agreed to seed the foundation with $50,000.00 startup funding, match all kids camps donation funds up to $250,000.00, and match all other foundation donations up to $500,000.00!
Athlii Gwaii Legacy Trust

The Athlii Gwaii Legacy Trust (AGLT), formerly the Gwaii Forest Charitable Trust, was established in 2007 and has been governed by timing throughout its brief history. Initially created out of the results of the November 1985 Lyell Island standoff (see Appendix 2) that resulted in the 1988 South Moresby Agreement, the original fund ($24.2 million) was initiated to be spent down in its entirety over an eight year period, rather than have a perpetual existence like the Gwaii Trust. The rationale was that this fund was to be used to create jobs (presumably within the tourism economy) to replace those lost when the South Moresby Forest was set aside from the inventory of harvestable forest lands. The secondary intention was to use a portion of the funds to create efficiencies in the remaining harvestable forest lands on Haida Gwaii.

The timing of the markets was such that a great deal of interest was accumulated through these early years. Even after a significant number of projects were completed, the fund still retained its initial balance. After the spend down deadline passed in 1994, the communities and governments agreed to a further extension period of four years, ending in March 2000.

With markets still racing in 2000, a final extension was granted for spending to be complete by March 31st 2007. The rationale for continuing to spend out the principal, as opposed to creating a legacy (or perpetual) fund, was that in order for the Park to become a viable entity and generate tourism dollars to replace the Moresby Island forest industry built around TFL 24, there was a need to provide significant infrastructure throughout the park to assist with access, accommodations, and education.

With infrastructure such as the Marina in Sandspit, and tourism offices in Queen Charlotte and Sandspit complete, and a long list of forestry related projects accomplished, the remaining funds ($24.2 million) were ceded as a perpetual Trust to the communities governed by a Deed of Trust.

Unfortunately, as fate would have it, financial markets around the globe crashed a year later. This crash drove fund values down to the point where the Deeds protection clause was enacted and no further spending could occur until the fund recovered.

It was during this period of dormancy that the Trustees learned that the Deed contained provisions that were contradictory in the eyes of Revenue Canada, and providing for economic development is not permitted through a charitable trust.
4. HOW WE GET THERE
OPERATIONAL PLAN

The Gwaii Trust Society Operations Plan focuses on how and when the organization gives effect to the Strategic Vision (Figure 5). It identifies what staffing and resources are needed and how resources are used to make sure the organization is using them efficiently and effectively. It also ensures that everyone in the organization knows what his or her role and responsibilities are in the Strategy, as well as steers organizational engagement.

The Operational Plan is intentionally limited to one year, and will be reviewed and adjusted annually to reflect learnings and current conditions.

Figure 5 - GTS Strategic Planning Cycle
During fiscal 2017 the Trust will support its strategic priorities through the following activities:

**HEALTHY INDIVIDUALS:**

- Host a “Wellness Forum” to seek input from Island Health Care professionals and local care providers regarding the state of health care delivery on Haida Gwaii.
- Host a series of engagement sessions around wellness, food security, and economic development.
- Seek solutions to improve health care delivery services on Haida Gwaii and support Islanders’ mental, social, and physical well-being.
- Investigate suggestions/solutions to identify practical ideas that can be instituted through direct or collaborative efforts within a reasonable period time to improve individual’s health care services on Island.
- Seek partners to implement strategies
- Inform Islanders of progress at regular intervals (Semi-annually)

**HEALTHY COMMUNITIES:**

- Supply community infrastructure funding through Major Contributions program.
- Continue to develop innovative ways to support community infrastructure needs.
- Continue to support individual community infrastructure development through the continued funding of the $7 million, four year plan to improve infrastructure as local governing bodies deem appropriate.
- Support community connectivity through the support of a local e-collaborative to significantly improve internet access unilaterally across the Islands.

**HEALTHY ISLANDS:**

- Support the creation and retention of an on-Island skilled workforce that is relevant to the markets through a labour market analysis.
- Increase Island output through generating Island based revenue while maintaining Island population.
- Enhance research to remove barriers and increase opportunities in the markets.
- Support the creation of partnerships and collaboration for the improvement of the Islands community.
- Explore opportunities to participate in finding solutions to Haida Gwaii transportation issues.
- Solicit ideas for all Islands economic development.
- Improve member communication through the appointment of a communication officer
5. REPORTING & EVALUATION

5.1 Overview

Over the years the Gwaii Trust has struggled with aligning their day-to-day operations and project outcomes with their stated mission and vision. This is because the traditional models of strategic planning and the measurement of performance we have used did not formally include input and evaluation throughout the process, relying instead, on the five year review process.

In this iteration we are shifting towards results-based management to provide more effective project management as well as to address many of the issues discussed during the strategic planning process.

Figure 6 shows the aspects of a complete project cycle that are addressed in a strategic planning session, a traditional project assessment, and a results-based management program.

Figure 6 - Phases of Results-Based Management (Adapted from Binnendijk, 2001)³

<table>
<thead>
<tr>
<th></th>
<th>Conducting a Readiness Assessment</th>
<th></th>
<th>TRADITIONAL PROJECT PERFORMANCE MEASUREMENT</th>
<th>RESULTS-BASED MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td>STRATEGIC PLANNING</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Selecting Desired Outcomes (Objectives)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Identifying Key Indicators</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Gathering Baseline Data</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Setting Targets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Monitoring Performance Results</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Conducting Evaluations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Analyzing and Reporting Findings</td>
<td></td>
<td>(mainly reporting)</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Using the Findings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Sustaining the Measurement &amp; Evaluation System</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Strategic Planning

The goals of the Gwaii Trust’s planning process are to determine the organization’s objectives, decide on key indicators of success in moving towards the objectives, and set targets and goals based on understanding the needs of the organization. These are critical to the success of an organization. It’s in how the strategic goals are implemented and assessed that is important.

The Trust has always had strong planning sessions with great ideas but has struggled with targeting solutions supporting how the organization could conduct its day-to-day operations to maintain the enthusiasm generated during the strategic planning phase.

Performance Management (measures and targets)

The Trust has used performance management as a support and guide to operationalize business plans and assist staff with understanding their roles and responsibilities. As the Trust grows new positions are created and managed through the same set of standards. Each employee is equipped with a comprehensive job description encompassing expectations, learning opportunities, and workplace goals annually. Performance of each individual is reviewed as necessary but at least annually. Employees are encouraged to provide feedback into the reviews to balance perspectives and integrate front line experience into future goals of the organization.

Results-Based Management

Results-based management moves from using the sole measure of performance of the staff against the strategic plan and its goals by only asking one question: Did you get the task done? To focus on the outcome by asking: So what? How do our actions or outcomes matter to the strategic goals?

This structure helps managers and staff begin connecting the day-to-day operations tasks to the organization’s strategic goals, and to monitor actions and performance on a more regular basis. Team members start to think and operate more strategically throughout the project cycle, rather than waiting until the end to determine if goals were accomplished.

Traditional monitoring has consisted of managers collecting information that answers whether or not the strategic tasks were done - and staff/team performance is evaluated based on these outcomes. In this system, there is often an attempt made by managers and sometimes staff to collect information and provide answers, but this is often a reaction to the case where objectives were not met. Data collected is used more to justify a perceived lack of performance than to assist in ongoing strategic planning.

The more traditional structure misses out on collecting a significant amount of valuable information because it isn’t structured to collect the information - it’s only structured to determine if tasks were or were not completed. Staff have no responsibilities other than to carry out tasks as assigned.
5.2 Business Plan Progress Review

To ensure the business plan continues to provide a strong focus and remain responsive to change it will be formally reviewed and updated every six to twelve months, and at any other time deemed necessary by the Board. Implementation of this plan is to be a fixed agenda item at a minimum of quarterly review meetings of the Board of Directors with regular reporting benchmarks in conjunction with financial results. Annually, budgets and expenses for all organizations will be reflected in published updates to the five year plan as we communicate progress.
6. ORGANIZATIONAL STRUCTURE AND PLAN

6.1 Organizational Structure

GTS’s organizational structure is that its Board of Directors is ultimately accountable to All Islanders and the GTS Constitution and By-laws. As the ‘Oversight and Decision-Making Body’, it is responsible for setting the strategic direction through priorities, goals and objectives.

The Executive is responsible for the day-to-day operation of GTS and for supplying the directors with as much relevant and factual information as possible. In contrast, the board is responsible for strategic direction and funding decisions. Board decision-making is based on a consensus model, which means that all board members must agree to and support all decisions. The consensus process contains a provision whereby if one board member does not agree, then a motion can be approved with consensus less one; this is a rarely used procedure.

‘Professionals and Contractors’ build strength to the decision-making process by providing industry, technical and specialist advice and recommendations to the Board. Decision-making processes within Healthy Communities and Healthy Individuals remain to be discussed as to whether changes or additional working groups will be required.

The final layer is the ‘Administrative Body’, staff that support the structure, including the collection and collation of project applications.

The Gwaii Trust Society is currently comprised of five staff members, eight volunteer directors, eight alternates (who are appointed by the directors), and one non-voting board chair from the Council of Haida Nation (CHN). Staff includes an executive director, a project manager/senior executive assistant, a travel and education program coordinator, a finance/administration manager, and a receptionist. Staff are situated in two GTS offices that are approximately 100km apart to best meet the needs of Haida Gwaii. One office is based in Old Massett Village in the north and the other is based in Skidegate in the south.

Figure 7 outlines a proposed organizational structure.
Figure 7 - Proposed Organizational Structure of the Gwaii Trust Society
6.2 Decision-making Process

Decisions about the allocation of the Society’s program funds are made via an application process and reviewed by committees who make recommendations to the Board of Directors.

The Board of Directors operates on a consensus model, with provisions in place should the Board be unable to reach a consensus.

6.3 Roles and Responsibilities

Gwaii Trust Society Board

- All Board members have a duty to be fully aware of Gwaii Trust Society policies, criteria and implementation procedures.
- Every Board member is encouraged to share his or her opinions.
- Full disclosure of pertinent information is expected in order to make informed decisions.
- If conflict occurs between or amongst Board members, the Chair will call a break, and attempt using mediation to find middle ground.
- If mediation does not work within 15 to 20 minutes, the Chair will reconvene the meeting and move on to the next agenda item.
- All Board members will honour Board decisions, both within and outside of the organization;
- In-camera sessions are defined as those pertaining to issues of personnel, legal, financial matters, and program allocation discussions.
- After the Board has taken a decision, the results will be published to the public at large. The Chair and Board members will attend meetings punctually or provide 24 hours’ notice for their alternates to attend.
- Board development and training will be scheduled throughout the year, but held at least annually.
- The Board may at its discretion, schedule separate session(s) prior to Board meetings to obtain any needed technical advice.
- Every Board member has a responsibility to gather and document information and input from community members.

Committees

Standing Committees

The Audit/Personnel Committee is responsible for recommendations to the Board on all matters pertaining to:
1. Finance policy and procedure;
2. Administrative review;
3. Personnel policy changes;
4. Financial Statement approval;
5. Auditor recommendations.

The **Executive Committee** is responsible for recommendations to the Board on all matters pertaining to:

1. Progress on all GTS Goals and Objectives
2. Potential or actual changes to the progress of all GTS Goals and Objectives.
3. Disciplinary actions (pending or potential) senior employee performance management
4. Financial management including the management of outside professional resources
5. The 5-Year Review Recommendations arising from the GTS Strategic Planning Sessions:
   - Board Politics and Ethics
   - Internal Capacity and Governance
   - Public Stakeholders Communication
   - Application Process and Requirements
   - Capturing Social and Economic Outcomes
   - Regulatory Mechanisms
   - Recurring Issues

6. The Athlii Gwaii Legacy Trust
   - Operation and implementation of the Athlii Gwaii Legacy Fund
   - Government responses to review and legislative amendments
   - Protector roles and guidelines.

7. The Haida Gwaii Community Foundation:
   - Fund raising
   - Partnership opportunities
   - Disbursement of funds
   - Foundation priorities
   - Roles, responsibilities, terms of reference, goals and objectives

**Advisory Committees:**

The **Arts Committee** is responsible for recommendations to the Board on all matters pertaining to:

1. Arts policies and procedures;
2. Project approvals under the Arts and Arts Workshop programs.

The **Youth Committee** is responsible for recommendations to the Board on all matters pertaining to:

1. Youth policies and procedures;
2. Project approvals under the Youth programs.
**Chief Operating Officer**

The **Chief Operating Officer** is responsible for recommendations to the Board on all matters pertaining to:

1. Provide support/facilitate Board of Directors; Alternate Directors
2. Manage day-to-day operations
3. Supervise staff
4. Policy changes and deletions
5. Any other matters the Board may assign

### 6.4 Outside Professional Resources

The Gwaii Trust relies on many outside sources of expertise to assist in matters such as financial investment management, probability analysis, custodial management, external audit functions, and third party legal opinion. The Trust believes in obtaining a broad and diverse spectrum of input prior to Board decisioning, in conjunction with this philosophy the Board also supports periodic independent reviews of all Trusts activities.

Over the course of the next several years, the Trust hopes to expand the diversity of expertise and opinion it receives through the placement of honorary Directorship. This concept places well known practitioners within a particular field of endeavour as advisors to the Board. These advisors would have no voting authority but would bring an added dimension of expertise when needed to the Board.

### Gwaii Trust Professional Advisors

<table>
<thead>
<tr>
<th>Role</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auditors</td>
<td>MNP</td>
</tr>
<tr>
<td>Actuary</td>
<td>Towers Watson</td>
</tr>
<tr>
<td>Custodian</td>
<td>RBC</td>
</tr>
<tr>
<td>Investment Advisor - Canadian Equities and Domestic Fixed</td>
<td>Philips Hagar North</td>
</tr>
<tr>
<td>Investment Advisor - Global equities</td>
<td>Templeton</td>
</tr>
<tr>
<td>Investment Advisor - Real Estate/GLOBAL Equities and Defensive</td>
<td>Nicola Wealth Management</td>
</tr>
<tr>
<td>Financial Partner</td>
<td>Northern Savings Credit Union</td>
</tr>
<tr>
<td>Strategic Planning - Monitoring &amp; Evaluation</td>
<td>UBC Centre for Social Innovation &amp; Impact Investing, Sauder School of Business</td>
</tr>
</tbody>
</table>
7. COMMUNICATIONS OF BUSINESS PLAN

7.1 Internal Communications

Internal communication refers to communication among Board members, Committees and Staff.

With respect to applications for project funding, internal communication responsibilities are as follows:

- Staff to collect and distribute applications to Committee members and schedule Committee meetings.
- Recommendations to be given to the Board by the Committee a minimum of two weeks prior to the Board meeting to make final decisions.
- Final decisions to be distributed by staff via email to the (a) Board, (b) staff, (c) appropriate committee and (d) other relevant GTS committees.
- Communication of current or ongoing projects (TBD).

7.2 External Communications

External communication pertain to the communications of Board members, Committees and Staff with the community and external stakeholders.

- Staff to support public in regards to questions and concerns.
- Board members to report out on decisions and back to communities, including decisions and rationale for projects not supported by GTS.
- Decisions and rationale to be shared within one week of decisions made via email, snail mail, or phone calls.
- Role of communications person is TBD.
8. RESOURCES PLAN

8.1 Personnel

Human resource planning is a process of systematically reviewing staffing requirements to ensure that the required numbers and types of employees, with the required skills, are available when and where they are needed. Forecasting human resource requirements enables organizations to anticipate and prepare for changing conditions, including anticipating replacement needs, ensuring future productivity and preparing for organization expansion and growth.

As GTS looks at the next five years in regards to the Gwaii Trust, Athlii Gwaii Legacy Trust, and the Haida Gwaii Community Foundation the GTS Strategic Planning Group identified the types of positions required for the Island-Wide Initiatives - and deferred the discussion of forecasting quantitative requirements.

<table>
<thead>
<tr>
<th>Position</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Front-End</td>
<td>• 1.0 position GTS administrative</td>
</tr>
</tbody>
</table>
| Accounting | • 1.5 position for GTS financial administrator  
• External Auditors |
| Management | • 0.5/1.0 position for GTS program manager to:  
• Oversee Island-wide initiatives  
• Engage communities  
• Track expression of interest  
• Monitoring and Reporting  
• 2.0 position for GTS senior management (COO) |
| Technical | • Technical Experts (as needed)  
• Financial (Errol)  
• Others (Communication, website) |

8.2 Relationships

Healthy communities require strong inter-dependent relationships, this requires maintaining current relationships and forging new mutually benefiting partnerships. As the trust moves into its third decade on Haida Gwaii, economics are continually drawing communities closer together and the Trust has an opportunity to play a pivotal role in supporting a collective governance structure. As a major funding body on Haida Gwaii, the Trust needs to lead social and economic entities in achieving sustainable liaisons within the communities and beyond Haida Gwaii’s shores. Working with the various levels of community governments
on developing human resource initiatives, and supporting training initiatives, partnering with medical service allied health professionals to clear the road blocks around service delivery and off-Island transportation for those in need.

The Trust must become more engaged in the charitable giving sector outside of Haida Gwaii, forming partnerships with like-minded organizations working within our operating sphere and networking with aboriginal trusts and community foundations to transfer learned outcomes across our peer network, bringing new programming ideas to the Islands. The Trust should continue to pursue administrative partnership opportunities to leverage economies of scale and to offset operating costs.

8.3 Facilities/Equipment

Based in two locations, offices are at either end of the Island archipelago, originally set-up to actively serve the needs of all Island residents, advances in technology have markedly reduced the number of “in-person” visits to the office. Today, this operational configuration has proven to be less efficient and more costly, equating to additional operating costs of close to $100,000.00 per year and reducing capacity efficiency by at least 20%. Both offices remain as largely symbolic representations of an organization that fairly represents across the geography.

8.4 Technology

Technology continues to play a growing part in the delivery of Trust services and communication, virtually all of the organization’s 500 annual applications arrive via the website. Communication typically occurs through e-mail, and video conferencing is becoming a regular meeting method, particularly in the winter months when driving the 100+ kilometers to attend meetings in person can be treacherous. Directors are encouraged to connect through their personal devices and the Trust has instituted policy to defray the bulk of these costs. In-person meetings still remain the communication method of choice by the lion’s share of Directors who feel that a more meaningful exchange of ideas occur through direct personal interaction.

8.5 Financial/Budget

The Gwaii Trust began over twenty years ago with a grant of $38.2 million from the governments to settle the Lyell Island Standoff. Today the fund sits at $82.6 million with community spending of over $70 million. The forefathers of the Trust designed the financial structure to operate perpetually. This was achieved by protecting the principle value and adding an annual inflation multiplier to the originating amount that could not be spent - leaving only the excess growth for projects.

To date the Trust has relied solely on the income provided from the investment of the original funds to support community projects. Budget spending has been preset around the premise that a balanced portfolio of securities comprised of a mix of equities and fixed instruments
would support perpetual funding of roughly 3-4% (including administration) and any inflation necessary to protect the core fund (averaging roughly 2% per annum over the years).

In today’s investment markets, these types of returns are becoming scarcer and more difficult to achieve. In fact, financial pundits now believe that a perpetual portfolio with the same levels of risk, that same balanced portfolio could only support withdrawals of 2-3%. As the sole source of income, this leaves the Trust in a worrisome quandary with only three options:

1. Reduce spending
2. Increase risk
3. Seek additional revenue from other sources (i.e. fundraise).

**Reduced Spending**

Since 2008 the Trust has been pursuing all these strategies to some degree or another, we have reduced fund management costs to the lowest in the industry, we are continuing to work on strategies that involve partnership arrangements with other Trusts and or Community Foundations to add scale and reduce fees even further, we have reduced program funding to match perpetuity projections, reversed multi-year commitments, and will look at “special dispensations” only once the buffer has reached sufficient offset levels.

**Increase Risk**

We have studied a number of different investment options to diversify our portfolio while still being mindful of risk, preferring to remain on the conservative side of the risk scale we have added real estate (primarily for its income component) and very recently added private equity. The Trust continues to study new investment opportunities for portfolio fit, balance and long-time horizons.

**Additional Revenue/Fundraising**

As the Trust evolves we are examining a collaborative fund raising partnership, and perhaps with the advent of the Haida Gwaii Community Foundation we may consider the development of social enterprises to maintain community initiatives.
# 2017-18 Program Budgets

## Youth
- Youth Board Allocation: $100,000.00
- Post Secondary Institution Tours: $40,000.00
- Continuing Education Grant Program (OC): $350,000.00
- High School Bursaries (OC): $45,000.00
- Community Events (OC): $35,000.00
- Haida Language (RFP): $150,000.00

## Economic Development
- Major Contributions (FAD): $650,000.00
- Food Security (OC): $185,000.00

## Other
- Travel (OC): $200,000.00
- Arts Board Allocation: $80,000.00
- Christmas (OC): $60,000.00
- Community Innovation Program (OC): $130,000.00

## Special Projects
- Kids Camps: $90,000.00
- Labour Market Study: $20,000.00
- Unallocated: $150,000.00

### Total Projects Approved
$2,285,000.00

### Total Operational Expenses
$1,575,000.00

### Grand Total Expenses
$3,860,000.00

---

Note: At the time of writing, the Athlii Gawaii Legacy Trust is not able to support programs due to certain provisions contained in the Deed of Trust. This may change in the near future, however, and the plan will be revised and will evolve as necessary to reflect any new opportunities that may emerge.
## EXPENSES

### Operating Expenses

<table>
<thead>
<tr>
<th>Expense</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising and Promotion</td>
<td>$50,000</td>
</tr>
<tr>
<td>Bank Charges and Interest</td>
<td>$3,500</td>
</tr>
<tr>
<td>Computer &amp; Internet Costs</td>
<td>$21,300</td>
</tr>
<tr>
<td>Equipment Rental (In office &amp; Facility Costs)</td>
<td>$-</td>
</tr>
<tr>
<td>Honoraria</td>
<td>$65,000</td>
</tr>
<tr>
<td>Insurance</td>
<td>$13,000</td>
</tr>
<tr>
<td>Meetings</td>
<td>$15,000</td>
</tr>
<tr>
<td>Office/Postage/Miscellaneous</td>
<td>$38,000</td>
</tr>
<tr>
<td>Rent &amp; Utilities (In office &amp; Facility Costs)</td>
<td>$-</td>
</tr>
<tr>
<td>Wages and Benefits</td>
<td>$550,000</td>
</tr>
<tr>
<td>Supplies</td>
<td>$25,000</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>$40,000</td>
</tr>
<tr>
<td>Training &amp; Development</td>
<td>$35,000</td>
</tr>
<tr>
<td>Travel</td>
<td>$50,000</td>
</tr>
<tr>
<td>Vehicle Expense</td>
<td>$10,000</td>
</tr>
<tr>
<td>Repairs &amp; Maintenance</td>
<td>$12,000</td>
</tr>
<tr>
<td>Transfer from AGLT</td>
<td>$195,000</td>
</tr>
<tr>
<td>Amortization</td>
<td>$</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>732,800</strong></td>
</tr>
</tbody>
</table>

### Professional Expenses

<table>
<thead>
<tr>
<th>Expense</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting and Audit</td>
<td>$70,000</td>
</tr>
<tr>
<td>Actuary</td>
<td>$-</td>
</tr>
<tr>
<td>Custodian Fees</td>
<td>$75,000</td>
</tr>
<tr>
<td>Investment Administration</td>
<td>$300,000</td>
</tr>
<tr>
<td>Legal – Included in Accounting &amp; Audit</td>
<td>$</td>
</tr>
<tr>
<td><strong>Sub-Total Professional</strong></td>
<td><strong>445,000</strong></td>
</tr>
</tbody>
</table>

**Total Operational Expenses** $1,177,800
I. PARTICIPANTS IN THE STRATEGIC PLANNING PROCESS

UBC’s Centre for Social Innovation & Impact Investing at the Sauder School of Business (‘Sauder S3i’) has been supporting Gwaii Trust Society (‘GTS’) in their strategic planning process to prepare two business plans for the Gwaii Trust Fund and Athlìi Gwaii Legacy Fund (AGLF). As part of the support, Sauder S3i facilitated various planning sessions from February 2015 to January 2016 with the aim to conduct a situation and strategic analysis, formulate a strategic vision and build content for operational planning.

Sessions held to date include:
- Two GTS Executive Committee Sessions (February 05th and April 28th 2015);
- GTS ‘Strategic Planning Session #1’ (Whistler, BC, September 24th -25th 2015);
- GTS ‘Strategic Planning Session #2’ (Sandspit, Haida Gwaii, November 12th -14th 2015);
- GTS ‘Strategic Planning Session #3’ (Sauder, Vancouver, January 21st -22nd 2016).

A total of seven people participated and made up the original GTS Planning Group, including the GTS Executive Committee. Participants included:

| GTS Board Executives | • Brad Setso (past chair)  
|                       | • Warren Foster  
|                       | • James Cowpar (current chair) |
| Former Executive      | • Berry Wijdeven |
| GTS Staff             | • Carla Lutner (COO)  
|                       | • Errol Winter (CIO) |
| GTS Legal Counsel     | • Tony Knox |
| Facilitators          | • Lerato Chondoma  
|                       | • Janet Porter |

2017-2022 GWAI TRUST SOCIETY BUSINESS PLAN | 45
THOSE WHO WERE ON THE LINE
NOVEMBER 1985

Nov-16
Ethel Jones
Watson Price
Ada Yovanovich
Adolphus Marks
Nov-18
Brad Collinson
Frederick Donald Davis
Mervin James Dunn
Andrew Harold Edgars
Lawrence Morris Jones
Colin Stuart Richardson
Ronald Richard Russ
Noel Douglas White
Martin Williams
John Yeltatzie

Nov-20
Harold L. Yeltatzie
Willard Wilson
Diane Kathleen Brown
Rose Lynn Russ
Laura Carol Williams
Richard Craig Williams
Reginald Max Wesley
James Franklin McGuire
Merle Emily Adams
Henry Grady Wilson
Barbara Grace Stevens
Jacqueline Kim Yovanovich

Nov-22
Kenneth John Davis
John Thomas Jones
Christopher M. Collinson
Barry Deon Bell
Teddy Elroy Williams

Nov-25
Valerie Jones
Laverne Collinson
Diana Jacqueline Hans
Patricia Ann Gellerman
Paulette Laverne Robinson
Marni Lynn York
Colleen Marissa Williams
Audra Charlyn Collinson
David James M. Brock
James Thomas Stelkia
Mervin James Dunn
Joey Abel T. Parnell
Vincent Paul Pearson
Jody Henry Russ
Ronald Ernest Wilson
Lawrence Drager
Sally Ann Edgars
Kathleen Marie Pearson
Russell Clive Edgars
Harold Owen Wilson
Herman Collinson
Clayton E Gladstone
Gordon Donovan Russ
Stuart McLean
Michael Earl Allen
Troy Pearson
Frank Coleman Baker
Fred M. Richardson

Nov-27
Marchel Ann Shannon
Shelley Louise Lavoie
Waneeta Ruth Richardson
Jennifer F. Davidson
Ronald Torres Souza
Alfred Setso
James Irvin Stanley

Nov-28
Dorothy Eva Russ

Nov-29
James Young
Linda Louise Day
Beatrice Mae Drager
Ronald Alexander George
Nigel Marc Pearson
Harold George Williams

THOSE WHO WERE CHARGED & CONVICTED
Miles Richardson Jr.
Guujaaw
John Yeltatzie
Diane Brown
Arnie Bellis
Frederick Davis
Colin Richardson
Roberta Olsen
Lawrence Jones
Martin Williams
Michael Nicoll Yaghulanaas
Willard Wilson