



GWAI TRUST SOCIETY

STRATEGIC VISION
AT A GLANCE
2017-2022

BACKGROUND

Over the last 18 months, Gwaii Trust has been working on the creation of a strategic five year plan to provide direction for the Trust's activities. With guidance from UBC's Centre for Social Innovation & Impact Investing at the Sauder School of Business, the Board and senior staff met during a series of planning sessions to formulate the new direction.

Over the last decade the Islands have been changing. These changes include a less robust economy, a declining population with accompanying services and an increase in social needs. To continue to be relevant, Gwaii Trust must adapt to these changing needs and focus its programs and funding streams accordingly. To help guide the plan discussions, the Board had access to the recently completed [5-Year Review](#) and the [Economic Development Forum](#) which the Trust organized in late 2014.



Gwaii 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.



The findings were based on stakeholder interviews, residents feedback from public input sessions, public survey responses, as well as from feedback from completed projects, education and travel grants. The overwhelming majority of people, 81% in the case of the survey respondents, reported being satisfied or very satisfied with the Gwaii Trust Society services. Twenty years after the inception of the Gwaii Trust Society there remains a strong understanding within the community of the Gwaii Trust Society's mandate.

When asked to identify priority needs in the community and areas for Gwaii Trust Society 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.

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.



50 Years Weaving Project Legacy Program

Economic Development Forum

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. 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, including:

- 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.



Art Project by Robin Rorick

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 125 attendees.

ABOUT THE GWAII TRUST SOCIETY

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.

Figure 1 - Gwaii Trust Society Vision and Mission



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,” which can be found on the Gwaii Trust Society website: <http://www.gwaiitrust.com/about/>.

STRATEGIC VISION AT A GLANCE

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.



Taalan Silang Cultural Camp

STRATEGIC VISION AT A GLANCE

“STRONG, HEALTHY, SUSTAINABLE COMMUNITIES”

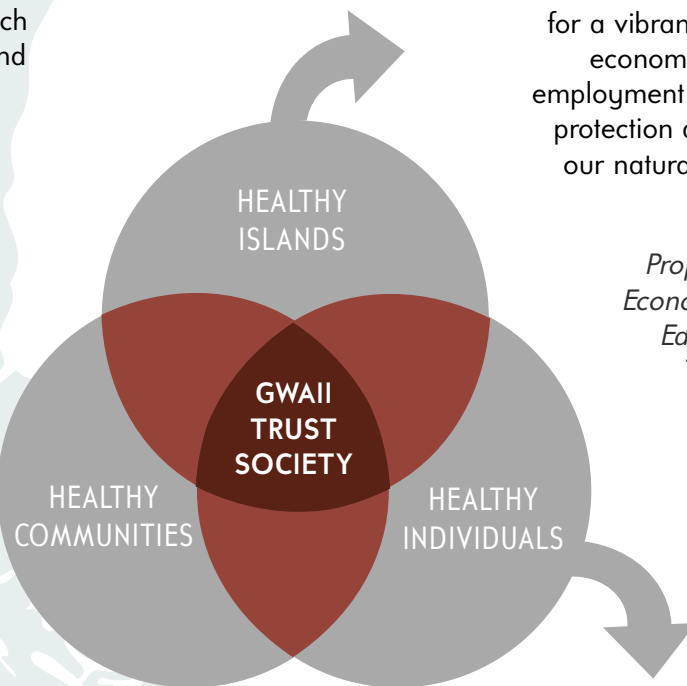
Healthy Communities give individuals access to a quality education, safe and healthy environment, adequate employment, and transportation, in addition to quality health care. Rich in culture, they honor diversity and inclusion, and work together to build the health of the Islands.

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 GWAIL 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.

Figure 2 - Gwaii Trust Strategic Direction

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.

GOAL: To assist in the creation of 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.
- 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 of time to improve individuals' health care services on the Island.
- Seek partners to implement strategies.
- Inform Islanders of progress at regular intervals (semi-annually).



Haida Paddle Making Workshop

*See the current year's Activity Plan for more details.

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.

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 dollar, four year plan (completes 2019) to improve infrastructure as local governing bodies deem appropriate.
- Support community connectivity.



SD50 Grade 5 Pilot Project

*See the current year's Activity Plan for more details.

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.

GOAL: To create a sustainable environment with a vibrant economy for the health of our Islands.

ACTIVITIES*:

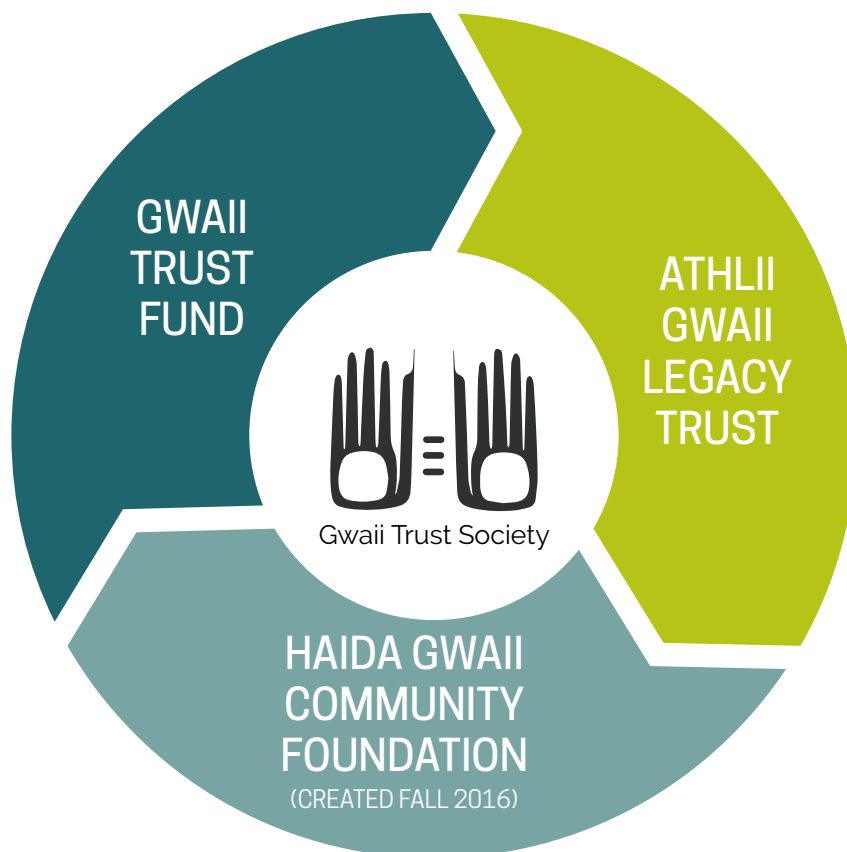
- Support the creation and retention of an on-Island skilled workforce that is relevant to the markets through a labour market analysis.
- Increase Island output through generating Island-based revenue while maintaining Island population.
- Enhance research to remove barriers and increase opportunities 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 issues.
- Implement strategies for all Islands economic development.



*See the current year's Activity Plan for more details.

STRATEGIC STRUCTURE

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.

ORGANIZATIONAL SUPPORT

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

HAIDA GWAI COMMUNITY FOUNDATION

In the fall of 2016, Gwaii Trust completed the creation of the Haida Gwaii Community Foundation (HGCF).

Why the need for a 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.

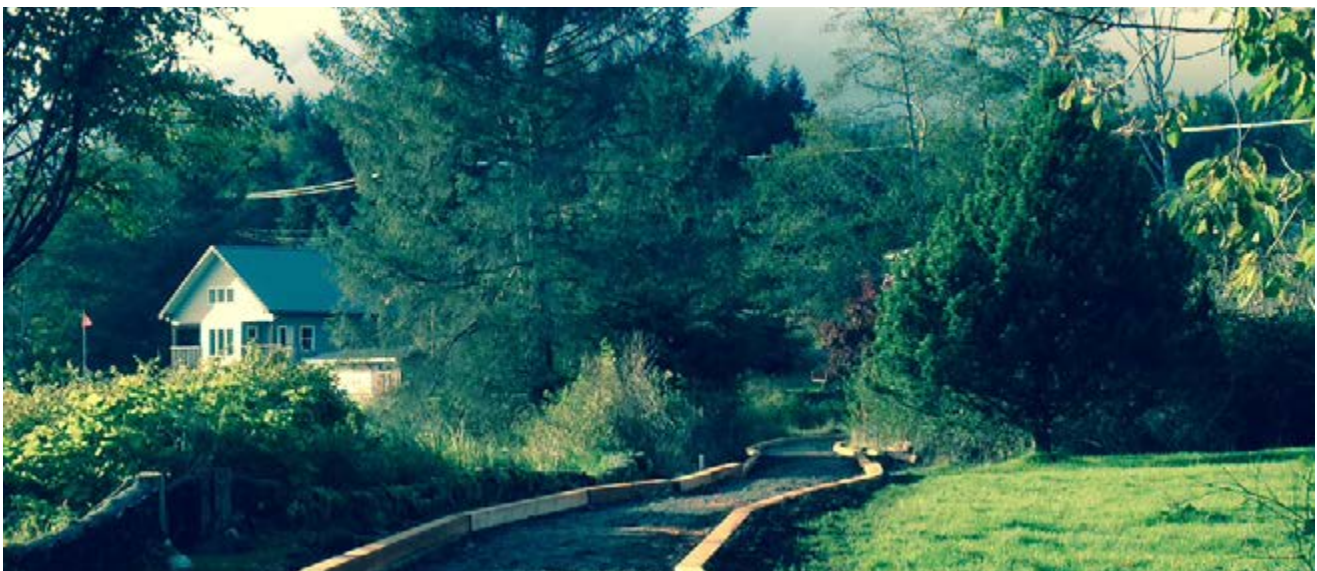
Skillful management of the Trust's financial resources has provided the organization with some means, but clearly there are three distinct challenges: economic revitalization, social support, and basic infrastructure maintenance. Each requires different types of supports and strategies. The creation 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.



Haida Dance Group

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!



QCC Bypass Trail

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