



**STRATEGIC PLAN 2011—2013**

**COAST OPPORTUNITY FUNDS**

**COAST ECONOMIC DEVELOPMENT SOCIETY &**

**COAST CONSERVATION ENDOWMENT FUND FOUNDATION**

**Weaving Together the Threads of Conservation and Community Wellbeing**

## TABLE OF CONTENTS

<b>1. Message from the Chair</b>	<b>3</b>
<b>2. About Us: Coast Opportunity Funds</b>	<b>4</b>
○ Conservation and community wellbeing	
○ Vision and Mission Statements	
○ Core Values	
○ Structure of Coast Opportunity Funds	
<b>3. Context</b>	<b>6</b>
○ 2010 accomplishments	
○ Strategic Context	
○ Evaluation of PAFA	
<b>4. Strategic Goals and Objectives</b>	<b>8</b>
<b>5. Implementation Plan and Desired Targets and Outcomes</b>	<b>10</b>
<b>6. Financial Plans</b>	<b>13</b>
<b>7. Notes on Strategic Plan, Work Plan and Planning Cycle</b>	<b>15</b>

## **MESSAGE FROM THE CHAIR: THE CAPACITY FOR SUCCESS**

Coast Opportunity Funds has a unique role to play in supporting both conservation and sustainable economic development. Healthy, economically viable communities are vital to the success of conservation efforts, and Coast Funds is working hard to do its part to support both of these very important functions.

In doing so, we are guided by our Vision and Mission, and by our annual strategic plans, which cover the next three years' of our operations. This plan, which covers 2011—2013, has been developed based on our experience from our first three years of operations. The strategic environment in which Coast Funds operates (see page 7) is also highly influential. By being conscious of all of the issues, we are better positioned to develop effective measures to overcome challenges and to take advantage of opportunities.

In the 2010—2012 Strategic Plan, we identified one of our two highest priorities as supporting First Nations' capacity to take best advantage of Coast Funds' project funding. Capacity-strengthening has been inherent in the development of projects since the beginning, in the hands-on work that staff do to support independent understanding of project opportunities and the ability to leverage commercial and other sources of funding, and negotiate the terms of and implement projects. In addition, in 2010 the Board decided to develop a separate capacity-strengthening strategy identifying capacity gaps and potential measures to address them, including capital development opportunities. That strategy is in progress, and will continue to be implemented in 2011.

The other key priority that the Board identified in 2010 was external relationship-building in order to develop potential investment partners, build support in all levels of government, and engage human and social resource networks to share their expertise with the First Nations. In one sense, this could also be described as "capacity strengthening" of the people and institutions who have the best potential to partner successfully with the First Nations on their projects. That work continues in 2011 as a significant part of the value Coast Funds seeks to add to its core functions of reviewing and granting allocation funding for specific projects. In the meantime, Coast Funds continues to maintain its effective core business model of mentorship for and support of project development and high quality, sound applications for projects geared for success.

In 2010, I was pleased to welcome to the Board of Coast Funds two new directors, Chris Trumpy and Barry Stuart, both of whom bring both expertise and experience that are invaluable. On behalf of the Board, I would also like to thank former Chair Don Wright and Beverly Briscoe, who retired from the Board in June 2010, for their great contributions over the last three years. The Board of Directors will continue to keep our goals at front of mind at all times as we work towards achieving successful outcomes in this unique and very important enterprise.

Merv Child, Chair  
Coast Conservation Endowment Fund Foundation  
Coast Economic Development Society  
January 1 2011

## **ABOUT US: COAST OPPORTUNITY FUNDS**

### **Weaving together the threads of conservation and community wellbeing**

Coast Opportunity Funds is a unique organization born in 2007 out of mutual recognition by conservationists, First Nations governments, resource industries and governments alike that a sustainable economy for First Nations is vital to conservation efforts in the Central Coast, North Coast and Haida Gwaii areas of the Great Bear Rainforest of coastal British Columbia.

### **Why is this so important?**

First Nations communities have cared for and depended on their traditional territories within this region for their cultural, social and economic wellbeing since time immemorial. The region also has compelling conservation values. The Great Bear Rainforest is a magnificent old growth forest ecosystem representing one-quarter of the world's remaining coastal temperate rainforest, and supporting wild Pacific salmon, grizzly bears, wolves and the white Kermode or "spirit" bear among many other species.

Protection of these unique territories and the social and cultural wellbeing of the people who depend upon them is vital. Coast Opportunity Funds was created to make the essential connection between sustainable development projects that embrace conservation values; the social, cultural and economic wellbeing of the First Nations communities; and long-term conservation of the region.

Designed as a global model of what conservation must become—an inherent part of healthy economies, environments and cultures—our Conservation and Economic Development Funds are dedicated to empowering the First Nations in the Central and North Coasts and Haida Gwaii in achieving healthy and vibrant economies and communities in tandem with the conservation of their homelands for the benefit of future generations.

## **STRUCTURE OF COAST OPPORTUNITY FUNDS**

Coast Funds is comprised of two separate organizations, namely the Coast Conservation Endowment Fund Foundation (CCEFF, or the "Foundation") and Coast Economic Development Society (CEDS, or the "Society"). These organizations are managed by boards comprised of the same group of individuals with a broad range of relevant expertise including First Nations representation. This was by design to ensure critical partnering and strategic leveraging of conservation management with economic development initiatives, to be implemented through the leadership of First Nation communities.

The Foundation is a registered Canadian charity (with US 501c3 equivalency) responsible for managing a permanent endowment fund of approximately \$56 million. The income generated from this fund will provide ongoing funding streams to First Nations to support conservation science, resource planning, capacity development and related conservation management activities. Specific dollar amounts will be allocated annually to each participating First Nation for eligible projects on the basis of each First Nation's original funding allocation and the performance of the fund.

The Society is a not-for-profit corporation responsible for managing a \$60 million economic development fund for First Nation communities and businesses. The capital earned on this fund will be invested in job creation and business development initiatives over a seven year time horizon, targeting economic sectors identified as having good potential for sustainable development in the region.

While the Foundation and the Society each have some unique goals as regards their respective mandates, their vision, mission and work are integrally linked. In general therefore the work of the Foundation and the Society is undertaken jointly under the banner of Coast Funds, as reflected in this strategic plan.

### **OUR CORE BUSINESS**

We partner with First Nations to develop successful applications that fund sound, high quality projects. To that end, we work with First Nations to support essential capacity strengthening efforts, and engage in the development of relationships and networking with sister agencies, financial institutions and potential partners to leverage additional resources and maximize the impact of Coast Funds' investments. Integral to all our work is the responsible administration and investment of the funds entrusted to us by private funders and the governments of British Columbia and Canada.

### **VISION AND MISSION STATEMENTS**

The following vision and mission statements established by the Board of Directors guide our daily operations, longer term strategic planning and measurements of success.

**OUR VISION** is to be a world class model of how empowered aboriginal peoples and communities can achieve meaningful economic development and community health while conserving the integrity of the ecosystems in which they live.

**OUR MISSION** is to work collaboratively with First Nations to support sustainable economic development and conservation management in the Central Coast, North Coast and Haida Gwaii areas of coastal British Columbia.

We will pursue this mission through the responsible administration, investment, leverage and allocation of the funds entrusted to us by private funders and the governments of British Columbia and Canada.

### **CORE VALUES**

The Board has adopted the following core values to guide the operations of Coast Funds:

- Building of local capacity: First Nations' capacity to undertake conservation and economic development projects is a fundamental cornerstone for the success of Coast Funds' vision, mission and strategic goals;
- Transparency and accountability;
- Respect for First Nations' history and land use principles and rights;
- Decision-making that is responsive, enabling, and supportive;
- Integrity and consistency in our decisions, and
- Collaboration and inclusiveness in our support of First Nations.

## **CONTEXT FOR STRATEGIC PLANNING**

### **Summary of 2010 accomplishments**

In 2010 Coast Funds engaged in an internal organizational review which resulted in some restructuring of resources and the hiring of new staff to augment our own capacity to meet our goals and objectives. The organization has completed its transition from start up mode to full operational mode. Grant management software for tracking and reporting is also fully operational, enabling everything from the generation of quarterly reports to Members to the tracking by First Nations of their projects and deliverables.

As required by the provincial Performance and Accountability Agreement with the Society (PAFA), a three year review of the operation of PAFA was conducted by an independent reviewer, who concluded that projects which have been awarded funding are designed to meet the desired economic outcomes contained in PAFA. These projects will support planning initiatives; increase employment for First Nations people; create First Nation economic development organizations; provide for the identification, research, assessment of feasibility, funding, start-up and establishment of First Nation businesses; provide for the acquisition of tenure and licences; allow pilot projects to progress into ongoing entities and the development of various governance and human resource management initiatives.

The report also states that achievement of specific economic development outcomes for each awarded project will, in some cases, be determined over a longer period of time as Participating First Nations execute their business plans to create capacity, infrastructure and functioning successful business entities in an effort to establish economic sustainability in their communities. A sustainable economy will build a solid wealth base which will contribute to achieving the economic development outcomes desired under PAFA. The report is available on the Coast Funds website. Recommendations made in the report have been taken into account in planning.

In the meantime, the Society not only met but by Q3/2010 exceeded its 2010 goal of having \$6 million in awards approved. In addition, the Society has now overseen a full successful cycle of regional and individual shellfish sector commercial investment in projects; completed a sectoral analysis for identification of economic "sweet spots" in the region; engaged in resource partnership pilots; pursued closed containment options as a priority; and is very close to completion of a projects operations manual which will include descriptions of the decision-making processes for funding grants, the policy development process, a project evaluation framework (which can also be used to measure what impact Coast Funds is having and Coast Funds' performance), and the use of its grant management software.

The Foundation also had a successful year helping First Nations achieve their conservation and resource management goals. With the 13 awards approved in 2010, the Foundation now supports management efforts in First Nations whose traditional territories in total cover over 80% of the Project Area and include more than 110 of the 126 conservancies.

In 2010, staff responded to the capacity needs of our clients by working with other resource providers to meet these needs whenever possible, and also to develop a holistic and integrated strategy to strengthen the capacity of First Nations. The strategy is expected to be finalized in early 2011; the latest version of the capacity strategy is available on the Coast Funds' website. Strengthening capacity will remain one of the Board's top priorities in 2011 as we shift more of our resources in to implementation.

## **Strategic Environment**

Coast Funds operates in a strategic environment that offers both opportunities and challenges. Relevant factors influencing the environment in which Coast Funds operates include:

### *Governmental:*

- Discretionary provincial funding will be extremely limited at least through to 2013, affecting all First Nations hoping to access such funding.
- On March 31 2009, an EBM system for coastal BC was established by the provincial government but to date no conservancy management plans have been developed and there remains a large gap between the high-level framework and its implementation in First Nation communities. In the meantime, some First Nations have been directed to their Coast Funds allocations for implementation.
- A general trend away from traditional government program funding for First Nations has also seen a positive corresponding move towards self-driven projects and the building of foundations for independent integrated resource management departments in community governments, consistent with Coast Funds goals for supporting capacity development.

### *Regional:*

- Economic difficulties continue to affect private organizations, businesses, institutions and governments that might be potential partners in projects and limits the full potential for fundraising efforts. However, such entities remain committed to engagement with First Nations.
- Banks and other traditional lending sources are better engaged in the conversation about First Nations financing, but risks—both real and perceived—regarding such investments continue to create barriers to financing not faced by non-First Nations borrowers.
- New protocols with the provincial government signed by coastal First Nations in late 2009 are significant in terms of greater shared management of lands, marine environment and resources.
- Broad-based, tangible improvements to human well-being are difficult to identify even after years of work.

### *Local:*

- First Nations vary widely in their governance structures and approaches to the development and implementation of economic development and conservation projects. Building such infrastructure in every community is essential to long-term success.
- Supporting First Nations' capacity to independently understand project opportunities, negotiate the terms of projects and take on the responsibility of implementing projects is a core value of Coast Funds and fundamental to achieving our strategic goals. A capacity strategy is now under development.
- In developing goals it is essential to keep in mind the understanding behind the creation of the Coast Funds' mandate: that successful sustainable economic development for First Nations is vital not only to economic and social wellbeing, but to conservation efforts in the region.

## **STRATEGIC GOALS AND OBJECTIVES 2011—2013**

The content of the 2011—2013 strategic plan reflects the strategic environment described above, and is based on our accumulated experience and knowledge over the last three years of operations. Coast Funds clearly understands that strengthening the capacity of First Nations and supporting project development and positive relationship-building and capacity-building with potential partners and supporters are priorities if we are to achieve our goals.

This plan will form the basis for the development of a detailed work plan for 2011 setting out specific and targeted activities to be undertaken by the Foundation and the Society to achieve the six core strategic goals and key objectives of Coast Funds, which are set out below.

**GOAL 1: To promote robust and diverse community economies throughout the region. Over the long term, this work will catalyze a shift to a more sustainable regional economy based on preserving ecological integrity of the coastal temperate rainforest.**

*Objectives:*

- Support the development and implementation of meaningful and sustainable economic development projects.
- Enhance First Nations' opportunities to access sector-based economic opportunities.

**GOAL 2: To contribute to conservation goals that include a substantial network of well-managed protected areas and the adoption of ecosystem-based management (EBM) practices.**

*Objectives:*

- Help build sustainably-funded resource management offices in First Nations' communities with the resources and capacity needed to implement EBM and adapt it over time.
- Support regional organizations and infrastructure that efficiently provide technical expertise as well as on-going learning, training, and support for staff of First Nations' stewardship offices.

**GOAL 3: To increase the capacity in First Nations' communities to realize sustainable economic development opportunities and participate in conservation management, project development and job development.**

*Objectives:*

- Achieve goals and objectives identified in capacity strengthening strategy, including development of a capacity fund.
- Continue to make capacity strengthening a fundamental component of all projects.

**GOAL 4: To build relationships and support partnerships and integrated regional planning and collaboration with non-government organizations and agencies, local governments and business groups involved in sustainable economic and community development in the region.**

*Objectives:*

- Contribute to a positive climate for third party investment in and support of conservation and economic development projects and related capacity building initiatives.
- Engage long term political support for the Coast Funds model of integrated conservation and economic development outcomes.
- Contribute to the establishment of a long-term climate of sustainable economic investment that will last beyond the lifetime of the economic development fund.

**GOAL 5: To exchange information, knowledge, expertise, and lessons with conservation and sustainable economic development investment programs in BC, Canada and world wide.**

*Objectives:*

- Ensure that Coast Funds and First Nations have access to the most up-to-date information available to support their work.

**GOAL 6: To ensure that Coast Funds has the capacity and capability as an organization to support First Nations' efforts throughout the region.**

*Objectives:*

- Be a model of best practices in terms of operations, governance, communications with and support for Participating First Nations, Members and Funders.
- Ensure the highest level of collaboration and coordination between the Foundation and the Society in undertaking their joint and individual functions.

### IMPLEMENTATION PLAN 2011—2013

Coast Funds is working towards the following targets and desired outcomes over the next three years.

ACTIVITIES	DESIRED TARGETS AND OUTCOMES
<b>Core Business</b>	
Project Development and Approvals (supports goals 1—3)	<p><b>High quality successful applications:</b> Through continued proactive and focussed communication and interaction with First Nations, provide advice and mentorship to:</p> <ul style="list-style-type: none"> <li>➤ Generate inquiries for eligible economic development projects which lead to sound, high quality applications geared for success, with minimal risk of non-compliance with goals of Coast Funds;</li> <li>➤ Develop plans with each First Nation and regional body detailing the proposed use of their conservation allocation over time, with a resulting increase in numbers of high quality applications;</li> <li>➤ By Q1 2011, expect plans to be developed for each allocation; end of 2011: 8 comprehensive applications submitted to Foundation; end of 2012: 12 comprehensive applications submitted to Foundation.</li> </ul> <p><b>Approval of allocations:</b> The Society to approve allocations of: 2011, \$10.3 million; 2012, \$10.2 million; 2013, \$10 million. The Foundation to approve allocations of: 2011, \$2.9 million; 2012, \$2.35 million; 2013, \$2.35 million.</p> <p><b>Evaluation Framework:</b> By end of Q1 2011 complete evaluation framework (including criteria for evaluation, measures for success and reporting process, measuring progress by First Nations and Coast Funds towards meeting long-term goals) as part of comprehensive operations manual including decision-making processes and policy development process.</p>
<b>Capacity and Relationship Strengthening</b>	
Capacity (supports goals 1—3, 5)	<p><b>Capacity strengthening in projects:</b> Continue to make capacity strengthening a fundamental component of all project outcomes.</p> <p><b>Capacity strategy:</b> In 2011, work with First Nations and other partners to implement the capacity strengthening strategy with the following goals:</p> <ul style="list-style-type: none"> <li>➤ Alignment of existing resources and programs to address identified capacity needs;</li> <li>➤ Ensuring First Nations have access to capacity strengthening strategies that address their priority capacity needs;</li> <li>➤ Making First Nations aware of and competitive for opportunities to strengthen their capacity;</li> <li>➤ Create an investment climate in the region to attract new resources to fund strategies to address key capacity gaps; and</li> <li>➤ Development of a dedicated capacity fund.</li> </ul> <p>Detailed time lines and targets are set out in the capacity strategy.</p>

<b>Relationship building/networking</b>	
Adding value through leverage of additional resources (supports goals 1—5)	<p><b>Facilitation role:</b> Continue to take facilitation role in proactively assisting to leverage additional funding, human resource support, knowledge capital, technological support and institutional resources for both conservation and economic development projects in order to maximize the impact of Coast Funds investments.</p> <p><b>Information:</b> Continue to identify and target potential financiers and partners for comprehensive database on potential funding sources to be completed by end of 2011 (utilizing MITACS/ISIS or other resources if possible to take advantage of existing databases).</p> <p><b>Diversification:</b> While building on existing partnerships that have been established, continue to broaden scope of target market to include a full range of financial institutions, foundations, government programs, NGOs and all other potential sources to maximize opportunities for access by First Nations to additional resources, including access to an established loan fund.</p> <p><b>Build political support:</b> Work to establish long term political support for the Coast Funds’ model of integrated conservation and economic development outcomes through ongoing communications of outcomes to core government funders, including through annual briefings by Coast Funds’ representatives and First Nations for the provincial and federal governments and other original founding partners.</p>
<b>Operations</b>	
Finance and Admin (supports goals 1—6)	<p>Perform to the best practices of good governance and ensure daily operations are efficient and cost effective. In addition, in 2011 Coast Funds will:</p> <ul style="list-style-type: none"> <li>➤ Begin ground work for a comprehensive organizational review of Coast Funds (incorporating a second scheduled review of the PAFA agreement) to be undertaken in 2012, including effective external engagement in the review (see also communications).</li> <li>➤ Develop and implement a comprehensive corporate filing and recording system.</li> <li>➤ Work with the Board to develop effective and efficient delegation authorities.</li> <li>➤ Develop policy on use of surplus Society earnings and unused allocations.</li> <li>➤ Take advantage of volunteer/intern opportunities as additional internal resources.</li> <li>➤ Begin multi-year succession planning for 2012—2014 strategic plan, forecasting end of CEDS fund in 2014, and taking into account how momentum generated by CEDS can be maintained post-completion of CEDS mandate and whether dynamic of CCEFF may change when CEDS terminates (given reasons for creation of unique combined funding structure).</li> </ul>
Communications (supports all goals)	<p>Update and expand communication plan to:</p> <ul style="list-style-type: none"> <li>➤ Build on existing website content and communications materials to develop targeted communications packages for specific audiences (funders, governments, investment partners, capacity partners, other investment programs, and media), including annual briefing package for founding</li> </ul>

	<p>members and funders.</p> <ul style="list-style-type: none"><li>➤ Share accumulated successes as part of development and implementation of communications packages and media strategy.</li><li>➤ Expand client-centric communications materials focused on project news and information-sharing on successes and lessons learned.</li><li>➤ Include ongoing development of communications products covering sectoral research publications (identification of key sector opportunities for regional planning purposes) and impact/benefit agreements.</li><li>➤ Ensure existence of goodwill sponsorship budget is known and utilized.</li><li>➤ Establish and implement communications plan relating to Capacity Strategy as part of broader communications planning.</li></ul>
--	--

## FINANCIAL PLAN: Coast Economic Development Society

### Financial Summary

(In 000's)	Forecast 2010 <sup>Note 1</sup>	Proforma 2011	Proforma 2012	Proforma 2013
Total assets	\$59,800	\$51,600	\$41,300	\$30,900
Revenue	\$3,200	\$1,400	\$1,200	\$900
General and administrative expenses	<u>1,050</u>	<u>1,100</u>	<u>1,100</u>	<u>1,100</u>
Excess (deficiency)	2,150	300	100	(200)
Awards expense <sup>Note 2</sup>	\$7,900	\$10,300	\$10,200	\$10,000

Notes:

- 1) Forecast 2010 incorporates actual earnings to the end of the third quarter.
- 2) Awards are expensed upon the recipient meeting criteria including completion of a funding agreement.

### Revenue

- Investment income earned from investment of the funds is directed towards payment of the Society's general and administration expenses over the life span of the organization.
- In fiscal 2010, the Society benefited from an increase in the valuation of its bond portfolio. The sale of longer term bonds resulted in a one-time gain of \$1.1 million.
- Projected revenue over the 3 year period from 2011 to 2013 is based on a 2.9% annual return before management fees. The asset mix of the investment portfolio, 90% fixed income and 10% equities, prioritizes liquidity and a stable rate of return.
- The decline in future year earnings is attributable to reduction in investment funds as awards are distributed to First Nations.

### General and Administrative Expenses

- General and administrative expenses are projected to increase by an annual allowance for inflation over the 3 year period from 2011 to 2013.
- Throughout the period from 2011 to 2013, the Society is compliant with the terms of the Conservation Investments and Incentives Agreement which specifies a maximum level of operating costs.

### Awards

- The Society approved its first awards in October 2008. Total awards to the end of 2010 were as follows:

(In 000's)	No of Original Awards	Original Awards	Final Awards	Disbursements
Regional	9	\$1,582	\$1,421	\$1,268
Individual	<u>42</u>	<u>16,798</u>	<u>14,378</u>	<u>5,881</u>
Total	51	18,380	15,799	7,149

- A number of approved awards have been withdrawn or reduced by the applicant. These reductions are reflected in the amount of the final award.
- The Society's goal is to approve awards totaling \$30.5 million over the upcoming 3 year period.

## FINANCIAL PLAN: Coast Conservation Endowment Fund Foundation

### Financial Summary

(In 000's)	Forecast 2010 <sup>Note 1</sup>	Proforma 2011	Proforma 2012	Proforma 2013
Total assets	\$66,400	\$65,600	\$65,200	\$65,200
Revenue	\$3,200	\$2,700	\$2,700	\$2,700
General and administrative expenses	<u>380</u>	<u>400</u>	<u>405</u>	<u>410</u>
Excess (deficiency)	2,820	2,300	2,295	2,290
Awards expense <sup>Note 2</sup>	\$2,300	\$2,900	\$2,350	\$2,350

#### Notes:

- 1) Forecast 2010 incorporates actual earnings to the end of the third quarter.
- 2) Awards are expensed upon the recipient meeting criteria including completion of a funding agreement.

#### Revenue

- Investment income earned from investment of the funds is directed towards awards to individual First Nations as well as the Foundation's general and administration expenses.
- Projected revenue over the 3 year period from 2011 to 2013 is based on a 4.60% annual return before management fees.
- This projected return aligns with the risk profile of the asset mix, 40% fixed income and 60% equities.

#### General and Administrative Expenses

- General and administrative expenses are projected to increase by an annual allowance for inflation over the 3 year period from 2011 to 2013.
- Throughout the period from 2011 to 2013, the Foundation will continue to be compliant with the terms of the Conservation Investments and Incentives Agreement which specifies a maximum level of operating costs.

#### Awards

- The Foundation approved its first awards in October 2008. Total awards to the end of 2010 were as follows:

(In 000's)	No of Awards	Approved Awards	Disbursements
Regional	5	\$1,395	\$738
Individual	<u>22</u>	<u>2,368</u>	<u>2,175</u>
Total	27	3,763	2,913

- The Foundation's goal is to approve and disburse a minimum of \$2.35 million individual First Nation awards annually.

## **NOTES ON STRATEGIC PLAN AND PLANNING CYCLE**

Coast Funds is required to produce a three-year strategic plan annually. The strategic planning cycle for each year commences in the preceding September, led by Coast Funds' staff with guidance from the Board of Directors, for completion and approval by the Board in time to be made available publicly by January 1. This 2011 plan covers 2011—2013.

The founding strategic plan, approved in 2008, focused primarily on the implementation of essential operational and policy measures required to support the work of Coast Funds. The 2010 plan focused on the core goals of Coast Funds as an organization, and the objectives and measures required to support those goals over the long-term. This plan has confirmed those goals and objectives, updating and establishing a new workplan and measures to take the organization from 2010—2012 into the 2011—2013 cycle, and desired outcomes consistent with its economic development and conservation goals.

As Coast Opportunity Funds matures as an organization it is expected that the high level goals and objectives in the strategic plan will remain a stable long term framework for action, with the core focus of annual reviews being on updating and establishment of new strategies, implementation measures and desired outcomes.

Strategic plans of Coast Funds are publicly available. The website provides extensive background and contact information for the public. All expressions of public interest in the plan and in the work of Coast Funds in general are received, considered and responded to as appropriate by staff or the Chair of the Board.