

STRATEGIC PLAN

“COAST OPPORTUNITY FUNDS”

Q4 2007, 2008 and 5 year framework

COAST ECONOMIC DEVELOPMENT SOCIETY &

COAST CONSERVATION ENDOWMENT FUND FOUNDATION

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Background

The Coast Opportunity Funds (Coast Funds) have emerged from years of work on the part of First Nations, the province of British Columbia, environmental organizations, philanthropic foundations, industry and the Canadian federal government.

The result is a model of innovation with world class potential, established to implement a broad-based economic diversification, land use implementation and conservation management program that will help re-establish the ecological integrity of the central and northern coastal regions of British Columbia and the Haida Gwaii (Queen Charlotte Islands). At the same time, the program will promote sustainable economic development for First Nations communities that have lived for millennia within this extraordinary and globally significant region. It is recognized that for thousands of years, First Nations carefully managed the abundance of natural resources in the sea and on the land, based on traditional knowledge, culture and attunement to the importance of maintaining balance in natural systems, enabling successful harvesting of resources without depleting them. Going forward therefore, in an effort to restore healthy systems after a period of industrial exploitation, it will only be through the continued successful partnering and collaboration with coastal First Nation communities that sustainable solutions will be realized.

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 \$60 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 to each participating First Nation for eligible projects on the basis of the conservation commitment made by that First Nation. The creation of a charitable entity was necessary in order to receipt funds received from private donors for the endowment, for tax purposes.

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 and income 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. The creation of a non-profit corporation was necessary for this mandate because the investment activities contemplated by the Society cannot be undertaken by a charity under current Canadian laws.

Orientation of Strategic Plan

The Board of Directors' immediate priority is to operationalize the funds in an efficient manner to ensure responsiveness to First Nation communities early in 2008. Specifically, there is the opportunity to disburse \$2M for eligible conservation management *planning* projects and \$2M for eligible economic development *planning* projects, which may also include support for critical capacity building. This initial strategic plan will therefore have a strong operational focus, providing a roadmap toward this goal, and ensuring that legal conditions and the intentions of the funding parties are honored.

This strategic plan also establishes programmatic and strategic goals for the balance of 2008, and broadly framed longer term goals. Upon the appointment of a permanent CEO, now targeted for June 2008, it is anticipated that the strategic plan will be more comprehensively defined under the guidance of the new CEO, for continued implementation thereafter.

Vision and Mission Statements

The following vision and mission statements established by the board will guide our daily operations, longer term strategic planning and measurement 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.”

Goals

The Funds' 5-year goal is to be established as the world class model described in our vision statement. A world class model implies a level of excellence not only recognized by our stakeholders and established by results achieved within the region through successful programming and community collaboration, but by the degree to which there is global relevance and the possibility of replicating or building upon this model for the continued future benefit not only of BC's First Nation communities, but for communities and ecosystems around the world.

More clearly articulated success indicators will be developed by permanent staff, and will take into consideration the sample success metrics summarized in Appendix A, which are excerpts from the funding agreements. In developing these success factors, it will be critical for Coast Funds to closely evaluate and define its success metrics to ensure that Coast Funds can reasonably be held accountable for them. For example, in reviewing the sample metrics in Appendix A, it is clear that Coast Funds cannot be responsible for all of these metrics, as presented, given the many factors that influence these metrics that are outside of Coast Funds' control.

In broad terms, it is understood that the successful delivery of Coast Funds' mandate over a 5-year time horizon will:

- ❖ Contribute to conservation goals that include a substantial network of protected areas and ecosystem-based management practices;
- ❖ Promote economic diversification in communities 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;
- ❖ Build capacity in First Nations communities, and support First Nations' efforts related to conservation and sustainable development throughout the region. Coast Funds will promote the development of healthy First Nation communities;
- ❖ Build capacity among non-government organizations and agencies involved in conservation and sustainable economic and community development in the region; and
- ❖ Provide for the lessons, information and expertise gained through the work of Coast Funds on the BC coast to be a valuable resource for conservation investment programs world wide;

Goals for Q4 2007 through to the end of 2008 are more operational in nature and have been mapped out sequentially in the following sections. Under the direction of the board, this work will be carried out by established board committees and interim staff including an Interim ED until June 30, 2008 and permanent staff thereafter.

Goals by December 31, 2007:

1. Board of Directors accepts appointment and monthly meetings have commenced including initial orientation sessions, presentations from First Nations, and cross cultural training.
2. The following Board Committees are constituted, and membership and chairmanship is established along with mandated Terms of Reference:
 - a. Investment, Finance and Audit Committee
 - b. Project Review Committee
 - c. Communications Committee
 - d. CEO Search Committee
3. Operational Infrastructure is in place for basic operations including:
 - a. Interim ED & Assistant hired
 - b. Office space established with IT set-up (computers, phones, email, printers)

- c. Banking facilities established
 - d. Legal counsel retained
 - e. Accounting and bookkeeping services contracted with Tides Foundation for Coast Funds are operational, including tax return preparation
 - f. "Start-up budget" management system established with Sage Center, funded by a private donor, with authorities in place to draw funds to cover start-up phase cost of operations to Feb 15, 2008
 - g. Auditor retained
 - h. Insurance established (D&O, general liability, fiduciary)
 - i. Outstanding invoices paid / reconciled
 - j. Filing systems in place
4. Initial Policies adopted by the Board:
 - a. Standards of Ethical Conduct for Directors including Conflict of Interest
 - b. Directors Compensation and Reimbursement
 5. First Draft Strategic Plan approved by board
 6. Draft budget for 2008 prepared

Goals by March 31, 2008:

1. Priority communications initiatives as recommended by the Communications Committee are underway, including outsourced hiring, and the initial development of a website and print materials for distribution.
2. Initial drafts of all key policies mandated by the funding agreements are developed and circulated for board review.

Goals by April 30, 2008:

1. All external conditions will be met as required by Coast Funds' by-laws and by relevant funding agreements, for the Society and Foundation to be able to distribute initial grants, and specifically the \$2M for economic development *planning* projects, and \$2M for conservation management *planning* projects, subject to the receipt and approval of eligible applications. This means:
 - a. Completion and approval of this Strategic Plan by the board, and approved by the members; and
 - b. The following Policies will be approved and adopted by the board, and approved by the members via special resolution confirmed in writing.
 - i. Grant-Making Policies
 - ii. Compliance Policy (addressing tax, accounting and other regulatory requirements)
 - iii. Investment Policy
 - iv. Finance and Audit Policy
 - v. Insurance Policy
 - vi. Code of Conduct Policy
 - vii. Conflict of Interest Policy

Goals by June 30, 2008:

1. Coast Funds will have established necessary staff operating procedures in accordance with approved policy to manage the intake and processing of grant applications for Regional Planning projects.
 - a. Procedures will cover the grant-making life-cycle, from intake to disbursements, monitoring, evaluation and reporting.
2. Initial grants for Regional Planning Funds will be approved and disbursed, subject to receipt of eligible applications.
3. Permanent CEO will be hired
4. Job descriptions for senior staff positions will be circulated, with key hires made if possible for Program Directors (2) and the Director of Finance & Administration.
5. An annual report will be prepared in accordance with S.5.4 of the CIIA including audited financial statements and a report on results compared to stated goals. This annual report is to be published in a manner available to the public, with copies provided to the private funders.
6. The Annual General Meeting of the members will be held, at which Coast Funds' audited financial statements will be presented for approval.

Goals by December 31, 2008:

Coast Funds will be fully staffed and operational, initial planning project grants will have been made, including a minimum of \$1.6 million by the Foundation as required by Charity law, and Coast Funds is prepared to accept and process applications for project investments. This will mean that during Q3 and Q4 2008, the following goals will be worked on under the guidance of the permanent CEO:

1. Initial Strategic Plan is revisited and made more comprehensive;
2. Full Governance Structures are established and operational, including a charter and board governance manual, and board delegated authorities to staff;
3. Permanent offices are established and operational;
4. Key policies fully implemented;
5. Staffing plan is implemented, including all key hires, training, and a staff operating manual is completed for procedures and protocols, including project funding requirements and funding cycle milestones.
6. Program models are established, fully operational, transparent and accessible to First Nations.
7. Communications strategy is fully implemented vis-à-vis all stakeholders.
8. 5-year projected financial budget is completed.

Communications and Engagement Strategy

The effective delivery of clear and comprehensive communications to First Nations and all stakeholders is critical to Coast Funds' success and is furthermore considered a responsibility and a duty of the organizations. A board Communications Committee has been established, and a strategic communications plan is currently being developed to identify and establish guidelines on the following items, inter alia:

1. Communications objectives and challenges
2. Key audiences, messaging and delivery
3. Strategies, tactics and implementation
4. Media and protocols
5. Budget including outsourcing

In particular, it will be important to establish an engagement strategy with First Nations communities (and /or appropriate representatives) to ensure there are deliberate and effective means for dialogue and input into the development of Coast Funds' strategic plan, as well as other issues and developments as they arise.

The Committee has retained outsourced communications support, and initial communications materials including fact sheets and a website are currently under development.

Program Models – Conservation and Economic Development

The "Project Review Committee" of the board has been mandated to ensure the development of program models for Coast Funds' conservation and economic development funding programs. In developing these models, the key initiative has been the creation of detailed grant-making policies for each of the four funding programs. These policies were completed and approved by the board April 22, 2008, and should be reviewed in conjunction with this Strategic Plan.

The four programs are as follows:

1. The *Regional Economic Development Planning Fund* consists of two million dollars (\$2M) immediately available as grants to two or more eligible First Nations applying jointly, or regional groups representing two or more eligible First Nations as their agent, to fund regionally focused planning and development activities and related infrastructure in support of environmentally sound and sustainable economic development projects of First Nations, that are within the specified geographic project area and further the fund's economic development goals.
2. The *Regional Conservation Planning Fund* consists of two million dollars (\$2M) immediately available as grants to two or more eligible First Nations applying jointly, or regional groups representing two or more eligible First Nations as their agent, to fund regionally focused planning and development activities and related infrastructure in support of conservation projects and initiatives of First Nations, that are within the specified geographic project area and further the fund's conservation goals.
3. The *Economic Development Fund* (the "Fund") consists of fifty-eight million dollars (\$58M) that is available as grants to individual eligible First Nations, or their agents, or other First Nation related organizations or members if endorsed by the First Nation, to fund environmentally sound and sustainable economic development projects undertaken by First Nations, that are

within the specified geographic project area, and further the fund's economic development goals.

4. The *Conservation Endowment Fund* is a fifty-eight million dollar (\$58M) fund that will be invested in perpetuity. Grants will be made each year in perpetuity from the investment income earned on this fund. These grants will be made to individual eligible First Nations, or their agents, to fund conservation projects and initiatives undertaken by First Nations that are within the specified geographic project area and further the fund's conservation goals.

Grant-making policies for these four programs (above) provide detailed information and guidance on the topics below, and will be posted to Coast Funds' website and communications materials:

1. Program Descriptions
2. Conservation and Economic Development Goals
3. Project Eligibility
4. Applicant Eligibility
5. Allocation of Funding
6. Application Process
7. Application Evaluation and Approval Process
8. Reporting and Monitoring

Immediate next steps include the need to develop internal systems to effect grants, once approved, including grant documentation and disbursements management.

Under the auspices of permanent staff, further development of the following key areas of Coast Funds' program models will be undertaken:

1. The development of comprehensive, subject matter specific, program monitoring and evaluation methodologies, along with comprehensive reporting guidelines of results to the board and all stakeholders;
2. The development of resources and programming to ensure information and access by First Nations to capacity building resources and services, including training and /or assistance with the development of proposals and effective funding applications;
3. For the Economic Development program in particular, the development and advocacy of effective financial partnerships in the region to leverage Coast Funds' grants and increase total funding available for program initiatives.

Investment Strategy (for Non-deployed Funds)

The "Finance, Investment and Audit Committee" has been mandated with establishing Investment Policies and strategy to address the following issues for both the Society and Foundation:

1. Investment Goals

- a. Operational
 - b. Strategic, including social responsibility objectives
 - c. Risk vs Return
2. Obligations / Limitations
 3. Implementation Plan / Timeline

With the assistance of an independent investment consultant, retained in March 2008, the committee has prepared, and the board has approved, investment policies providing guidelines for the professional investment and management of the Coast Funds' assets, ensuring maximum growth within prudent risk parameters and appropriate liquidity. Implementation of these policies will be undertaken in the June/ July 2008 timeframe, in anticipation of receipt of the \$58M Foundation endowment funds from escrow by June 30, 2008. Initial implementation involves the review and selection of investment managers, and the transfer of assets into professional management in accordance with policy. Coast Funds' investment policies are further supported by additional detailed operating guidelines, currently being developed.

Going forward, and under the auspices of permanent staff, a critical priority will be to further develop and optimize the impact of Coast Funds' social responsibility mandate as it applies to funds under management. This is an important element in developing Coast Funds as a world class model.

Fund-Raising

Active fund-raising, or in other words, overt solicitation of new funding, is not proposed for 2008. This is because the priority will be to establish credibility with existing funders by ensuring the successful launch of the funds in 2008. This credibility is critical to any future fund-raising endeavor with current or other funders. Coast Funds' communications strategy will ensure the effective delivery of ongoing communications with all the funders, on both a proactive and responsive basis. This is not only to meet minimum compliance requirements but to cultivate an ongoing relationship of support and advocacy.

The creation of a world-class model reflecting our stated vision, and built upon effective, efficient and creative programs and operations, will also be the premise upon which Coast Funds may begin to pursue any number of additional sources of fund-raising and investment toward the end of 2008 and beyond. As such, the integrity of 2008's operational launch is recognized as an important element in the "cultivation" phase of Coast Funds' fund-raising strategy.

Organizational Design:

The following chart presents target staffing of full time regular employees (except as noted) to be hired from Q2 to Q4 2008.



Human Resource Strategy

A “CEO Search Committee” of the board has been established to ensure the appointment of a permanent CEO in a timely manner. The committee has retained and is working closely with the executive search firm, Caldwell Partners. While the initial search undertaking led to an offer and final stage discussions with a prime candidate in March 2008, the offer was not ultimately accepted due to personal circumstances. As a result, the CEO search has been re-launched with a revised target date of June 30, 2008. Of particular importance in selecting the CEO, amongst various skills and competencies, will be demonstrated experience and knowledge of Coastal First Nations communities of BC and ideally established credibility with same.

In light of this development, the board has secured an extended commitment from the Interim Executive Director to June 30, 2008, and will proceed with recruitment for the two Program Director positions so they are in place ideally by the time the CEO is hired, if not sooner. A communications team has been hired on an out-sourced basis, and additional expertise has been identified and is available on a contract basis as needed to ensure continued momentum toward operational maturity, and until permanent staff are in place.

A Director of Finance & Administration is planned to be hired by Q3 2008 (or late in Q2) and will be responsible to ensure appropriate human resource policies are in place including appropriate employee

benefits, in line with organizations of similar size and nature. Until such time, Tides Foundation will continue to provide accounting services on an outsourced basis, as it has since December 2007. These services include the creation of financial statements, tax returns and audit support. Tides is furthermore able to provide basic human resource needs going forward including payroll services and management of employee benefits packages, as required. For legal support, Coast Funds continues to work with Bull, Housser and Tupper as general counsel.

Ultimately, the intent is to create a streamlined organization characterized by a strong mix of individuals with experience in business, entrepreneurial development, conservation and collaboration with First Nations.

All job descriptions will be distributed through the professional networks of the board and members to identify potential candidates. The power of networking early on should not be underestimated in this endeavor, particularly in finding Program Directors with appropriate subject-matter and regional community expertise.

Given the spend-down mandate for the Society funds, a tapering of staffing needs is anticipated after the first four years. This will need to be revisited at that time considering such factors as the level of granting activity and possible new funding.

Corporate Governance

The Board of Directors listed below was appointed September 7, 2007, and four board committees have been constituted in the areas of Communications, Audit/Finance & Investment, Project Review, and CEO Search, with the initial mandate to develop policy frameworks for initial operations and the creation of program guidelines, along with initial governing mandates and the delegation of authorities.

Board of Directors:

1. Cindy Boyko
2. Bev Briscoe
3. Cameron Brown
4. Merv Child
5. Harold Leighton
6. Thomas Olsen
7. Paul Richardson
8. Merran Smith
9. Don Wright, Chair

It is anticipated that a governance consultant may be retained in Q3, 2008 to facilitate the further development of board governance, including the creation of a charter and board governance manual, undertaken by a Governance Committee to be established by mid-2008. This committee would ensure the continued development of board capacity and, in addition, would be responsible for the monitoring

and evaluation of CEO performance and compensation in the event that a separate HR and compensation committee is not yet established.

Financial Budget

A financial budget for 2008 has been approved by the board, and is included with this strategic plan. A more comprehensive 5-year budget will be established by the end of 2008.

Notable highlights of the budget for 2008 are as follows:

Revenue:

The Society and Foundation's revenues in 2008 will include all investment income earned on all assets. Assets are currently approximately \$60M cash for the Society and \$60M cash for the Foundation. It is noted that \$58M of the Foundation's cash is currently held in escrow until certain conditions are met, expected to occur by June 30, 2008, at which time funds will be released to the Foundation's account, available for grant-making or professional investment management. All other cash assets are currently on deposit at RBC earning a preferred rate of interest of Prime minus 1.75% (currently equal to approximately 4.0%). These assets will be transferred to professional fund management in 2008 to achieve a higher return and in accordance with Coast Funds' newly adopted Investment Policy.

Operating Expenses:

Operating expenses will be managed closely in 2008, growing commensurately as permanent staffing, programs and infrastructure fall into place. In accordance with the funding agreements, operating and administrative costs for the Foundation for any year will not exceed \$600,000 (i.e. 1% of \$60M). In addition, operating and administration costs of the Society and Foundation together will not exceed 2% of funds under management by both organizations together, as at the outset of the given year. The budget approved by the board for 2008 shows total operating expenses for the Society and Foundation, jointly, projected to be approximately \$1.13 million, which is considered conservative given the slippage in timing for hiring of permanent staff.

For reference, total actual operating expenses incurred jointly by the Society and Foundation since inception (effectively since the period starting mid-2007 when early start-up activities commenced) and up to April 15, 2008, are \$145,714 (unaudited). No other costs have been paid from the Funds contributions or earnings thereon.

Disbursements to Projects:

For the Foundation, applicable charity law requires that not less than 80% (\$1.6M) of the \$2M received (as "ordinary gift money") must be granted out not later than 12/31/08. In addition, once the remaining \$58M contribution is received, then a minimum of 3.5% of the Foundation's total asset base (on a rolling 2-year average basis) must be granted out each year starting in 2009.

The Foundation therefore anticipates making a minimum of 10 to 15 grants from the Regional Planning Fund in 2008, plus initial grants for conservation management projects that may apply and be approved for funding from the \$58M Fund.

For 2009 and beyond, CCEFF can anticipate disbursing a minimum of \$2.5M per year (up to perhaps \$4M depending on investment income and spending policy).

For the Society in 2008, we will disburse up to \$2M for planning projects, plus initial disbursements for eligible economic development projects that apply and are approved. On an ongoing basis beyond 2008, CEDS can estimate that \$8M to \$9M per year, on average, will be disbursed to eligible projects, based on a full “spend-down” mandate over approximately seven years, ending June 30, 2014.

Monitoring & Evaluation of Results

Effective monitoring and transparency of results is critical to ensure effective management of activities; and specifically during the first year of operations when the need to adjust and re-tune goals and tactics is more likely. In addition, compliance and reporting obligations necessitate effective monitoring.

Responsibility for monitoring and reporting of Coast Funds’ performance lies with the board, as represented by the Chair. To help it carry out its responsibilities in this regard, the board has mandated the “Investment, Finance and Audit committee” with responsibilities that include the oversight of financial operations and results, and to ensure the board meets its financial accountability obligations, including external audits. As well, the “Project Review Committee” has been delegated responsibility by the board for program specific monitoring, evaluation and reporting. These committees are currently mapping out policies and procedures to these ends, as indicated in this plan.

It is noted that specific reporting obligations under the terms of the CIIA include the requirement that, by April 30 of each year, an annual report will be prepared, including audited financial statements and a review of results compared to stated goals, to be published and available to the public, with a copy provided to the private funders.

Strategic Planning Cycle:

From a practical perspective, Coast Funds will essentially be in an ongoing state of planning and adjustment during this first year’s start up phase of operations. This process is supported by monthly board meetings initially, associated committee meetings, activities of the interim ED, the pending appointment of a CEO and consequent revisiting and refinement of the current strategic plan thereafter.

It is therefore the intention from now to mid 2008, to track the achievement of the goals clearly laid out herein, and review and address the status of these goals at each board meeting, with ongoing input

from the committees and staff. Should comments be received from the general public, they will also be considered.

For 2009 and beyond, the strategic planning cycle for each year will commence in the preceding September, led by the CEO with guidance from the board, for completion and approval by the board not later than December 1 preceding the year.

A key responsibility of the CEO will be to ensure the maturation of the strategic planning exercise over time, increasingly incorporating relevant research, dialogue and collaboration with First Nations, all stakeholders and global peers. This is critical to more deeply understanding and embracing the challenges, opportunities and requirements of ensuring the evolution of Coast Funds toward the world class model we aspire to be.

“Appendix A”

(Target outcomes and measures, for reference, per the CIA)

Economic Development Outcomes

Economic Development Outcomes	Sample Performance Measures
Growing Participating First Nations’ economic share of commercial activities, such as shellfish aquaculture, tourism, and cultural products	# of new start-up businesses or expansions in commercial activities
Increasing the number of businesses owned by First Nations communities or individuals living in the Project Area	# of businesses owned by First Nations in the project area
Increasing investment in First Nations sustainable business partnerships (i.e., leverage)	Amount of new investment in First Nations sustainable business partnerships
Contributing towards a stable or increasing population in the Project Area and its communities	Population as measured by census
Increasing participation in, and contributions towards, the provincial economy	Increase in the region’s share of provincial GDP
Improving employment levels and decreasing unemployment rates	Employment levels, unemployment rate
Increasing average annual incomes	First Nation income levels in the Project Area
Increasing the capacity of Aboriginal communities to realize sustainable economic development or diversification opportunities (including increased access to skills development/ training)	Number of students obtaining education levels or certifications which provide economic development or diversification opportunities
Enhancing the economic infrastructure of the North and Central Coast to support Aboriginal business within the Project Area	# of new facilities or infrastructure that can be utilized by multiple businesses (e.g. economic development corporations, tourism marketing organizations, airstrips, docks, shell or finfish processing plants, etc.)

Conservation Outcomes

Conservation Outcomes	Sample Performance Measures
Study, document, and interpret ecosystem function and processes within their Traditional Territories	
Enhance First Nations' ability to apply their knowledge about ecological systems and function to the management of ecosystems, protected areas, lands and resources	Protected Area management plans developed or amended by, or with, First Nations assistance
Collaborative actions will sustain and enhance the biodiversity, productive capacity and resilience of ecosystems in the Project Area to ensure the sustainability of cultural and traditional resources, such as fish, wildlife and Cedar in perpetuity	Hectares of enhanced land Harvest levels of fish, wildlife and cedar Maintenance of stable wildlife populations Number of species at risk recovered
Maintain, restore or enhance habitats and ecosystem productivity in protected areas to ensure populations of migratory birds are maintained or enhanced, species at risk or of special concern to Participating First Nations are stabilized, and enhanced where possible, and productive riparian areas are maintained and restored	Hectares of habitat for migratory birds, species at risk, or species of special concern to First Nations enhanced or restored Hectares of Riparian areas restored
Provide First Nations with the capacity to participate effectively in the management of protected areas and ecosystems within the Project Area	Protected Area management plans developed or amended by, or with, First Nations assistance
Provide Participating First Nations with the capacity to develop a suite of programs or projects to restore damaged habitat in their Traditional Territories	Hectares of land restored through First Nation restoration projects Maintenance of stable wildlife populations Number of species at risk recovered
Provide Participating First Nations with capacity to maintain a permanent base of jobs – seasonal or full time – to support conservation planning, research, monitoring and interpretation	# of First Nation jobs in conservation