

coast opportunity funds
annual report
2011

COAST ECONOMIC
DEVELOPMENT SOCIETY
AND
COAST CONSERVATION
ENDOWMENT FUND FOUNDATION



table of contents

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.

3	about us: coast opportunity funds
4	message from the chair
5	message from the ceos
6	structure of the funds
7	2011 cceff awards
10	2011 ceds awards
13	the coast funds vision
16	board of directors
18	members and staff
19	awards from october 2008 to december 31 2011 by sector
20	2011 goals and outcomes
22	ceds 2011 financial statements
23	ceds 2011 financial highlights
24	cceff 2011 financial statements
25	cceff 2011 financial highlights
26	map





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.

Those First Nations are the K'ómoks, Council of the Haida Nation, Da'naxda'xw Awaetlala, Gitanyow, Gitga'at, Gitxaala, Gwa'sala-Nakwaxda'xw, Gwawaenuk, Haisla, Heiltsuk, Xwémalhkwa, Kitasoo/Xaixais, Kitselas, Kwiakah, Kwicksutaineuk-Ah-Kwa-mish (Gilford Island), Lax Kw'alaams, Mamalilikulla-Qwe'Qwa'Sot'Em, Metlakatla, 'Namgis, Nisga'a Nation, Nuxalk, Tlowitsis, Tsawataineuk, Ulkatcho, We Wai Kai (Cape Mudge), Wei Wai Kum (Campbell River) and Wuikinuxv.

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.

The key to a durable and healthy environment in the Great Bear Rainforest is the maintenance of the link between the environment, the First Nations of the Great Bear Rainforest, and supporting a sustainable economy and healthy communities. The way in which First Nations manage and control the environment and the economy of the region will determine not only their own future, but the future of the Great Bear Rainforest as a whole.

Coast Opportunity Funds was created to make the vital 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. On pages 13-15, read the reflections of some of the individuals involved in the earliest days of the work of Coast Funds.

about us:
coast
opportunity
funds





WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

Since 2009, the term "economic austerity" has become all too familiar, severely affecting the activities of governments, businesses and non-profit organizations worldwide and not least of all in British Columbia.

Fortunately for Coast Funds, the early establishment of a prudent, fiscally responsible strategy for investment of the Funds, leading to positive returns in 2007 and 2008, has maintained the organization in a sound financial position despite the dramatic economic downturn over the last three years. In 2011, the Board stayed the course in its financial strategy, placing high priority on the security of Coast Funds' capital and continuing to refine its investment policy to safeguard the Funds and maximize returns on them on behalf of the Participating First Nations.

We also heard from the Participating First Nations and the Members in no uncertain terms that communication of our decisions and activities is extremely important. We couldn't agree more. In September, we introduced the first issue of *The Talking Stick*, a regular newsletter for community members highlighting project stories and sharing information about Coast Funds' activities and related matters. We also expanded the content of our quarterly reports to Members to include more extensive information about Board decisions, and proactively contact both Members and Participating First Nations regarding emerging news of potential importance.

Looking forward to 2012 and beyond, this year we intend to undertake a comprehensive third party review of the organization and outcomes to date. We expect the results of the review to be available in early 2013, and next year's Annual Report will contain detailed information about the results. Interim reports in 2012 will assist us with strategic planning for 2013–2015, including determining what steps to take in 2014 regarding any Coast Economic Development Society (CEDS) unexpended funds at that time. We will ensure that as the process unfolds, information about the review will be included in our communications efforts.

In June 2012, we will be bidding farewell to two of our original Board members, Harold Leighton and Thomas Olsen. I would like to take this opportunity to thank them on behalf of the Board and staff of Coast Funds for their dedication and hard work in support of the organization over the last five years, and wish them the best in the future.

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

April 2012

message
from
the chair





WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

In 2011, CEDS made 16 project awards totalling \$3.7 million. Over the same period, a total of \$3.0 million in Coast Conservation Endowment Fund Foundation (CCEFF) allocations were available to Participating First Nations and CCEFF made 17 project awards totalling \$2.6 million.

As the Goals and Outcomes set out on pages 20-21 indicate, the pace of applications has been slower than we had hoped. Various factors have contributed to this situation. In part, the pace of applications reflects the ongoing need for capacity-strengthening assistance, something we have recognized since the earliest days of Coast Funds' existence. Supporting First Nations in utilizing project funds has always been a high priority because of that reality, and capacity-strengthening support is inherent in the development of projects. In 2011 we also continued to work with Participating First Nations and regional groups to understand how Coast Funds can best support a capacity-strengthening strategy in collaboration with those groups and to begin work on developing specific measures to implement the capacity strategy.

Other factors that have affected our level of activities include the sharp worldwide downward economic shift commencing in 2009, which had a significant effect. There has been little sign of improvement to date. Significant market uncertainty resulted. Many First Nations had to reconsider their investment options in light of the global downturn. In addition, some potential investment partners had unrealistic expectations as to the amount of capital at the disposal of the Participating First Nations from their allocations and high real estate and commercial business prices that do not reflect economic reality have also deterred Participating First Nations from investment.

Despite these challenges, there was also progress to celebrate in 2011. We continued to receive well-considered applications from Participating First Nations to fund projects that will support the environmental, economic and social wellbeing of their communities. Four years down the track since our creation in 2007, some of the early projects are showing positive and substantial results. Many of them have formed the basis for the next stage of institutional or economic development in the community, fitting within longer term plans which embrace a phased approach that matches their capacity and resources.

We look forward to a productive and successful year in 2012 for the Participating First Nations, building on our collective strengths and efforts. Through the process of our comprehensive review, we will obtain information critical to our organizational approach, goal-setting and decision-making as we move forwards, with the goal of ensuring that the vision of the Participating First Nations and all those involved in the creation of Coast Funds bears positive results for the First Nations communities of the Central Coast, North Coast and Haida Gwaii areas of the Great Bear Rainforest of coastal British Columbia.

David Mannix and Scott Rehms
April 2012



message
from
the ceos



WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

Coast Funds is comprised of two separate organizations, namely the Coast Economic Development Society (CEDS) and the Coast Conservation Endowment Fund Foundation (CCEFF). These organizations are managed by Boards comprised of the same group of individuals with a broad range of relevant expertise and 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.

CEDS is a not-for-profit corporation responsible for managing a \$2.0 million regional economic development planning fund and a \$58.0 million economic development fund for First Nation communities and businesses. The capital in this fund is being 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.

CCEFF is a registered Canadian charity (with US 501c3 equivalency) responsible for managing a \$2.0 million regional conservation planning fund and a permanent endowment fund of approximately \$55.8 million. The income generated from this fund provides ongoing funding 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.

While CEDS and CCEFF each have some unique goals as regards their respective mandates, their vision, mission and work are integrally linked. In general therefore the work of CEDS and CCEFF is undertaken jointly under the banner of Coast Opportunity Funds, or less formally, Coast Funds.

What We Do

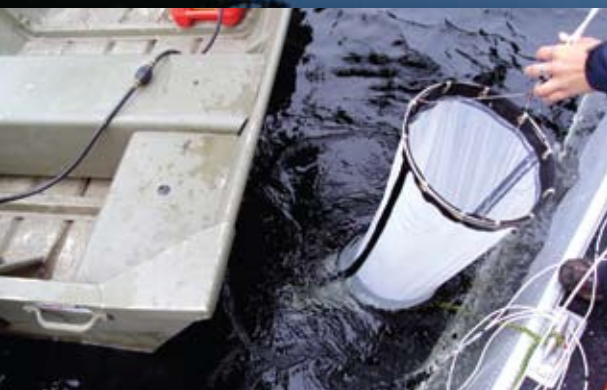
We partner with First Nations to develop successful applications that fund sound, high quality projects. To that end, we work with First Nations to support essential capacity strengthening efforts, and engage in the development of relationships and networking with sister agencies, financial institutions 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.

structure
of the
funds





WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING



North Coast Skeena First Nations Stewardship Society

STRATEGIC PLANNING & ORGANIZATIONAL DEVELOPMENT, \$114,214 (REGIONAL AWARD). Completion and approval of a five-year strategic plan for resource management and an organizational and governance restructuring plan by the Stewardship Society, established in 2005 to enable the Tsimshian First Nations to collaborate on projects where they share common interests and objectives.

Campbell River (Wei Wai Kum)

HEYDON BAY SALMON ENUMERATION PROJECT FY2011, \$24,895. Funding to cover the costs for wages, accommodation, and transportation for the Heydon Bay Salmon Enumeration Project for the 2011 season. The goal is to collect information sufficient to guide the development of a long-term enhancement plan that will ensure that future populations of salmon meet food and ceremonial needs.

Council of the Haida Nation

- **HERITAGE & NATURAL RESOURCE DEPARTMENT FY2011/2012, \$428,167.** Launching and strengthening the Haida Heritage and Natural Resource Department to effectively implement its joint decision-making framework with the Provincial Government.
- **HAIDA GWAII PLACE NAMES RESEARCH, \$116,000.** Filling in the existing gaps in knowledge of the place names through interviews with the elders to capture traditional knowledge, and technical mapping work to clean up existing data and incorporate new information as it is gathered.
- **YOUTH STEWARDSHIP PROGRAM AND CULTURE CAMPS, \$60,000.** Building human capacity to steward resources by increasing experiential learning opportunities at rediscovery camps and through mentoring and job-shadowing.
- **CLEAN ENERGY PLAN, \$172,500.** Development of an Electricity Action Plan and criteria to guide development of BC Hydro call for clean power; an energy baseline for demand on heating, transportation, and electricity; and a 100% renewable energy systems plan.

2011 CCEFF
awards
\$2,609,910



WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

Gwa'sala-'Nakwaxda'xw

STEWARDSHIP PROGRAM 2011, \$125,553. Hiring and training as needed for two qualified Stewards to undertake the 2011 field season of the Stewardship Program, building youth interest in the Stewardship Program through a Junior Guardians program, and training the crew in protocols for monitoring fish stocks and habitat, all in support of long-term financial sustainability of the Stewardship Program.

Hartley Bay (Gitga'at)

- **GUARDIAN PROGRAM STRATEGIC PLANNING, \$67,078.** Comprehensive long-term strategic planning for the Guardian Program, to include prioritization of goals and objectives, an annual work plan, clarification of roles and responsibilities, a training plan, annual budget and funding plan.
- **GITGA'AT GUARDIAN WATCHMEN PROGRAM 2011, \$150,000.** Launching the program, including hiring and training Watchmen and Youth Interns to monitor and record status of resources and resource use within the territory in accordance with the regional monitoring strategy developed by the Coastal Guardian Watchmen Network.
- **GITGA'AT GUARDIAN PROGRAM 2011 PHASE II, \$141,570.** Providing input into the strategic planning process, monitoring and recording the status of resources and resource use, continuing the development and management of the program, and formally integrating Guardians into a broader Guardian Program.

Heiltsuk

- **HEILTSUK INTEGRATED RESOURCE MANAGEMENT DEPARTMENT FY2011/2012, \$374,000.** Continuing to implement Reconciliation Protocol Agreement with Provincial Government, completion of strategic plan and refinement of 2011/2012 work plan, budget and financial plan.
 - **STAFF AND INFRASTRUCTURE FOR REFERRALS MANAGEMENT, \$93,750.** Funding costs of the staff and infrastructure needed to establish an effective referrals management process.

2011 CCEFF
awards





WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING



Kitamaat (Haisla)

NATURAL RESOURCES STEWARDSHIP FY2011/12, \$201,805.

Funding for core staff in Haisla's Natural Resources Department and to supplement its Aboriginal Fisheries Strategy program funding.

Lax Kw'alaams

- **COLLABORATIVE MANAGEMENT BOARD PLANNING 2011, \$97,588.** Participation in CMB process to increase effective management of cultural and natural resources and undertaking community review of existing draft management plans for eight conservancies and protected areas.
- **RESOURCE MONITORING IMPLEMENTATION, \$140,607.** Development and implementation of a monitoring program to include patrolling and monitoring dive fisheries and other high-impact marine activities, and development of an operations plan, budget and financial plan.

Nuxalk

- **INTEGRATED RESOURCE OFFICE 2011, \$252,683.** Payment of salaries and training for existing core staff and two new staff (a NIRO Director and Referrals Coordinator Trainee). Capital purchases include a crew boat and truck dedicated for use by the Guardian Watchmen.
- **STRATEGIC LANDSCAPE RESERVE DESIGN PLANNING & DATA CENTRE, \$49,500.** Hiring of a GIS Analyst with specialized knowledge in the EBM land use planning process to assist in preparing information and maps. Part of the funds will be used to establish a Nuxalk Data Centre to house Nuxalk spatial information.

2011 CCEFF
awards



WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

Coastal First Nations (GBIS)

NTFP CONIFER OIL PILOT – PHASE III, \$50,000 (REGIONAL AWARD).

Completion of conifer bough analyses for Heiltsuk and Haisla Nations, refinement of bough analysis for Haida Gwaii, determination of seasonality of oil yield and chemical properties for each species of conifer oil, and purchase of mobile steam distillation unit to commence small-scale commercial production of five conifer essential oils.

Nanwakolas Council Society

REGIONAL ECONOMIC DEVELOPMENT IMPLEMENTATION, \$239,637 (REGIONAL AWARD). Implementation of sectoral initiatives and capacity-building of regional economic network. The regional initiatives are (i) coordination of shellfish aquaculture development; (ii) development of packaged tourism products; and (iii) development of a regional clean energy action plan.

North Coast Skeena First Nation Stewardship Society

STRATEGIC PLANNING & ORGANIZATIONAL DEVELOPMENT, \$76,142 (REGIONAL AWARD). Completion and approval of a five-year strategic plan for economic development and an organizational and governance restructuring plan by the Stewardship Society, established in 2005 to enable the Tsimshian First Nations to collaborate on projects where they share common interests and objectives.

Council of the Haida Nation

- **OLD MASSETT HIELLEN ECO-TOURISM BUSINESS, \$350,000.** Supporting eco-tourism capacity through building Hiellen River Village eco-tourism infrastructure, providing training and on-the-job experience for Haida members and eco-tourism businesses on Haida Gwaii.
- **HAICO SHORT-TERM OPERATIONAL FUNDING, \$250,000.** Completion of operational plan and financial projections (2012–2014), operational plans for tourism, aquaculture and forestry subsidiaries, and capacity development/HR strategy for HaiCo, and recruitment of Chief Financial Officer.

2011 CEDS
awards
\$3,723,654





WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING



Hartley Bay (Gitga'at)

- **HYDROELECTRIC PROJECT, \$475,000.** Completion of key project documents and approvals (e.g. Canadian Environmental Assessment Act screening, licenses, design & construction plans) in relation to a 900kw run-of-river hydro project, conclusion of Energy Pricing Agreement with BC Hydro and securing financing for capital expenditures.
- **GITGA'AT ECONOMIC CORPORATION SETUP, \$259,300.** Establishment of the Gitga'at Economic Corporation, recruitment of Board of Directors and CEO, commencement of operations and implementation of economic development strategy.



Heiltsuk

- **BELLA BELLA FISH PLANT, \$300,000.** Recruitment of key management personnel, upgrade of fish plant and obtaining Canadian Food Inspection Agency (CFIA) certification, and operation of fish plant by fall 2011.
- **OPERATIONS FY2011/2012, \$180,000.** Working capital for fiscal year 2011/12 for ongoing operations of Heiltsuk Economic Development Corporation, including developing capacity of existing business line managers and commercialization of shellfish farm and re-opening Bella Bella Fish Plant.



K'omoks

SHELLFISH PROCESSING FACILITY, \$389,310. Capital investment for a new federally registered shellfish processing facility to be located in K'omoks First Nation. The majority of the funds would be used to purchase a 16,000 sq. ft. modular building designed to host three processing lines: half shell, value-added, and shucked oyster meat.

Lax Kw'alaams

- **ECOTOURISM – H2O ADVENTURES OPERATIONS, \$90,000.** Purchase of two boat engines to meet wildlife viewing noise regulations for Khutzeymateen Grizzly Sanctuary and provision of working capital for business expansion in 2011.



2011 CEDS
awards



WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

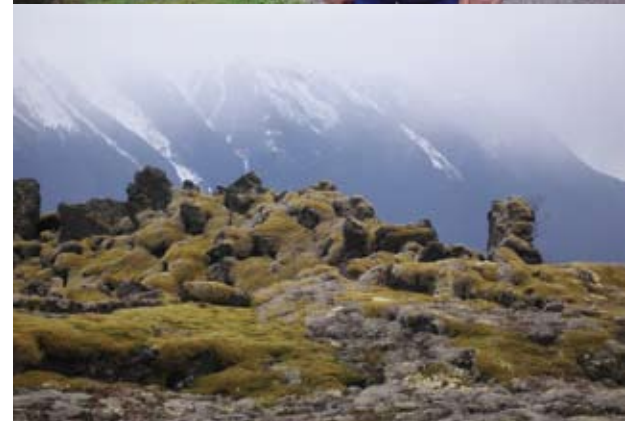
- **PURCHASE OF BUSINESS CENTRE, \$447,000.** Purchase of a strategically-located building to enable consolidation of a number of Band operations into one building, improving synergies between existing Band businesses and new business development opportunities.

Nisga'a

- **VILLAGE OF GINGOLX: "U" SEEFOOD "U" EAT IT DINER, \$25,000.** Purchase of capital equipment (trailer, kitchen equipment) and renovation of trailer and installation of kitchen equipment in new restaurant business.
- **VILLAGE OF LAXGALTS'AP: BUSINESS REORGANIZATION, \$250,000.** Completion of review of and recommendations for restructuring of existing businesses, generation of community-driven strategic plan for economic development and recruitment of qualified Board and management personnel.

Nuxalk

- **FOREST SECTOR STRATEGY, \$242,265.** Development of a clearly articulated vision and strategy to move forward as a major player in the regional forestry sector.
- **JOINT FORESTRY PROJECT, \$100,000.** Support for participation in the development of a regional forestry business, alongside Heiltsuk, Wuikinuxv and Kitasoo.



2011 CEDS
awards



WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

In the late 1990s, First Nations, environmental groups, private conservation foundations and the federal government began exploring innovative ideas to meet conservation goals in the Great Bear Rainforest and Haida Gwaii, and in particular how conservation funding could be attracted to the region to help protect it. A vision was developed to attract funding for conservation based on the agreement of the First Nations to help establish land areas under provincial government protected area status. Here, read the reflections of some of the individuals involved in the earliest days of the work that led to the creation of Coast Funds.

A UNIQUE CREATION Merv Child, Chair, Coast Opportunity Funds

"I've been a director of Coast Funds since it was created in 2007, and have been honoured to be the Chair since 2010. As we always tell people who ask about us, we're a unique organization born 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."

It was the excitement and challenge of being part of such a unique organization that led Child to say yes when he was asked to be on the Board. Child had been involved in the early discussions leading up to the creation of Coast Funds, as a representative of the eight First Nations of the Nanwakolas Council. "I knew it would be a lot of work, but I also thought it was very important to take up the opportunity to continue to share the perspectives of those First Nations with the other directors," says Child.

Like the rest of the Board, Child is a strong advocate of Coast Funds' core values of accountability, integrity and consistency in decision-making, inclusiveness and a collaborative approach to working with the communities, and respect.

"When we were discussing how to design the structure of the organization, everyone shared a common goal that we did not want to create a program or something that looked like a government bureaucracy handling these funds. This money was invested exclusively for the use of the First Nations, the first time anything had been created like this here. Everyone involved agreed on strict accountability requirements in how the funds were to be utilized, but we also

knew that we would need flexibility and a different approach," says Child. "Coast Funds needed to be an organization that works with the First Nations we serve as a partner that supports the realization of their goals and dreams for conservation and sustainable economic development, and I think that's what we've achieved. I'm proud to have been part of that process."

THE BUSINESS CASE Patrick Armstrong, President, Moresby Consulting

"Leaders in the forestry industry supported the concept behind Coast Opportunity Funds," says Patrick Armstrong, "because the concept was sound. There was a solid business case for it. It really made sense."

A consultant specializing in strategic management of natural resources and environmental issues, Armstrong has represented the forestry industry in the Great Bear Rainforest for more than fifteen years and was at the table during the 1990s and early 2000s for discussions between coastal forestry companies, environmental groups, and First Nations about how to resolve forestry and conservation conflicts in the region.



the coast
funds vision



WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

The forestry industry was providing jobs and revenue for local communities, but was also running up against increasingly strong advocacy for conservation of the unique environment of the Great Bear Rainforest. How could this special place be protected, without sacrificing the economic wellbeing of First Nations in the region?

"What everyone recognized was that if forests were going to be set aside and not logged, we needed to be cognizant of the economic consequences of that for First Nations communities, and address them in some way," says Armstrong. "We needed to replace that economic activity with something else. That's not as simple as saying eco-tourism will take its place—you need a systematic, sustainable approach. You need to introduce economic diversity. The approach has to work long-term to place control and ownership of resources in the hands of First Nations."

The goal of the discussions was simple, says Armstrong: "Whatever mechanism was adopted to protect and conserve the land needed to be able to sustain and improve the economic, environmental and human wellbeing of First Nations communities at the same time." That goal, says Armstrong, is what led to the concept of conservation financing to support both conservation activities and sustainable economic activity at the same time. With the financial support of the federal and provincial governments and environmental groups, and the backing of the forestry industry, Coast Funds was born.

"It made sense," repeats Armstrong. "It still does."

Not only would First Nations communities in the Great Bear Rainforest benefit, but you could also see the long-term regional advantages. Healthy, economically stable communities enhance the business investment climate in any region. That's good for everyone in the business community."

A SHARED VISION Ross McMillan, President and CEO, Tides Canada

"I see a real sense of ownership and pride in the people responsible for the creation of Coast Opportunity Funds," says Ross McMillan. "There were so many people coming at the task from a whole range of different perspectives—the First Nations communities and regional groups, environmental groups, industry, governments. But everyone really did share the vision, and once that was understood it was remarkable how everyone got to work and how quickly a viable system to implement the vision was developed."

McMillan represented various philanthropic organizations in the discussion on how to finance conservation and sustainable economic development as a viable package, and helped design the system that ultimately became Coast Funds in 2007.

The shared vision, says McMillan, was that conservation activities and economic activity were two essential parts of a whole. "Even though two separate funds were created, one for conservation management funded by the philanthropic organizations and one for economic development funded by governments, that separation was just because of regulatory restrictions on philanthropic funding. All the investors were always committed to the notion that it is the combination of both funds that is fundamental for success. It was Coast Funds as a whole that we all focused on."

Ensuring that they were not simply creating an inflexible bureaucracy was very important, says McMillan. "We really wanted to create a partner for the First Nations communities who would work with them to support their initiatives and be accountable to them as recipients of the funding, as well as to the investors in the funds."

the coast
funds vision





WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

Those investors also saw the creation of an organization like Coast Funds as a real opportunity to showcase a working model of the successful marriage of conservation activity with economic wellbeing in other parts of the world where environmental values and community self-sufficiency are threatened by unsustainable resource extraction and development. "If these other communities can see successful outcomes in the Great Bear Rainforest," says McMillan, "it will be very encouraging. That was always the vision. That's happening. I think we can all be proud of that."

A COMPLETELY DIFFERENT APPROACH TO CONFLICT RESOLUTION

Merran Smith, Director, Tides Canada Energy Initiative

Merran Smith was involved in the discussions between First Nations, environmental groups, the forestry industry and governments about how to protect the precious ecosystems represented by the Great Bear Rainforest and Haida Gwaii when those discussions reached a level of intensity among the conflicting interests that earned the infamous title of "War in the Woods."

"At a certain point, everyone realized it was up to us to find the solution—no-one else was going to do it for us, and there was simply too much at stake not to work it out. In fact, I would say it was our responsibility to work it out, and we understood we had to do that." Smith, who represented the environmental sector, recalls a "monumental shift" in the energy to a more positive outlook as everyone involved decided there had to be a way to not only protect the Great Bear Rainforest, but the rights and wellbeing of the people who live in and around it.

"The First Nations invited us to come to their communities and experience how they lived, to share a traditional meal and talk to the elders and youth about how it is to live in this unique region. It became clear to us very quickly after spending some time like that how important it was to support their desire to continue to take care of their

homelands and have viable economies and healthy communities at the same time."

Together with other sector representatives, including Patrick Armstrong, Ross McMillan, Merv Child and Art Sterritt of Coastal First Nations, Smith worked on ways to find both conservation and government funding to support those goals. "Art played a huge role in moving the idea forward, and doing things like taking potential donors to the fund out to see the region and help them understand the First Nations' interests. That was vital work that made all the difference to our success."

The outcome was the creation of Coast Opportunity Funds. "It was an enormously exciting moment. Everyone loved the vision—it was a completely different approach that was nothing like the traditional outcomes of conflict resolution, which are win/lose, or else divide up the assets so everyone gets a little piece of them. Neither of those outcomes was viable in this situation, which is why we came up with this new model."

Smith describes the difference this way: "We moved beyond the limited vision of simply trying to find the balance between conservation of the environment and enough jobs for the communities, to creating a space for both to co-exist without compromise. With Coast Funds, the First Nations are investing in job creation hand-in-hand with conservation efforts."

"It's a very creative solution, and it shows that you can move from conflict to harmony if everyone pools their ideas. No single sector could have come up with this idea on their own." It was risky, as any new venture will always be. "But everyone was prepared to take the risk, and I think everyone—the First Nations, governments, the environmental groups—can be very proud of that, what has been achieved is inspirational."

the coast
funds vision



WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

CINDY BOYKO is on the Council of the Haida Nation. She co-chairs the Archipelago Management Board, working with Government of Canada representatives to cooperatively manage the southern part of Haida Gwaii, the Gwaii Haanas National Park Reserve and Haida Heritage Site.

CAMERON BROWN, MBA, is a citizen of the Heiltsuk First Nation and an independent management consultant specializing in Aboriginal management and economic development and training and education. Cameron has practiced as an active management consultant since 2000. Prior to that, he served as the National Director, Aboriginal Banking (Toronto) for the CIBC. Cameron was also a professor at Trent University in Peterborough, Ontario, in the Native Management and Economic Development Program. He also managed and led a 44-week job readiness training program for Aboriginal trainees in Peterborough, Ontario. He has previously served as Band Manager and urban councillor for his First Nation. Cameron has served on the boards of an Aboriginal Financial Institution and an urban Aboriginal Child & Family Services organization.

MERV CHILD, Chair, is a lawyer practising in the areas of administrative and aboriginal law. He also acts as the Executive Director for the Nanwakolas Council, a Campbell River-based society of eight First Nations addressing land and resource use issues and related economic development opportunities.

HAROLD LEIGHTON is the Elected Chief of the Metlakatla First Nation. He has served his community for more than 25 years, including as Band Administrator, treaty negotiator, and CEO of the Metlakatla Development Corporation. He has also acted as President of the North Coast Tribal Council for nine years and served on a wide variety of business and non-profit boards.

THOMAS OLSEN is the past Managing Director of HaiCo, which is the economic development structure of the Council of the Haida Nation. Thomas has built and managed private companies in forestry, marine transportation, airlines, real estate development and oil and gas technology, and worked in cooperative ventures with First Nations' communities, government and the private sector. He has sat as a member in the north coast LRMP and other multi-stakeholder processes finding solutions to complex situations, most recently the Premier's Roundtable on Forestry. He is a past president of the Truck Loggers Association and served as a Director of their board for eleven years. Thomas holds an MBA from Royal Roads University, a Diploma in Operations Management from Richard Ivey at Western, and is a certified yoga instructor through RYT. He resides in Campbell River with his wife Louise and enjoys what Vancouver Island has to offer as an outdoor playground.

PAUL RICHARDSON is the CEO of Renewal2, an investment fund that focuses on the development of businesses at the forefront of social and environmental innovation. He practiced law at

board of
directors





WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

Fasken Martineau in Toronto for four years before leaving to co-found Strathy & Richardson, a leading Canadian litigation firm in Toronto, where he continued his legal practice as a senior partner for eight years. Paul is a graduate of Queen's University (Biology) and the University of Toronto (Law) and is active on a variety of investee company boards, including Sensible Organics, Better Energy Systems and Blue Horizon. He is also the President of Ecojustice.

MERRAN SMITH directs the energy initiative at Tides Canada. A former Climate Director and British Columbia Director with ForestEthics, Merran was the lead environmental architect of the Coast Opportunity Funds conservation agreement signed in 2006. Merran also serves on B.C. Hydro's Electricity Conservation and efficiency advisory committee. She won the Wilburforce Foundation award for Outstanding Conservation Leadership in 2006 and the Seasons Fund Transformative Leadership Award in 2009.

BARRY STUART is a former Chief Judge of the Territorial Court of Yukon, a faculty member of numerous Canadian law schools, and an internationally respected leader in multiparty conflict resolution. He has worked as a lawyer, mediator, consensus facilitator, policy analyst to government, chief land claims negotiator, professor, and speaker. He has worked in several communities in Canada, the United States and in third world countries to develop community and restorative justice processes as an integral part of enhancing community well-being and sustainability. He has been a founder and executive member of many charitable organizations.

CHRIS TRUMPY has more than 30 years of experience in public service. He holds a Bachelor of Commerce degree and a Certified General Accountant designation and while working for the provincial government was Deputy Minister of the Ministries of Finance and Corporate Relations; Provincial Revenue; Sustainable Resource Management; and Environment. He has also been Secretary to the Treasury Board. In March 2008, he became Chair of the Board of Directors for Pacific Carbon Trust (PCT) and in January 2010, was appointed to the Puget Sound Energy and Puget Energy boards. He also serves on the board of the Pacific Institute for Sports Excellence.

The two funds are run by separate societies who share a common Board of Directors. The Board manages the affairs of the organization and reports to the Members.



board of
directors





WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

2011 Members

STEVE CARR Deputy Minister, B.C. Ministry of Energy & Mines (until April 2011)

KATHY CHOPIK Assistant Deputy Minister, Competitiveness and Innovation Division, B.C. Ministry of Forests, Land, and Natural Resource Operations (until July 2011)

APRIL CHURCHILL Vice President, Council of the Haida Nation (non-voting) (appointed September 2011)

RICHARD JEO Director, Canada Program, The Nature Conservancy

ROSS MCMILLAN President and CEO, Tides Canada Foundation

JULIAN PAINE Assistant Deputy Minister, Local Government Division, B.C. Ministry of Community, Sport and Cultural Development (appointed July 2011)

JODY SHIMKUS (appointed April 2011), Assistant Deputy Minister, B.C. Ministry of Forests, Land & Natural Resource Operations

MARILYN SLETT Chief Councillor, Heiltsuk First Nation (appointed September 2011)

DALLAS SMITH President, Nanwakolas Council

ART STERRITT Executive Director, Coastal First Nations (until September 2011)

BRUCE WATKINSON Fisheries Manager with Gitxaala Environmental Monitoring (non-voting)

The Members represent the interests of the eligible First Nations communities and of the original funders.

Staff

DAVID MANNIX Snuneymuxw First Nation, is the Chief Executive Officer of Coast Economic Development Society. He has a background in private enterprise, having owned his own forest company for twenty years, and managed economic development for Snuneymuxw First Nation for thirteen years.

SCOTT REHMUS is the Chief Executive Officer of the Coast Conservation Endowment Fund Foundation. He has a background in philanthropy, having run two conservation and science grant programs for a large U.S. foundation for seven years, and in international conservation. Most recently he worked on conservation and sustainable development in Micronesia.

NEIL PHILCOX Director of Economic Development Projects, has more than ten years' experience in international finance and business development and in sustainable economic development and resource and environmental management. Most recently he worked on initiatives and strategies to improve the human well being of coastal communities on the North and Central Coasts of British Columbia.

ELISA KRELLER Director of Finance and Administration.

MARY SPEER Accounting, Payroll and Board Administrator.

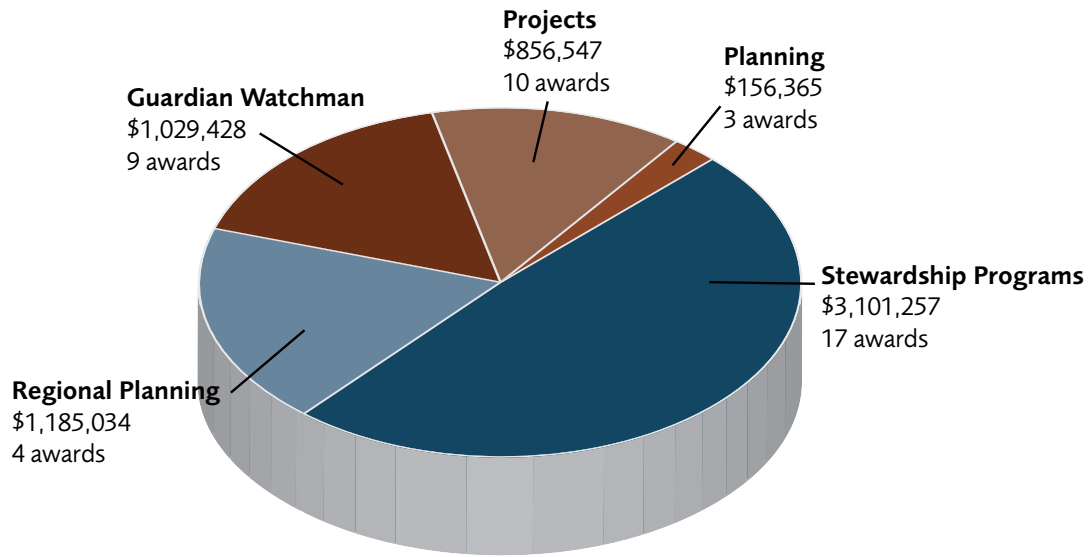
ANA YU Project Administrator.

members
and staff

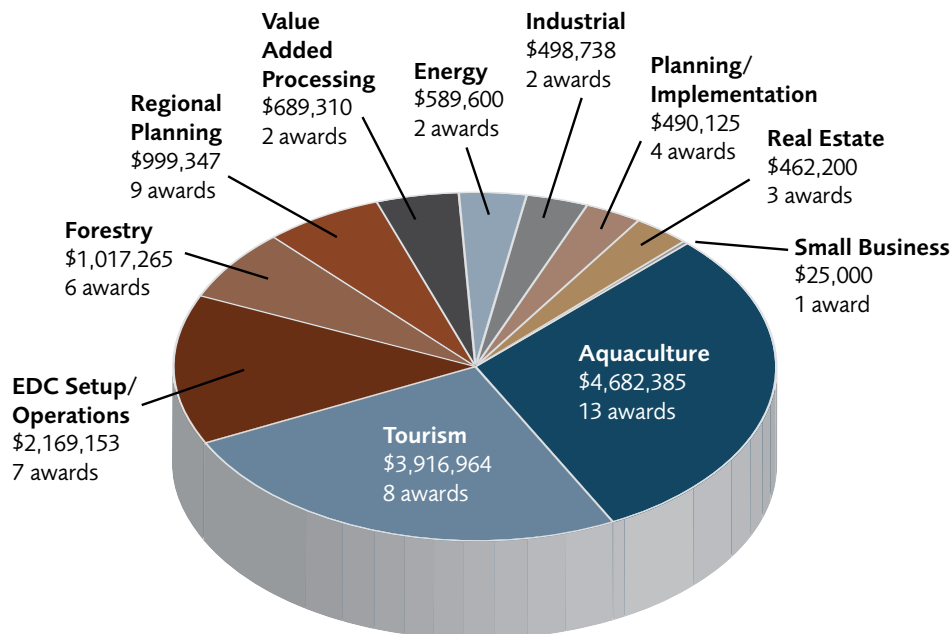


WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

CCEFF Awards
to December 31, 2011



CEDS Awards
to December 31, 2011



awards from
october 2008
to december 31
2011 by sector



AWARDS

A summary of awards approved in 2011 is set out on pages 7-12. In 2011, CEDS made project awards totalling \$3.7 million. Its goal for 2011 was \$10.3 million. A total of \$3.0 million in CCEFF allocations were available to Participating First Nations and CCEFF made project awards totalling \$2.6 million. Its goal for 2011 was \$2.9 million.

PROJECT DEVELOPMENT AND APPROVALS

Through continued proactive and focused communication and interaction with First Nations, staff provided advice and mentorship to:

- Generate inquiries for eligible economic development projects leading to sound, high quality applications geared for success, with minimal risk of non-compliance with goals of Coast Funds. The applications received led to 16 successful project awards.
- 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. The applications submitted led to 17 successful project awards.

The development of an evaluation framework (including criteria for

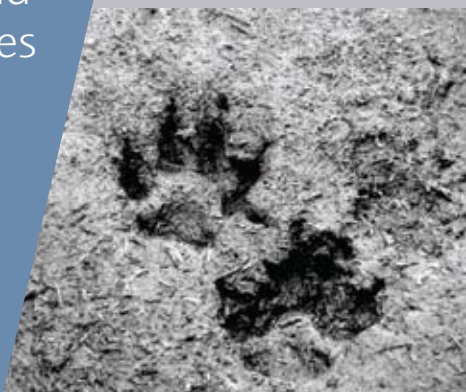
evaluation, measures for success and reporting process, and measuring progress towards long-term goals) remains on hold pending the decision to proceed with a comprehensive review in 2012 by an independent reviewer who will be using an independent evaluation process. In the meantime, a comprehensive awards management manual was completed.

CAPACITY AND RELATIONSHIP STRENGTHENING

In 2011 we worked with Participating First Nations, and Nanwakolas and Coastal First Nations to develop a regional capacity strengthening strategy and implementation plan, which will continue to be an important focus of our capacity work in 2012.

In 2009, Coast Funds entered into a pilot partnership with ISIS, UBC Sauder School of Business (<http://isis.sauder.ubc.ca/research/first-nations-development/>) to provide Participating First Nations with access to graduate researchers for a range of services related to economic development (e.g. feasibility studies, business plans, financial modelling, strategic plans, etc.). Since the fall of 2009, seven First Nations have engaged or budgeted for ISIS to work on 42 projects. Total funding for these engagements to date is \$828,300, comprised of individual First

2011
goals and
outcomes





Nations' project allocations and funding provided by Mitacs (www.mitacs.ca).

GOVERNANCE, FINANCE AND ADMINISTRATION

Several policies were developed in 2011 to address the use of excess earnings to fund awards to Participating First Nations.

- For CEDS, the Board confirmed the use of the excess earnings net of future operating costs for awards. This increased funding for awards will be allocated on the same basis as the original capital.
- For CCEFF, an annual allocation policy was developed to formalize the approach to calculation of the funding available for First Nation conservation awards. This policy is structured to preserve the value of the original capital contribution, provide stable funding for conservation projects, and maximize funding available to First Nations. This policy resulted in a \$3.4 million increase in the funding available to the First Nations.

In addition to this policy development, finance policies were updated to maximize opportunities for efficiency and to ensure that our operations continue to be in line with best practices.

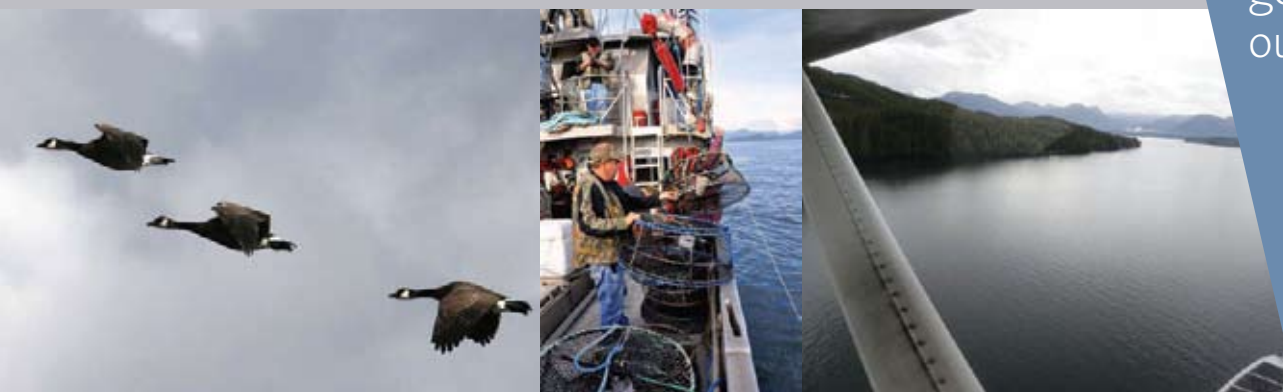
Work commenced on several other initiatives which will be a focus in 2012.

- Amendments to our governing documents to facilitate more timely distributions to First Nations having allocations from only the CEDS federal contribution;
- Multi-year planning for the 2013–2015 strategic plan which will support the development of a recommendation for the management of unexpended funds held at June 2014; and
- Ground work for a comprehensive organizational review of Coast Funds (incorporating a second scheduled review of the PAFA agreement) to be undertaken in 2012.

COMMUNICATIONS

In 2011 Coast Funds confirmed its commitment to enhanced communications with its Members and Participating First Nations. We moved forward with several initiatives to implement our communications goals and targets, including the expansion of quarterly reports to Members and the introduction of a new newsletter to communities, *The Talking Stick*. Participating First Nations and Members are also immediately notified of important emerging news that may affect Coast Funds. These efforts will be continued in 2012.

2011
goals and
outcomes





WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

Statement of Operations and Changes in Fund Balances

Year Ended December 31

	Externally restricted					2011 Total	2010 Total (As restated)
	Federal revenue fund	Provincial revenue fund	Regional economic development planning fund	Federal economic development fund	Provincial economic development fund		
Revenue							
Net investment income	\$ 863,173	\$ 577,904	\$ -	\$ -	\$ -	\$ 1,441,077	\$ 2,877,573
Expenses							
Administration	-	98,162	-	-	-	98,162	111,027
Awards	-	-	3,671	-	4,724,213	4,727,884	4,974,688
Board expenses	-	117,793	-	-	-	117,793	109,101
Facilities and equipment	-	101,712	-	-	-	101,712	104,371
Personnel	-	565,944	-	-	-	565,944	574,152
Professional fees	-	160,124	-	-	-	160,124	149,194
	-	1,043,735	3,671	-	4,724,213	5,771,619	6,022,533
Recovery from the Foundation	-	75,661	-	-	-	75,661	121,275
	-	968,074	3,671	-	4,724,213	5,695,958	5,901,258
Excess (deficiency) of revenue over expenses	863,173	(390,170)	(3,671)	-	(4,724,213)	(4,254,881)	(3,023,685)
Fund balances, beginning of year	5,149,077	2,978,293	623,247	30,000,000	21,471,148	60,221,765	63,245,450
Fund balances, end of year	\$ 6,012,250	\$ 2,588,123	\$ 619,576	\$ 30,000,000	\$ 16,746,935	\$ 55,966,884	\$ 60,221,765

Financial information extracted from the audited financial statements of Coast Economic Development Society. A complete copy of the audited financial statements is available upon request.

Statement of Financial Position

At December 31

	2011	2010
Assets		
Current		
Cash	\$ 1,391,253	\$ 3,302,288
Receivable from the Foundation	6,474	22,716
Interest and other receivables	2,496	2,698
Prepaid expenses and deposits	2,641	3,737
	1,402,864	3,331,439
Investments	55,264,62	57,706,874
Property and other assets	31,808	43,136
	\$ 56,699,300	\$ 61,081,449
Liabilities		
Current		
Payables and accruals	\$ 102,206	\$ 103,240
Accrued award distribution	630,210	756,444
	732,416	859,684
Fund balances		
Externally restricted		
Federal revenue fund	6,012,250	5,149,077
Provincial revenue fund	2,588,123	2,978,293
Regional economic development planning fund	619,576	623,247
Federal economic development fund	30,000,000	30,000,000
Provincial economic development fund	16,746,935	21,471,148
	55,966,884	60,221,765
	\$ 56,699,300	\$ 61,081,449

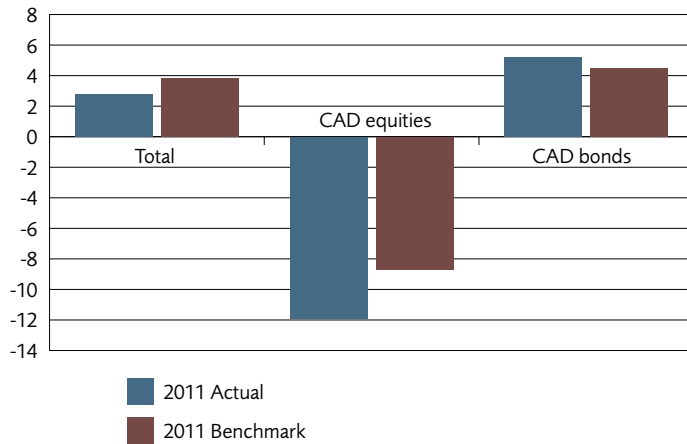
coast
economic
development
society 2011
financial
statements



WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

- Coast Economic Development Society's total assets at year end were \$56.7 million and consisted mainly of investments and cash. During the year assets decreased by \$4.4 million primarily due to award payments to First Nations.
- The rate of return for funds invested throughout the year was 2.8%, a decrease from 4.6% in the prior year.

The Society and the Foundation monitor the performance of their investment managers by comparing actual rates of return to a benchmark based on market returns. The rate of return for the Society's investment in both Canadian equities and bonds was less than the benchmark.



The Board of Directors, with support from an independent investment consultant, will continue to monitor the performance of its investment managers and recommend changes if required.

- Operating expenses were \$1.0 million, a slight increase from \$.9 million in the prior year.
- The Board of Directors has a fiduciary responsibility to ensure that the Society has adequate financial resources to fulfil its mandate until all funds are expended.

The Society's investments and investment income will decrease as awards are disbursed. Revenue is projected to be less than expenses in future years.

Based on the expected rate of award disbursements, investment returns, and operating costs, management estimates that up to \$4.6 million of the year end balance of the federal and provincial revenue funds will be required to fund future operating costs.



coast
economic
development
society 2011
financial
highlights



WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

Statement of Operations and Changes in Fund Balances

Year Ended December 31

	Unrestricted		Externally restricted		2011 Total	2010 Total (As restated)
	General	Revenue fund	Regional Conservation Planning Fund	Conservation Endowment Fund		
Revenue						
Contributions	\$ 10,200	\$ -	\$ -	\$ -	\$ 10,200	\$ 3,500
Net investment income	-	1,393,415	-	-	1,393,415	5,877,155
	10,200	1,393,415	-	-	1,403,615	5,880,655
Expenses						
Administration	-	23,068	-	-	23,068	-
Awards	-	2,234,874	198,309	-	2,433,183	2,130,475
Capacity	-	70,041	-	-	70,041	-
Cost sharing with Society	-	78,835	-	-	78,835	123,685
Personnel	-	187,836	-	-	187,836	141,709
Professional fees	-	38,947	-	-	38,947	50,479
	-	2,633,601	198,309	-	2,831,910	2,446,348
Excess (deficiency) of revenue over expenses	10,200	(1,240,186)	(198,309)	-	(1,428,295)	3,434,307
Fund balances, beginning of year	3,500	11,622,140	803,489	55,828,615	68,257,744	64,823,437
Fund balances, end of year	\$ 13,700	\$ 10,381,954	\$ 605,180	\$ 55,828,615	\$ 66,829,449	\$ 68,257,744

Financial information extracted from the audited financial statements of Coast Conservation Endowment Fund Foundation. A complete copy of the audited financial statements is available upon request.

Statement of Financial Position

At December 31

	2011	2010
Assets		
Cash	\$ 813,722	\$ 584,108
Interest and other receivables	26,873	11,698
Investments	66,380,171	68,272,602
	\$ 67,220,766	\$ 68,868,408
Liabilities		
Payables and accruals	\$ 121,260	\$ 119,970
Due to Society	6,474	22,716
Accrued award distribution	263,583	467,978
	391,317	610,664
Fund balances		
General	13,700	3,500
Externally restricted		
Revenue fund	10,381,954	11,622,140
Regional conservation planning fund	605,180	803,489
Conservation endowment fund	55,828,615	55,828,615
	66,829,449	68,257,744
	\$ 67,220,766	\$ 68,868,408

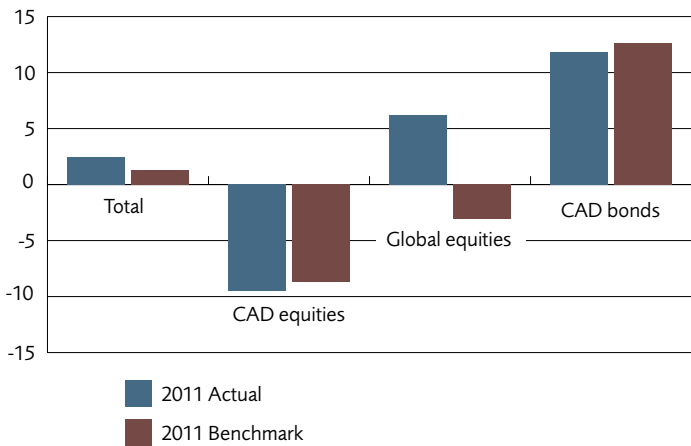


WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING

- Coast Conservation Endowment Fund Foundation's total assets at year end were \$67.2 million and consisted mainly of investments and cash. During the year assets decreased by \$2.5 million primarily due to award payments to First Nations.

The rate of return for funds invested throughout the year was 2.5%, a decrease from 9.0% in the prior year.

Although the total rate of return exceeded the benchmark, the rate of return for Canadian equities and bonds was less than the benchmark.



- Operating expenses were \$.4 million, a slight increase from \$.3 million in the prior year. The increase is due to increased investment in capacity strengthening.
- The Conservation Investments and Incentives Funding Agreement caps the Society and Foundation operating expenses at 2% of funds under management at the beginning of the year.

Cap	100%	\$2,569,590
Operating expenses	53%	1,366,801
Positive variance	47%	1,202,789

Combined operating expenses were 53% of the total cap.

- Summary of award allocations since inception:

Total allocations	\$11,800,000
Total awards	4,418,775
Allocations to be awarded	7,381,225
Reserve	3,000,729
Fund balance, end of year	10,381,954

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2011 financial
highlights



WEAVING TOGETHER THE THREADS OF CONSERVATION AND COMMUNITY WELLBEING





Our logo was designed by artist Curtis Wilson, whose Hamat'sa name, passed down to him through potlatch, is Tayanaxwalis, (his everyday name is Mulidzas) and whose English given name is Curtis Wilson. Curtis was born and raised in Campbell River and his families are traditionally from the four corners of the Kwakwak'awakw territory. The roots of his family can be traced to the Axwamees (Wakeman Sound), 'Nakwaxda'xw (Ba'as-Blunden Harbour) and to the Leqwiltokw Nations.

Curtis has a BA in First Nations Studies from Vancouver Island University and has been part of the Laichwiltach Culture Group for many years. In his carving career, he utilizes many techniques and styles learned from his grandfather Sam Henderson Sr. and from his uncles and cousins, while developing a unique style of his own. His goal is to learn as much about his culture and heritage as he can to pass it on to the next generation.



coast opportunity funds
annual report
2011

COAST ECONOMIC
DEVELOPMENT SOCIETY
AND
COAST CONSERVATION
ENDOWMENT FUND FOUNDATION

COAST OPPORTUNITY FUNDS

Suite 1455-409 Granville Street
Vancouver, BC V6C 1T2

Telephone 604.684.0223
Toll free 1.888.684.5223
Email info@coastfunds.ca

Web www.coastfunds.ca



Awards Summary

Coast Opportunity Funds

Period: October 01, 2008 to December 31, 2011

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
COAST ECONOMIC DEVELOPMENT SOCIETY - REGIONAL AWARDS						
GBIS Members	\$50,000	\$50,000	\$50,000	to (i) complete feasibility and analysis for conifer oil production, (ii) commence small-scale commercial production of conifer essential oils (App187)	2011 Nov 17	Active *NEW*
GBIS Members	\$60,000	\$60,000	\$60,000	for the distillation of conifer oil for business planning purposes (App89)	2010 Jun 16	Completed
GBIS Members	\$247,200	\$247,200	\$247,200	to establish the Coastal Shellfish Corporation (CSC) to manage the transition and operations of the regional shellfish aquaculture business (App75)	2010 Mar 30	Completed
GBIS Members	\$109,512	\$109,512	\$109,512	to undertake a Non-Timber Forest Product pilot project, and strengthen the regional management of the Non-Timber Forest Products Initiative (App53)	2009 May 04	Completed
GBIS Members	\$47,700	\$6,750	\$6,750	to develop a Small Business Support Program model and a Small Business Loan Program framework (App54)	2009 Jan 22	Completed
GBIS Members	\$460,700	\$460,700	\$460,700	to complete the research and development needed to establish a regional commercial shellfish aquaculture business in the Central and North Coast and Haida Gwaii (App56)	2008 Oct 09	Completed
GBIS Members	\$338,650	\$271,791	\$271,791	to support the development of new training and governance approaches that will enable First Nations to successfully implement their economic development initiatives (App66)	2008 Oct 09	Completed
GBIS Members	\$93,600	\$0	\$0	to finalize lodge site selections and legal arrangements for three lodge developments (App55)	2009 Jan 22	Withdrawn
NCS Members	\$200,681	\$239,637	\$0	to implement the regional economic development strategic plan (App183)	2011 Sep 27	Approved

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
NCS Members	\$44,621	\$44,621	\$44,621	to gather in-depth regional economic research and analysis to support Nanwakolas's Regional Economic Development Strategic Planning Initiative (App#67) (App127)	2010 Nov 29	Completed
NCS Members	\$179,850	\$140,894	\$179,850	to develop a regional economic development strategy on behalf of the Society's member First Nations (App67)	2009 Sep 15	Completed
NCSFNSS Members	\$76,142	\$76,142	\$0	to complete a strategic and organizational plan for the North Coast First Nations Stewardship Society (App150)	2011 Jun 14	Approved
Subtotal Regional:	\$1,908,656	\$1,707,247	\$1,430,424			

COAST ECONOMIC DEVELOPMENT SOCIETY - INDIVIDUAL FIRST NATION AWARDS

Council of the Haida Nation	\$250,000	\$250,000	\$250,000	to provide short-term funding for operational costs for HaiCo (App161)	2011 Dec 19	Active *NEW*
Council of the Haida Nation	\$350,000	\$350,000	\$0	to build infrastructure and develop capacity for the eco-tourism sector on Haida Gwaii (App151)	2011 Sep 27	Approved
Council of the Haida Nation	\$100,000	\$100,000	\$100,000	to (i) maintain the existing operation; (ii) refine the business plan and finalize the corporate structure with TPI; and (iii) transition to full operations by Oct. 1, 2009. (App44)	2009 Jun 25	Completed
Council of the Haida Nation	\$114,600	\$114,600	\$114,600	to research the development of alternate energy sources, and to enter into an agreement with a third party to advance a wind transmission bid to B.C. Hydro (App45)	2009 Jun 25	Completed
Council of the Haida Nation	\$375,000	\$375,000	\$375,000	to conduct a feasibility study and undertake negotiations for the purchase of a forestry block (App48)	2009 May 04	Completed
Council of the Haida Nation	\$490,274	\$0	\$0	to scale-up and operate an existing shellfish farm at a commercial level (App33)	2009 Sep 15	Withdrawn
Council of the Haida Nation	\$508,074	\$0	\$0	to scale-up and operate an existing shellfish farm at a commercial level (App32)	2009 Sep 15	Withdrawn

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
Haida Enterprise Corporation	\$2,731,000	\$2,731,000	\$731,000	to build and operate a large-scale shellfish farm (App99)	2010 Sep 22	Active
Haida Enterprise Corporation	\$2,100,000	\$2,100,000	\$2,100,000	to purchase Tlell River Lodge and associated assets (App97)	2010 Nov 18	Completed
Haida Enterprise Corporation	\$533,708	\$533,708	\$533,708	to establish Haida Enterprise Corporation (HaiCo) as the Economic Development Corporation of the Haida Nation (App81)	2010 Apr 20	Completed
DMT Fisheries Society	\$143,600	\$143,600	\$143,600	to restore traditional aboriginal clam gardens, and assess the feasibility of using these clam gardens for commercial clam mariculture (App28)	2009 Jun 25	Completed
Gwa'sala-'Nakwaxda'xw First Nation	\$328,815	\$328,815	\$101,105	for community engagement, strategic planning, and setup of an Economic Development Corporation (EDC) for the Gwa'sala-'Nakwaxda'xw First Nation (GNN) (App88)	2010 Sep 22	Active
Hartley Bay Village Council	\$475,000	\$475,000	\$283,800	for soft costs associated with Hartley Bay Band Council's 900kw run-of-river hydro development (App152)	2011 Jun 14	Active
Hartley Bay Village Council	\$259,300	\$259,300	\$131,800	to setup an economic development corporation for the Gitga'at First Nation (App160)	2011 Jun 14	Active
Hartley Bay Village Council	\$64,000	\$64,000	\$64,000	to develop a stakeholder informed strategic plan focused on economic development for the Gitga'at Nation (App121)	2010 Nov 29	Active
Heiltsuk Economic Development Corporation	\$180,000	\$180,000	\$180,000	to provide working capital for fiscal year 2011/12 for the ongoing operations of Heiltsuk Economic Development Corporation (HEDC) (App146)	2011 May 31	Active
Heiltsuk Economic Development Corporation	\$300,000	\$300,000	\$300,000	to reopen the Bella Bella Fish Plant (App145)	2011 Jun 14	Active
Heiltsuk Economic Development Corporation	\$350,000	\$350,000	\$350,000	to build new marine dock infrastructure in Bella Bella and upgrade fuel service operations (App103)	2010 Nov 29	Active
Heiltsuk Economic Development Corporation	\$2,000,000	\$2,000,000	\$625,000	to scale-up and operate a large-scale shellfish farm (App100)	2010 Sep 22	Active

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
Heiltsuk Economic Development Corporation	\$250,000	\$250,000	\$250,000	to provide working capital for fiscal year 2010/11 for the final setup phase of Heiltsuk Economic Development Corporation (HEDC) (App82)	2010 Apr 20	Completed
Heiltsuk Economic Development Corporation	\$367,330	\$367,330	\$367,330	to support strategic planning, the transfer of existing Tribal Council entities to the Economic Development Corporation, and for the development of new business opportunities (App49)	2009 Jan 22	Completed
Heiltsuk Economic Development Corporation	\$50,000	\$50,000	\$50,000	to maintain existing shellfish farm pilot site infrastructure, and plan for transition to full operations (App51)	2009 Jan 22	Completed
Heiltsuk Economic Development Corporation	\$500,242	\$0	\$0	to scale-up and operate an existing shellfish farm at a commercial level (App31)	2009 Sep 15	Withdrawn
Heiltsuk Indian Band	\$117,000	\$117,000	\$117,000	to conduct negotiations with the Province for area based tenure, and to conduct a feasibility study and undertake negotiations for the acquisition of a forestry block (App34)	2009 Jun 25	Active
Homalco Indian Band	\$25,000	\$25,000	\$25,000	to complete a Community Strategic Plan (App27)	2009 Sep 15	Completed
Homalco Indian Band	\$166,000	\$166,000	\$166,000	to upgrade salmon hatchery facilities and equipment, and to develop wildlife tour protocols and safety guidelines (App41)	2009 Jun 25	Completed
Kitamaat Village Council	\$172,250	\$148,738	\$148,738	to purchase equipment for the provision of contracting services to the surrounding residents, municipality, district, and businesses operating in the area (App47)	2009 May 04	Completed
Kitamaat Village Council	\$120,000	\$0	\$0	for the identification and negotiation of agreements with potential joint venture partners associated with the Kitimat LNG Terminal (KLNG) Project and Pacific Trail Pipelines (PTP) Project (App12)	2009 Nov 23	Withdrawn
Kitasoo Development Corporation	\$727,000	\$727,000	\$727,000	to expand and improve lodge facilities and services at Spirit Bear Lodge (App122)	2010 Nov 29	Active
Kitasoo Indian Band	\$78,000	\$78,000	\$78,000	to conduct negotiations with the Province for area based tenure, and to conduct a feasibility study and undertake negotiations for the acquisition of a forestry block (App36)	2009 Jun 25	Active

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
Kitselas Band Council	\$226,089	\$226,089	\$226,089	for the completion of key facilities and infrastructure for the Kitselas Canyon Project (App10)	2009 Nov 23	Active
K'omoks First Nation	\$389,310	\$389,310	\$0	to construct a federally licensed shellfish processing facility in K'omoks First Nation (App143)	2011 Mar 01	Approved
Kwiah Indian Band	\$421,391	\$0	\$0	to establish and operate Campbell River Marine Transportation (CRMT), a marine transportation company (App104)	2010 Sep 22	Cancelled
Lax Kw'alaams Indian Band	\$447,000	\$447,000	\$447,000	to purchase a commercial building in Prince Rupert for Lax Kwa'alaams Band related businesses and government operations (App162)	2011 Jun 14	Active
Lax Kw'alaams Indian Band	\$90,000	\$90,000	\$90,000	to expand the business operations of H2O Adventures Ltd (App153)	2011 May 31	Active
Lax Kw'alaams Indian Band	\$7,600	\$7,600	\$7,600	to complete a Market Feasibility Assessment for a joint commercial real estate investment opportunity adjacent to Atlin Terminal, in Prince Rupert (App77)	2010 Mar 30	Completed
Lax Kw'alaams Indian Band	\$130,000	\$130,000	\$130,000	for the acquisition of an eco-tourism business, H2O Adventures (App9)	2009 Nov 23	Completed
Lax Kw'alaams Indian Band	\$50,000	\$50,000	\$50,000	to maintain existing shellfish farm pilot site infrastructure, and plan for transition to full operations (App52)	2009 Jun 25	Completed
Lax Kw'alaams Indian Band	\$50,000	\$50,000	\$50,000	to maintain existing shellfish farm pilot site infrastructure, and plan for transition to full operations (App43)	2009 Jan 22	Completed
Lax Kw'alaams Indian Band	\$432,994	\$0	\$0	to scale-up and operate an existing shellfish farm at a commercial level (App29)	2009 Sep 15	Withdrawn
DMT Fisheries Society	\$143,600	\$143,600	\$143,600	to restore traditional aboriginal clam gardens, and assess the feasibility of using these clam gardens for commercial clam mariculture (App20)	2009 Jun 25	Completed
Metlakatla Development Corporation	\$1,700,000	\$1,700,000	\$500,000	to scale-up and operate a large-scale shellfish farm in partnership with the Dalian Blossom Group of China (App98)	2010 Sep 22	Active

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
Metlakatla Development Corporation	\$7,600	\$7,600	\$7,600	to complete a Market Feasibility Assessment for a joint commercial real estate investment opportunity adjacent to Atlin Terminal, in Prince Rupert (App73)	2010 Mar 30	Completed
Metlakatla Development Corporation	\$127,875	\$127,875	\$127,875	to design and build the world's largest North Coast First Nation traditional- style replica canoe, and to prepare and build the necessary infrastructure to operate canoe tours (App46)	2009 May 04	Completed
Metlakatla Development Corporation	\$20,000	\$0	\$0	for a Capacity Building and Employment Initiative (App61)	2009 Nov 23	Withdrawn
Metlakatla First Nation	\$426,994	\$0	\$0	to scale-up and operate an existing shellfish farm at a commercial level (App30)	2009 Sep 15	Withdrawn
Nisga'a Lisims Government	\$151,125	\$151,125	\$56,125	to develop and implement a long-term year economic development strategy for the Nisga'a Nation (App91)	2010 Nov 29	Active
Bonnie Stanley	\$25,000	\$25,000	\$25,000	to startup a restaurant in Gingolx, and expand the catering services of the existing business (App108)	2011 Feb 15	Active
Nisga'a Village of Laxgalts'ap	\$250,000	\$250,000	\$0	for the reorganization of Laxgalts'ap Village Government's (LVG) businesses (App137)	2011 Nov 02	Approved *NEW
Nuxalk Nation	\$100,000	\$100,000	\$30,000	to participate in the Joint Forestry Project with the Heiltsuk, Wuikinuxv and Kitsoo First Nations (App185)	2011 Sep 27	Active
Nuxalk Nation	\$242,265	\$242,265	\$150,000	to develop a Forest Sector strategy for the Nuxalk Nation (App175)	2011 Sep 27	Active
Chief's Pride Aquaculture Corp.	\$100,000	\$100,000	\$100,000	to (i) build modules for growing oysters; (ii) build new grow-out rafts; (iii) build floating accommodation and workstation; and (iv) provide working capital (App37)	2009 Sep 15	Completed
We Wai Kai Seafood Corporation	\$244,285	\$244,285	\$244,285	to finalize full tenure for several aquaculture sites, increase infrastructure and purchase scallop seed, and to achieve commercially viable production levels (App42)	2009 Jun 25	Active
Wui'kinuxv Economic Development Corporation	\$41,470	\$0	\$0	to continue investigation regarding the feasibility and profitability of scallop aquaculture (App50)	2009 Jan 22	Cancelled

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
Wui'kinuxv Nation	\$105,000	\$105,000	\$105,000	to conduct negotiations with the Province for area based tenure, and to conduct a feasibility study and undertake negotiations for the acquisition of a forestry block (App35)	2009 Jun 25	Active
Subtotal Individual:	\$20,155,791	\$17,170,840	\$10,802,855			
Total Economic Development Awards (Regional and Individual):	\$22,064,447	\$18,878,087	\$12,233,279			

COAST CONSERVATION ENDOWMENT FUND FOUNDATION - REGIONAL AWARDS

GBIS Members	\$777,600	\$750,591	\$750,591	to fund the Land and Resource Stewardship Workplan for FY2010 and FY2011 (App95)	2010 Jun 16	Active
GBIS Members	\$108,000	\$108,000	\$108,000	to support the Conservation and Benefit Sharing Agreement adaptive management pilot project (App39)	2009 Jan 22	Active
GBIS Members	\$216,000	\$216,000	\$216,000	to provide two years of support to develop the Coastal Guardian-Watchman Network into a stable and effective entity supporting Guardian-Watchman Programs in First Nation communities throughout the Coast (App38)	2009 May 04	Completed
GBIS Members	\$238,050	\$121,920	\$121,920	to support the development of new training and governance approaches that will enable First Nations to successfully implement their conservation initiatives (App65)	2008 Oct 09	Completed
NCS Members	\$198,309	\$198,309	\$198,309	to fund operating and administrative costs for four regional conservation initiatives: EBM implementation, marine planning, Nanwakolas Referrals Office, and a newly-formed Band Managers Committee (App118)	2010 Nov 29	Active
NCSFNSS Members	\$114,214	\$114,214	\$0	to complete a strategic and organizational plan for the North Coast First Nations Stewardship Society (App148)	2011 Jun 14	Approved

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
Subtotal Regional:	\$1,652,173	\$1,509,034	\$1,394,820			

COAST CONSERVATION ENDOWMENT FUND FOUNDATION - INDIVIDUAL FIRST NATION AWARDS

Campbell River Indian Band	\$19,000	\$19,000	\$19,000	to fund the Heydon Bay Salmon Enumeration Project for the 2010 season (App117)	2010 Nov 29	Active
Campbell River Indian Band	\$24,895	\$24,895	\$0	to fund the Heydon Bay Salmon Enumeration Project for the 2011 season (App149)	2011 Aug 31	Approved
Campbell River Indian Band	\$16,409	\$16,409	\$16,409	to fund the Heydon Bay Salmon Enumeration Project (App19)	2009 Sep 15	Completed
Council of the Haida Nation	\$172,500	\$172,500	\$172,500	to fund the Haida Clean Energy Project (App171)	2011 Sep 27	Active
Council of the Haida Nation	\$116,000	\$116,000	\$116,000	to fund the Haida Gwaii place names research project (App163)	2011 May 31	Active
Council of the Haida Nation	\$60,000	\$60,000	\$60,000	to build the Nation's human capacity to steward its resources by increasing experiential learning opportunities at rediscovery camps and through mentorships and job-shadowing (App165)	2011 May 31	Active
Council of the Haida Nation	\$428,167	\$428,167	\$214,084	to fund core operating expenses for Haida Heritage and Natural Resource Department in FY2011/2012 (App142)	2011 Mar 01	Active
Council of the Haida Nation	\$103,911	\$103,911	\$103,911	to fund the on-going professional development of its GIS staff, to hire a coordinator for the field crew, and to fill in gaps in a culturally important data set (App131)	2010 Nov 29	Active
Council of the Haida Nation	\$35,970	\$35,970	\$35,970	to support the development and delivery of a training program to certify surveyors in the identification of cultural features on Haida Lands (App129)	2010 Nov 29	Completed
Council of the Haida Nation	\$166,112	\$166,112	\$166,112	to build GIS mapping capacity within the Haida Nation (App13)	2009 Nov 23	Completed
Council of the Haida Nation	\$44,195	\$0	\$0	to fund the creation of the Council of the Haida Nation Archaeology Program (App14)	2009 Nov 23	Withdrawn

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
Gwa'sala-'Nakwaxda'xw First Nation	\$125,553	\$125,553	\$125,553	to fund the 2011 Stewardship Program (App119)	2011 Sep 27	Active
Gwa'sala-'Nakwaxda'xw First Nation	\$114,000	\$114,000	\$114,000	to fund a three-month pilot stewardship program in order to develop practical experience to design a full Stewardship Program (App109)	2010 Sep 22	Completed
Gwa'sala-'Nakwaxda'xw First Nation	\$60,000	\$60,000	\$60,000	to fund the start-up of a Conservancy Stewardship Program (App21)	2009 Sep 15	Completed
Hartley Bay Village Council	\$141,570	\$141,570	\$141,570	to support the ongoing development of the Gitga'at Guardian Program (App181)	2011 Dec 19	Active *NEW*
Hartley Bay Village Council	\$67,078	\$67,078	\$67,078	to develop a detailed strategic plan and related operational plans and budget for the Gitga'at Guardian Program (App167)	2011 Aug 31	Active
Hartley Bay Village Council	\$150,000	\$150,000	\$150,000	to support the launch of the Gitga'at Guardian Watchmen Program (App168)	2011 May 31	Active
Hartley Bay Village Council	\$134,000	\$134,000	\$134,000	to fund a Stewardship Program for the 2009 – 2010 operating year (App4)	2009 Sep 15	Completed
Heiltsuk Indian Band	\$374,000	\$374,000	\$374,000	to fund core operating expenses for Heiltsuk Integrated Resource Management Department in FY2011/2012 (App112)	2011 Mar 01	Active
Heiltsuk Indian Band	\$330,000	\$330,000	\$330,000	to fund the Heiltsuk Integrated Resource Management Department for 2010 (App83)	2010 Apr 20	Active
Heiltsuk Indian Band	\$93,750	\$93,750	\$0	to fund the staff and infrastructure needed to establish an effective referrals management process (App147)	2011 Nov 02	Approved *NEW*
Heiltsuk Indian Band	\$273,055	\$273,055	\$273,055	to fund the start-up of the Heiltsuk Integrated Resource Management Department (App23)	2009 Sep 15	Completed
Kitamaat Village Council	\$201,805	\$201,805	\$201,805	to fund the Natural Resources Department for FY2011/12 (App116)	2011 Jun 14	Active
Kitamaat Village Council	\$228,368	\$228,368	\$228,368	for general support for the Natural Resources Stewardship Program for FY2010 (App94)	2010 Jun 16	Completed

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
Kitamaat Village Council	\$64,250	\$64,250	\$64,250	to hire a marine biologist/fisheries expert who will address the gap in capacity to deal with scientific issues related to marine and environmental issues (App7)	2009 Jun 25	Completed
Kitasoo Indian Band	\$75,000	\$75,000	\$75,000	for the Watchman Program FY2010 (App93)	2010 Jun 16	Active
Kitasoo Indian Band	\$79,000	\$79,000	\$79,000	for the 2009 Kitasoo Watchman Program (App5)	2009 May 04	Active
Kitselas Band Council	\$9,277	\$9,277	\$9,277	to fund a community process to develop a land use plan for Kitselas First Nations' seven reserves (App128)	2010 Nov 29	Active
Lax Kw'alaams Indian Band	\$97,588	\$97,588	\$97,588	to support collaborative management planning of protected areas in their traditional territory (App166)	2011 May 31	Active
Lax Kw'alaams Indian Band	\$65,000	\$65,000	\$65,000	to support planning to develop a Guardian program to monitor marine resources (App132)	2010 Nov 29	Active
Lax Kw'alaams Indian Band	\$140,607	\$140,607	\$0	to fund the further development and implementation of a resource monitoring program (App176)	2011 Aug 31	Approved
Lax Kw'alaams Indian Band	\$117,000	\$117,000	\$117,000	to fund the Resource Management Office to develop a strategic plan, negotiate accepted uses of Conservancy Areas, monitor kelp harvest, and train and mentor its staff (App16)	2009 Nov 23	Completed
Metlakatla First Nation	\$75,000	\$75,000	\$75,000	to develop, establish, and begin to operationalize a Metlakatla Stewardship program (App126)	2010 Nov 29	Active
Nuxalk Nation	\$49,500	\$49,500	\$49,500	to fund the Nuxalk Strategic Landscape Reserve Design (SLRD) Planning and Data Centre Project (App184)	2011 Aug 31	Active
Nuxalk Nation	\$252,683	\$252,683	\$252,683	to fund core operating expenses for Nuxalk Integrated Resource Office in FY 2011/12 (App113)	2011 Jun 14	Active
Nuxalk Nation	\$150,753	\$150,753	\$150,753	to fund the development of the Nuxalk Integrated Resource Office (App84)	2010 Apr 20	Active
Nuxalk Nation	\$112,623	\$112,623	\$112,623	to fund existing fisheries management projects and the start-up of the Nuxalk Integrated Resource Office (App64)	2009 Sep 15	Completed

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
Wui'kinuxv Nation	\$95,173	\$95,173	\$95,173	to develop a community-based Guardian Watchmen Program for the Wuikinuxv First Nation (App15)	2009 Nov 23	Active
Subtotal Individual:	\$4,863,792	\$4,819,597	\$4,346,262			
Total Conservation Awards (Regional and Individual):	\$6,515,965	\$6,328,631	\$5,741,082			
Grand Total All Programs:	\$28,580,412	\$25,206,718	\$17,974,361			