



Coast Opportunity Funds

Annual Report **2012**

Coast Economic
Development Society
And
Coast Conservation
Endowment Fund Foundation

Coast Opportunity Funds

Annual Report 2012

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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.

Message From The Chair

COAST OPPORTUNITY FUNDS (“Coast Funds”) continues to have a unique and important collaborative role to play in supporting conservation initiatives and sustainable economic development activities undertaken by the First Nations communities of the Central Coast, North Coast and Haida Gwaii areas of the Great Bear Rainforest of coastal British Columbia.

With that in mind, in our annual strategic planning we always look for ways to enhance the efficiency and effectiveness of the awards process in order to serve the First Nations to the best of our abilities. To that end, with five years of operations under our belt, in 2012 Coast Funds commissioned an independent comprehensive organizational review to help us with ideas and recommendations for action as we move into the next three year strategic planning cycle.

We were pleased to find few surprises in the report. We were also pleased that overall, HB Consulting found that Coast Funds is a well-administered organization, committed to its vision and supporting projects that are aligned with that vision and our strategic objectives. HB Consulting also applauded us for the responsible management of the funds in our care, our timely advice and useful mentorship role with Participating First Nations, and our significant efforts to support successful implementation of projects. The report also contains fifteen recommendations for action to further improve our performance. Those recommendations will be invaluable in informing our approach to strategic planning for 2013 and beyond. More detailed information about the report is set out on pages 13–15.

In the meantime, I am pleased to present our 2012 Annual Report on awards and project activities, operations and financial performance.

In June 2012, two of our original Board members, Harold Leighton and Thomas Olsen, stepped down. In June 2013, Directors Cindy Boyko, Merran Smith and Paul Richardson will be stepping down. I would like to take this opportunity to thank all of them for their dedication and hard work in support of the work and vision of Coast Funds, and to welcome the Board members who joined us in 2012, Sage Baker and Merle Alexander.



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

April 2013



About Us: Coast Opportunity Funds

Weaving together the threads of conservation and community wellbeing

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

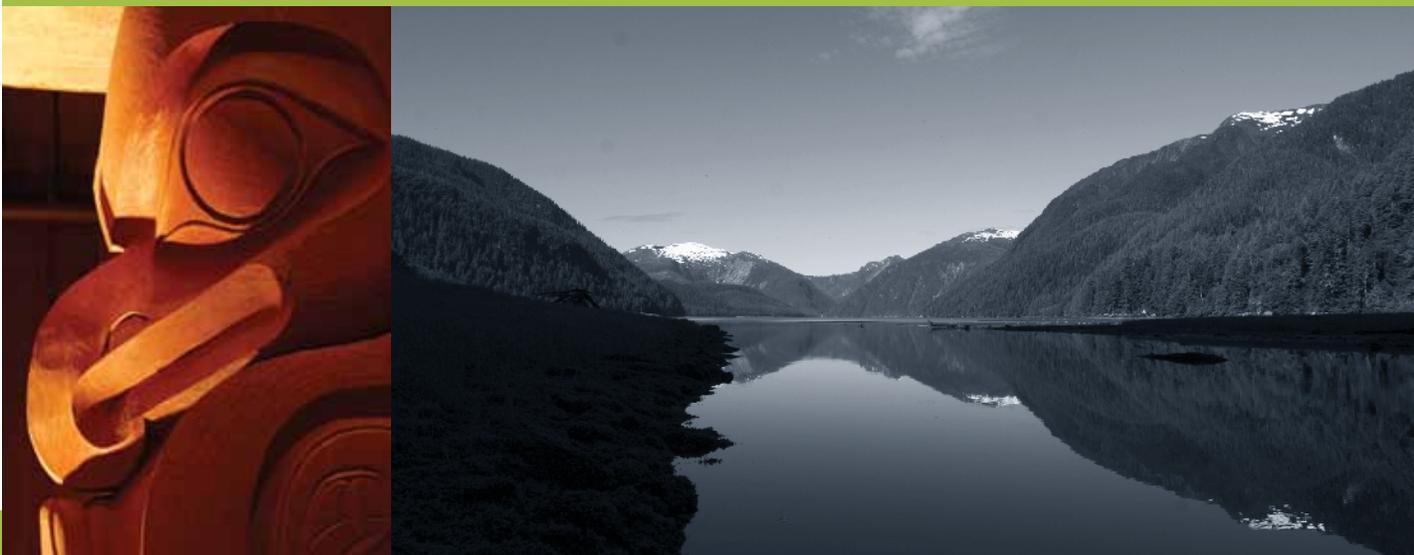
Those First Nations are the K'ómoks, Council of the Haida Nation, Da'naxda'xw Awaetlala, Gitanyow, Gitga'at, Gitxaala, Gwa'sala-Nakwaxda'xw, Gwawaenuk, Haisla, Heiltsuk, Xwémalhkwu, Kitasoo/Xaixais, Kitselas, Kwiakah, Kwicksutaineuk-Ah-Kwa-mish (Gilford Island), Lax Kw'alaams, Mamalilikulla-Qwe'Qwa'Sot'Em, 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 funds are dedicated to empowering the First Nations in the Central and North Coasts and Haida Gwaii in achieving healthy and vibrant economies and communities in tandem with the conservation of their homelands for the benefit of future generations.



Structure of the Funds

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.

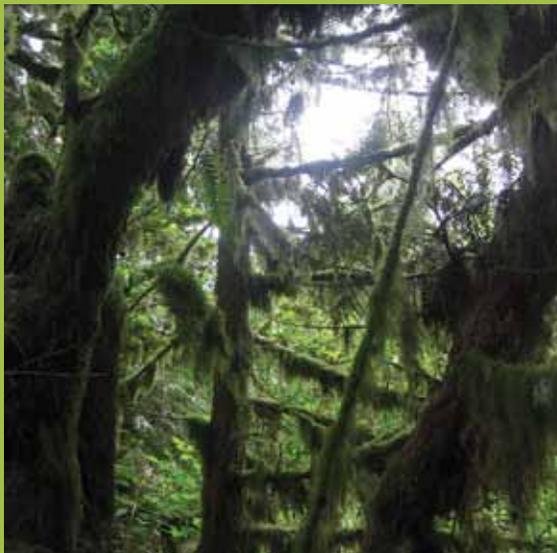
CEDS is a not-for-profit corporation responsible for managing a \$2.0 million regional economic development planning fund and a \$58.0 million economic development fund for First Nation communities and businesses. The capital in this fund is being invested in job creation and business development initiatives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



2012 CEDS Awards **\$8,598,330**



Council of the Haida Nation

- **OPERATIONS OF HAIDA ENTERPRISE CORPORATION (HAICO), \$750,000**
Completion of corporate structures and policies for HaiCo and its subsidiaries, amalgamation of forestry assets under Taan Forest and tourism assets under Haida Tourism LP, implementation of operational and business plans for each entity, implementation of a human resources development and capacity building strategy, and launch of a communications and community engagement strategy.
- **SET UP OF SKIDEGATE BAND COUNCIL POWER POLE FACILITY, \$325,000**
A power pole facility near Port Clements on Ferguson Bay, in partnership with Taan Forest, was established with funding utilized to purchase equipment and support the setup of the business. This facility represents the development of a value-added approach to forestry operations on Haida Gwaii. It also consolidates the position of the Haida Nation as managers, operators and owners of forestry related businesses on the island.
- **SET UP OF HAIDA TOURISM LP, \$1,000,000**
Consolidation of Haida's tourism-related business through the provision of equity financing, securing additional debt financing from commercial banks in order to restructure the operations of West Coast Resorts (WCR) and Haida House at Tllaal (formerly Tlell River House).
- **SHORT TERM SHELLFISH AQUACULTURE CAPITAL INVESTMENT, \$200,000**
This investment funded short-term time-critical capital expenditures for farm infrastructure, as part of Haida's equity investment in Coastal Shellfish Corporation Limited Partnership (CSLP).

Da'naxda'xw

- **TOURISM STRATEGIC PLAN DEVELOPMENT, \$22,935**
Using an additional \$75,000 from Coast Sustainability Trust, the Da'naxda'xw Nation utilized part of its allocation for planning and scoping of possible tourism opportunities, primarily through engagement with Nanwakolas, ISIS, AtBC and Coast Funds in a supporting role.
- **IMPLEMENTATION OF TOURISM PLAN, \$60,000**
To follow up on the significant work undertaken in stage one (above), the Da'naxda'xw Nation applied an additional \$60,000 to upgrade existing facilities, including campsites and trails, finish four totem poles, and implement their tourism marketing plan.



Hartley Bay (Gitga'at)

- **WATERFRONT MARKET, \$250,000**

This award was made in order for Gitga'at to complete a three phase project to design, build and operate public washrooms, showers and laundry facilities, and a waterfront café in the Village of Hartley Bay (by time of publication, Gitga'at may have sourced alternative funding for this project).

Heiltsuk Economic Development Corporation

- **OPERATIONS FY2012/2013, \$250,000**

Heiltsuk First Nation utilized part of its allocation to provide working capital for fiscal year 2012/13 for the ongoing operations of Heiltsuk Economic Development Corporation (HEDC).

Heiltsuk Indian Band

- **SECURING \$3,000,000 LOAN FACILITY, \$750,000**

The Heiltsuk Economic Development Corporation operates 12 businesses on behalf of the Heiltsuk Nation. Credit facilities are required to operate the fish plant that was recently reopened. Heiltsuk utilized its allocation to secure a much larger lending facility with Vancity Credit Union. Under the loan loss reserve facility, Heiltsuk First Nation can access up to \$3,000,000 of debt financing for eligible businesses.

Homalco Indian Band

- **PURCHASE OF BUS FOR WILDLIFE VIEWING BUSINESS, \$95,000**

Homalco's wildlife viewing operation, Homalco Wildlife Tours, is enjoying increasing success. To augment its capability to transport visitors to wildlife viewing sites, in 2012 Homalco acquired a tour bus.

Kitasoo Development Corporation

- **WILD FISHERIES OPERATIONS, \$660,000**

The funds will be used to upgrade Kitasoo Seafoods Ltd.'s processing facilities, build new infrastructure to support plant operations, and purchase a new seine boat engine.

K'omoks

- **ACQUISITION OF SEAFOOD PROCESSING PLANT, \$402,735**

K'omoks First Nation are utilizing a portion of their allocation to acquire a federally licensed seafood processing facility in Comox, on Vancouver Island.



Lax Kw'alaams

- **START UP OF COMMUNITY FISH PROCESSING PLANT, \$1,250,000**

In 2012 Lax Kw'alaams restarted operations of the community fish plant, Coast Tsimshian Fish Plant Ltd. The plant is expected to generate full-time employment for 140 people during the peak season (15 June–15 September) and 40 people through the remaining months (10 months per year), which will have a significant and positive impact on the community.

- **SECURING \$3,000,000 LOAN FACILITY, \$750,000**

Under the loan loss reserve facility, Lax Kw'alaams First Nations can access up to \$3,000,000 of debt financing for eligible businesses.

Mamalilikulla-Qwe'Qwa'Sot'Em

- **TOURISM INFRASTRUCTURE DEVELOPMENT, \$143,433**

Building tourism infrastructure in Mamalilikulla-Qwe'Qwa'Sot'Em First Nation's traditional territory will support its economic development efforts. Funding will assist in assessing resources for long term operation of a tourism plan.

Metlakatla Development Corporation

- **SHORT TERM SHELLFISH AQUACULTURE CAPITAL INVESTMENT, \$200,000**

This award funded short-term time-critical capital expenditures for farm infrastructure as part of Metlakatla's equity investment in Coastal Shellfish Corporation Limited Partnership (CSLP).

'Namgis

- **SECURING \$650,000 LOAN FACILITY, \$175,000**

Under the loan loss reserve facility, 'Namgis First Nation can access up to \$650,000 of debt financing for eligible businesses.

Nuxalk Development Corporation

- **BUSINESS PLANNING AND GOVERNANCE RESTRUCTURING, \$418,713**

Over the course of 2013 Nuxalk will be conducting business planning and restructuring implementation and research for Nuxalk Development Corporation.

Ulkatcho

- **SECURING \$2,000,000 LOAN FACILITY, \$500,000**

Under the loan loss reserve facility, Ulkatcho First Nation can access up to \$2,000,000 of debt financing for eligible businesses.

- **RESTART OF ANAHIM LAKE SAWMILL, \$200,000**

Ulkatcho First Nation owns West Chilcotin Forest Products (WCFP). Its most significant asset is a timber mill at Anahim Lake. WCFP required funding to restart and operate the sawmill, including updating of plant, equipment and training.

Wui'kinuxv Economic Development Corporation

- **ECONOMIC DEVELOPMENT PLANNING, \$114,650**

Wui'kinuxv Economic Development Corporation (WEDCO) plans to utilize the funds to recapitalize, resource and implement Wui'kinuxv's economic development plan.

Wui'kinuxv

- **STRATEGIC ECONOMIC DEVELOPMENT PLAN, \$80,864**

As part of its strategy for economic development, Wui'kinuxv utilized part of its Coast Funds allocation for the development of a strategic economic development plan.

2012 CCEFF Awards **\$4,710,731**



Great Bear Initiative Society

- STRATEGIC ASSESSMENT OF HEILTSUK INTEGRATED RESOURCE MANAGEMENT DEPARTMENT, (HIRMD) \$28,500

This regional initiative is reviewing the vision, mandate and capacity of HIRMD and providing recommendations on how HIRMD can strengthen its capacity and move towards effective self-government. Recommendations and lessons learned will be shared with Coastal First Nations as a model for the structure, governance and capacity of other stewardship offices.

Nanwakolas Council

- OPERATIONAL COST OF 3 CONSERVATION INITIATIVES, \$272,150 (REGIONAL AWARD)

This regional award supports three conservation initiatives: Ecosystem Based Management implementation, Nanwakolas' Referrals Office, and the organization's strategic planning. This award provides bridge funding until new revenue streams are available from the anticipated sale of carbon credits.

North Coast-Skeena First Nations Stewardship Society

- MONITORING NETWORK, \$78,775

Supports the launch of a peer-to-peer network to support monitoring activities in the North Coast-Skeena region, and the development of a North Coast-Skeena Monitoring Plan.

Campbell River (Wei Wai Kum)

- HEYDON BAY SALMON ENUMERATION PROJECT FY2012, \$36,511

In 2009, the Campbell River Indian Band made a commitment to develop a complete and consistent record of all salmon runs in Heydon Creek. Their 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 their Nation's food and ceremonial needs. To this end, they earmarked their Coast Funds' annual allocation for this project through 2013.

Council of the Haida Nation

- YOUTH REDISCOVERY CAMPS, \$60,000

The goals of this award included increased coordination and expansion of the stewardship activities at Haida's two youth camps (the Swan Bay Rediscovery Camp and the T'aalan St'ang Youth Camp) and improve the integration of these programs with two government-sponsored



career exploration initiatives (Haida Gwaii Youth Stewardship Program and Federal Student Work Experience Program).

- **RECONCILIATION PROTOCOL IMPLEMENTATION, \$1,244,420**

The Haida Nation has worked for many decades to protect areas of critical ecological and culture significance on Haida Gwaii. A critical milestone on the path to achieving that goal was the signing with the Province of the Kunst'aa guu -Kunst'aayah Reconciliation Protocol in December of 2009. This agreement articulates a shared and joint approach to making land and resource decisions on Haida Gwaii. This funding supports operational implementation of the Protocol.

Gwa'sala-'Nakwaxda'xw

- **STEWARDSHIP PROGRAM 2012, \$120,000**

Provision of core support to the stewardship program, with the objectives of undertaking the 2012 field season of the program, continuing a Junior Stewardship/Guardianship program with training and experience for students, and successfully transitioning the management of the program to the Natural Resources Office.

- **VESSEL OPERATOR TRAINING PROGRAM, \$70,000**

The Gwa'sala-'Nakwaxda'xw First Nation launched a Guardian-Watchmen-type program in 2010 in order re-establish a presence in their Homelands and monitor authorized and unauthorized activities. In order for the crew to carry out their jobs safely and effectively, they require additional hands-on training in operating boats throughout their territory. This program will provide the needed training before the start of the 2013 operating season.

Hartley Bay (Gitga'at)

- **GITGA'AT GUARDIAN WATCHMEN PROGRAM 2012, \$278,000**

Hartley Bay Band Council applied its CCEFF funds to its Gitga'at Guardian Watchmen Program to support the strengthening and assertion of Gitga'at territorial management authority, engagement in inventory and research projects on priority resources in its territory, and development and enhancement of Gitga'at capacity to engage effectively in the guardianship of the lands, waters and natural resources.

Heiltsuk

- **HEILTSUK INTEGRATED RESOURCE MANAGEMENT DEPARTMENT (HIRMD) FY2012/2013, \$710,000**

Launched in 2009, HIRMD is responsible for protecting and managing the lands, seas, freshwater and the related cultural and natural resources of the Heiltsuk First Nation's territory. 2012 awards were utilized for core operating and maintenance expenses for HIRMD as well as for select land, culture and heritage and marine projects.

Kitimaat (Haisla)

- **NATURAL RESOURCES STEWARDSHIP FY2012/13, \$299,345**

Kitimaat applied its 2012 CCEFF funds to monitor resource use in Haisla traditional territory, implement a collaborative management approach for protected areas with the Ministry of Environment, improve the quality and timeliness of responses to referrals, strengthen community engagement in resource management issues and activities, and gather baseline data on the status of fisheries resources and invasive species.

Kitasoo

- **SPIRIT BEAR RESEARCH FOUNDATION, \$222,450**

A healthy bear population is essential to the future of the Kitasoo/Xaixais people because of its importance as a basis for economic development, for cultural renewal, and as an indicator of ecosystem health. However, because of its remoteness, the Kitasoo/Xaixais territory has seen very little sustained academic research on bear- and tourism-related issues. This multi-faceted

research project will quantify changes in population dynamics of grizzly, black and Spirit Bear in Kitasoo/Xaixais territory and the importance of tourism in those dynamics.

- **KITASOO/XAIXAIS WATCHMAN PROGRAM, \$143,162**

Provision of core support to the Kitasoo/Xaixais Watchman Program, with the objectives of maintaining Watchman crew that monitor the traditional territory weekly, establishing a physical presence at Mussel River with 2 on-site watchmen, and expanding a partnership with the Spirit Bear Lodge and tourism program.

Kwiakah

- **SALMON ENHANCEMENT PROGRAM, \$11,374**

In October 2011, mud slides caused by heavy rainfall damaged the main access road to the Phillips Estuary Conservancy in two places, thereby blocking the most practical and cost effective access to the Conservancy. To ensure the continuation of their salmon enhancement program in the Conservancy, the Kwiakah utilized funding to repair the road.

Lax Kw'alaams

- **STEWARDSHIP ACTIVITIES, \$183,250**

Funds were applied to enabling the Lax Kw'alaams Fisheries Observers to patrol the territory and monitor high impact human activities for the entirety of the high use summer/fall season, carry out several targeted fisheries research and monitoring projects, and increase science and GIS capacity for the Lax Kw'alaams Fisheries stewardship program.

Metlakatla

- **STEWARDSHIP SOCIETY START-UP, \$200,000**

Metlakatla completed the establishment of the Metlakatla Stewardship Society, hiring a Stewardship Director, Senior Managers, and Guardian Watchmen. This award was used to formally integrate all resource management activities under the Society, continue to perform existing stewardship tasks, and finalize a five year strategic plan and related work plan and budget.

Nisga'a

- **MOOSE RECOVERY PLAN, \$64,900**

The Nisga'a Lisims Government is developing and implementing a Moose Recovery Plan that examines the factors that contributed to the decline of moose and develop a list of options that would lead to restoring the moose population to a socially and ecologically appropriate level.

Nuxalk

- **INTEGRATED RESOURCE OFFICE 2012–2013, \$400,169**

The Nuxalk Nation are focussing on four core areas of work for the Nuxalk Integrated Resource Management Office: Lands, Water, Air, and Nuxalkmc (human well-being).

Wui'kinuxv

- **ESTABLISHMENT OF INTEGRATED STEWARDSHIP OFFICE, \$287,725**

The Wui'kinuxv Land and Marine Use Planning process identified as a priority the creation of a Wui'kinuxv Integrated Resource Stewardship office that would bring all Wui'kinuxv resource programs together under one umbrella, creating efficiencies and developing the necessary organizational structure to support Wui'kinuxv stewardship of lands, aquatic and cultural resources. The office was launched in 2012.

Coast Funds 2007–2012

Last year, the Coast Funds Board decided to commission a comprehensive independent organizational review, which was undertaken by HB Consulting Ltd. HB Consulting's Final Report, which was submitted to the Board of Coast Funds in December 2012, is posted on our website (www.coastfunds.ca).

Why did we undertake a review?

By 2012, Coast Funds had been in existence for five years. At the beginning of the year, the Board focussed on long term strategic organizational planning for 2013 and beyond. Key issues requiring our consideration in terms of our long-term planning included tracking and reporting on outcomes of projects over the first five years (and on an ongoing basis); the future of the Economic Development Society (CEDS) after the expiry of the original term of seven years to expend the CEDS Fund; what role Coast Funds should be playing in capacity-strengthening efforts; and assessing ways we could continue to improve our organizational effectiveness.

Our governing documents also require a review once every three years of the operation of the Performance and Accountability Funding Agreement (PAFA) as it relates to the Economic Development Society (CEDS). With its long term planning focus in mind, the Board decided to expand the scope of that mandated review and proactively commission an independent and comprehensive assessment of the organization as a whole to assist us with our decision-making.

Outcome of Final Report

We were pleased to find few surprises in HB Consulting's report. We were also pleased that the reviewers found that Coast Funds is a well-administered organization, committed to its vision, and supporting projects that are aligned both with that vision and with our strategic objectives. HB Consulting also applauded Coast Funds for its responsible management of the funds in our care, our timely advice and useful mentorship role, and our significant efforts to support successful implementation of projects. In the meantime the summary below sets out how we are addressing the recommendations made by HB Consulting in our planning.

Recommendations in Final Report

HB Consulting made recommendations in five key areas: Outcomes reporting, governance and leadership (including the awards process), communications, capacity and options for the CEDS Fund.

■ OUTCOMES TRACKING AND REPORTING

Recommendations 1–3 support development and implementation of outcomes tracking and reporting. The recommendations are all consistent with the Board's view that evaluating the outcomes of awards and projects will be useful for building on successes and enhancing Coast Funds' ability to support future awards and projects. In 2013, we are working on a draft evaluation framework and



progress indicators to be applied to project impact assessment. Once feedback from Regional Groups, Participating First Nations and Members has been incorporated and the framework is complete, an initial evaluation of the first five years of projects will be undertaken, with annual evaluations thereafter.

■ GOVERNANCE AND LEADERSHIP: STREAMLINING THE AWARDS PROCESS

Recommendations 4 and 11 suggest that the Board refocus its efforts away from the awards approval process, consider delegation of awards approvals to senior management, and focus effort towards higher level strategic planning and vision and goal attainment, outcome monitoring, relationship strengthening and promoting Coast Funds as a model beyond British Columbia. The rationale given by HB Consulting was to relieve the Board of a heavy operational workload, and to streamline the awards process.

The Board unequivocally supports taking action to ensure that the awards process is streamlined and efficient. However, we also believe that the award approval process is a fundamental Board responsibility, something that is reflected in our governing documents. We accept that responsibility wholeheartedly, as well as the workload that goes with it. We have therefore taken a different approach to the one suggested in Recommendations 4 and 11, but one which is consistent with Recommendation 10, which recommends streamlining the awards process. Effective as at the beginning of 2013, the process for submission and consideration of award applications was made continuous. In addition, the monetary limit of awards that our Project Review Committee may approve without having to refer the decision to the Board was increased from \$250,000 to \$500,000.

In the meantime, as noted above, we have prioritized outcome monitoring and reporting, and the strengthening of relationships is a key focus of our strategic planning, which we also believe has been and continues to be another key Board responsibility. We do note that the strategic environment has changed considerably since 2007, when our vision was first developed. The Board therefore intends to undertake a comprehensive strategic planning process in 2013 to revisit our vision and goals in light of such changes and its experience over the last five years.

■ GOVERNANCE AND LEADERSHIP: CLARIFY ROLES AND RESPONSIBILITIES

Recommendation 5 supports clarity and understanding of the respective roles of Directors and Members, and recommends development of a comprehensive orientation program for Directors and Members. We share HB Consulting's view that clarity on roles and responsibilities promotes efficiency and effectiveness as well as good relationships between the Board and the Members. The orientation package for new Members and Directors has been expanded to meet this objective.

■ GOVERNANCE AND LEADERSHIP: SENIOR MANAGEMENT

Recommendation 6 is to consolidate executive management responsibilities into a single CEO position. HB Consulting advised that consolidated executive management would establish greater accountability through clearer reporting lines, in addition to being a more effective application of Coast Funds' operational resources. The Board has established a new organizational framework under which there is a Director of Conservation as well as a Director of Economic Development. The Executive Director of Coast Funds has operational responsibility for both CEDS and CCEFF and is accountable to the Board of Directors.

■ GOVERNANCE AND LEADERSHIP: EVALUATION OF BOARD AND STAFF

Recommendation 7 calls for implementation of evaluation frameworks that have been developed for both Board and executive staff and to communicate the accountabilities in those frameworks to the Participating First Nations. This recommendation is consistent with initiatives already in place at Coast Funds. A Board self-evaluation is currently under way pursuant to a

framework established late last year. Executive management are subject to annual evaluations in accordance with best practices. We intend to include a summary of Board and executive management responsibilities on our website.

■ COMMUNICATIONS

Recommendations 8 and 9 focus on communications with key audiences, including communications regarding the comprehensive review report. The recommendations are entirely consistent with our existing approach to prioritising inclusive, effective and proactive communications with Participating First Nations, Regional Organizations, Funders and Members. We believe input received on key issues is an important source of guidance to us in our decision-making, and that we must ensure our decisions are well-informed. We also take seriously our responsibility to ensure that we endeavour to find the appropriate balance of operational cost and efficiency in achieving effective and meaningful communications with our key audiences. With that goal in mind, we have reviewed and updated our communications policies and procedures. The Executive Director is responsible for oversight and implementation of communications policies and procedures.

■ CAPACITY

Recommendations 12–14 support the role that Coast Funds has played to date in building capacity through project implementation, rather than as a separate initiative, and emphasizes that outcome tracking and reporting will assist with monitoring capacity growth. HB Consulting also recommends that Coast Funds continue to facilitate arrangements between First Nations and skills providers, including tertiary institutions providing support services, and become a clearinghouse of information on capacity building support. Finally, HB Consulting recommends that Coast Funds works with the Regional Groups to support their efforts in this regard.

We agree that Coast Funds has a role to play in supporting capacity growth through our efforts in supporting the awards process and project implementation. Increased First Nations capacity will enhance Coast Funds' effectiveness in reaching its goals and vision. HBC's findings are that Coast Funds has been successful in its efforts in that regard to date and the recommendations support that ongoing work. However, Coast Funds cannot and should not attempt to solve all the problems with capacity that exist at every level, everywhere. For example, we believe that Coast Funds should not be a fundraiser for capacity initiatives, but we can work on connecting potential funders with the Regional Groups. We also don't believe being a clearinghouse for information is a role that Coast Funds should play, nor are we in a position to monitor capacity growth, assuming it can be measured. Our priority remains working with the Participating First Nations and Regional Groups on awards applications and management, and that is where we will continue to focus our efforts.

■ OPTIONS FOR CEDS FUND

Last but not least, **Recommendation 15** states that Coast Funds should take the steps necessary to renew its management of the CEDS Fund beyond 2014. That recommendation is consistent with our view that the structure and process that has been created for CEDS should be continued, as it has proved successful in its implementation, cost-effective, and efficient. Extending the term of CEDS in its current form until 2017 will save immense duplication of effort and cost in attempting to establish an alternate new system that must comply with the terms of the original mandate for the Fund. It supports the retention of the knowledge and experience that has been accumulated over the first seven years. We also believe that is the right choice to support the goals and objectives behind the creation of CEDS.

Board of Directors

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.

MERLE C. ALEXANDER practices business law with a focus on Aboriginal sustainable development. He is a member of the Tsimshian Nation, Kitsoo Xai'xais First Nation. Merle has worked extensively structuring joint ventures, limited partnerships and corporations both on and off reserve lands, and with the incorporation and management of non-profit entities. Merle has substantial experience in negotiating government to government agreements, including self-government and comprehensive treaty claim agreements representing clients in BC, the Yukon and Newfoundland and Labrador.

SAGE BAKER is the founder and Chief Executive Officer of Q5 Innovations Inc. Through her career she has worked with a number of high growth companies where she led multiple business/strategic planning initiatives, private and public financings, and sales and marketing programs. Sage holds an M.B.A in international business from Queen's University. She serves on three corporate boards and is an active mentor and advisor for numerous entrepreneurs and their businesses.

CINDY BOYKO was on the Council of the Haida Nation until December 2012, co-chairing 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, M.B.A. 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.



L TO R MERLE ALEXANDER, SAGE BAKER, CINDY BOYKO, CAMERON BROWN

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 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 Coast Capital Savings Credit Union.

HAROLD LEIGHTON and **THOMAS OLSEN** stepped down from the Board in June 2012.



L TO R MERV CHILD, PAUL RICHARDSON, MERRAN SMITH, BARRY STUART, CHRIS TRUMPY

Members

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

ROSS MCMILLAN, President and CEO, Tides Canada Foundation

RICHARD JEO, Director, Canada Program, The Nature Conservancy

DALLAS SMITH, President, Nanwakolas Council

MARILYN SLETT, Chief Councillor, Heiltsuk First Nation

JULIAN PAINE, Assistant Deputy Minister, Local Government Division, B.C. Ministry of Community, Sport and Cultural Development

CRAIG SUTHERLAND, Assistant Deputy Minister, Coast Area, B.C. Ministry of Forests, Land, and Natural Resource Operations

APRIL CHURCHILL, Vice President, Council of the Haida Nation until December 2012 (non-voting)

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

Staff

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

SCOTT REHMUS, Director of Conservation Projects, has a background in philanthropy, having run two conservation and science grant programs for a large international foundation. Before joining Coast Funds, he worked on conservation and sustainable development in Micronesia.

NEIL PHILCOX, Director of Economic Development Projects, has more than fifteen years' experience in international finance and business development, and in sustainable economic development and resource management.

ELISA KRELLER, Director of Finance and Administration, is a Chartered Accountant with a background in financial management, having held senior finance positions with both public and private companies for fifteen years, and in commercial banking, undertaking credit analysis and loan structuring for a national chartered bank for eight years.

MARY SPEER, Accounting, Payroll and Board Administrator, has a background in insurance, having worked in underwriting and accounting for eight years. She holds a Bachelor of Science in Mathematics, and is currently working on her CGA designation.

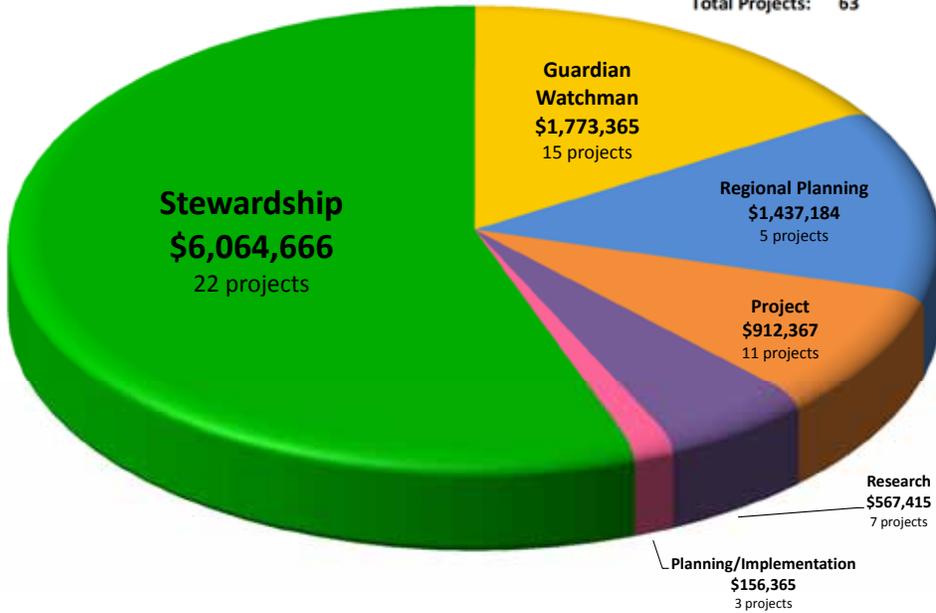
ANA YU, Project Administrator, has ten years' experience managing projects, including three years of administering a province-wide Request For Proposals for First Nations environmental health research funding. She has six years' experience working with First Nations in B.C. and the Yukon, and holds a Bachelor of Commerce from the University of Toronto.

Awards from October 2008 to December 31, 2012 by Sector



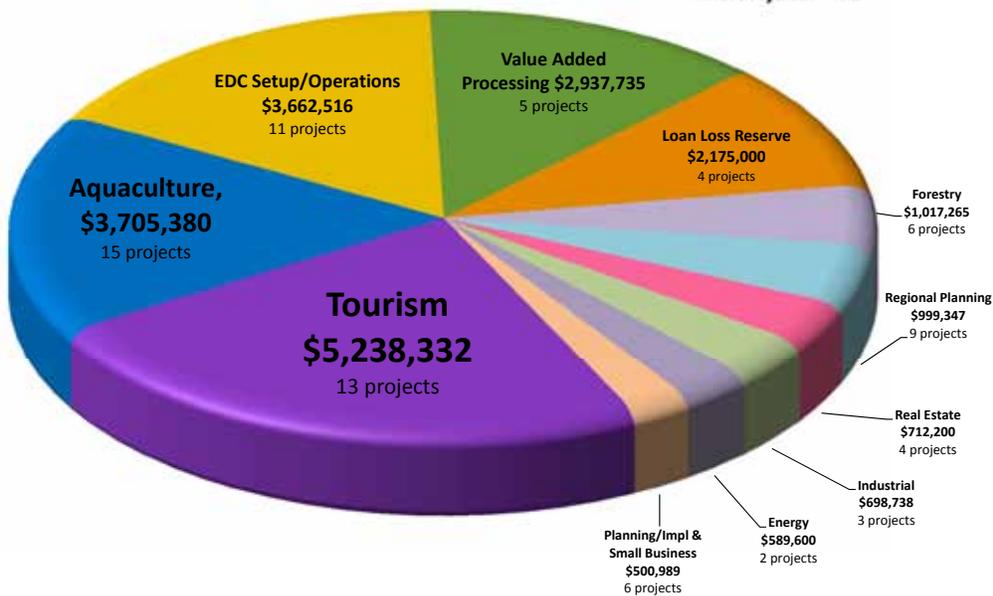
Sectors
Coast Conservation Endowment Fund Foundation (CCEFF)
 as of December 31, 2012

Total Awards: \$10,911,362
Total Projects: 63



Sectors
Coast Economic Development Society (CEDS)
 as of December 31, 2012

Total Awards: \$22,237,102
Total Projects: 78



2012 GOALS AND OUTCOMES



Awards

Summaries of awards approved in 2012 are set out on pages 7–12.

In 2012, CEDS made twenty-two project awards totalling \$8.6 million (exceeding its strategic goal for 2012, which was to make awards totalling between \$5.5–\$7.5 million). The key economic sectors of interest to Participating First Nations in 2012 were value added processing (\$2.6 million) and the loan loss reserve program (\$2.2 million) which was used to secure access to commercial debt for businesses. Shellfish was replaced by tourism as the primary area of award activity, reflecting a growing awareness among the First Nations of risk profile management and the benefits of an incremental approach to this sector.

Over the same period, CCEFF allocated an additional \$4.5 million (for a total allocation since 2008 of \$13.8 million) and approved awards for twenty-one projects totalling \$4.7 million, in excess of its goal of \$3.3 million. The key conservation areas of interest to Participating First Nations in 2012 continued to be development of stewardship programs (\$3.2 million), Guardian Watchmen (\$.6 million) and research (\$.5 million).

Project Development and Approvals

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

- Generate inquiries for eligible economic development projects leading to sound, high quality eligible applications geared for success, with minimal risk of non-compliance with goals of Coast Funds. Forty applications, project summaries and letters of interest were received, twenty-two of which were approved in 2012.
- 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 eligible applications. Twenty-one applications were received, all of which were approved.

Capacity and relationship strengthening

In 2012, the CEDS Resource and Implementation Strategy was approved and available funds were fully subscribed by our First Nations clients. The Strategy is focused on delivering solutions that overcome three key challenges at a project/community level:





1. The development of a viable business plan requires upfront resources (funding, knowledge/expertise, proposal writing), which are often limited.
2. The development of a comprehensive business plan requires a detailed analysis of the scope and scale of the project, as well as a detailed assessment of the resources required and platforms available to execute/implement it.
3. The immediate and long-term success of the project, and others to follow, requires (i) project implementation support, and (ii) the transfer of knowledge and development of skills within the community or institution to develop internal capability (i.e. supporting the ongoing resource requirements referenced in 2.).

CEDS also engaged Simon Fraser University's Beedie School of Business to expand the scope of support offered to our First Nations clients. The potential for this partnership is significant in light of SFU's launch of the Executive MBA in Aboriginal Business and Leadership.

This year, CEDS negotiated a loan loss reserve facility with Vancity Credit Union to help our First Nations clients access commercial debt for their businesses. The facility allows First Nations to access up to four times the security deposited with Vancity by Coast funds, on behalf of Participating First Nations. Three First Nations' took advantage of the facility in 2012.

In 2012, CCEFF partnered with the Great Bear Initiative Society to develop a common understanding and approach to strengthening capacity in their member Nations for resource management. A key element of this approach was to seed fund and launch the Stewardship Directors Committee, a peer-to-peer network of the leaders of the Stewardship Offices from eight Nations whose territories make up roughly 80% of the Great Bear Rainforest. The partnership secured \$470,000 over two years to support the quarterly meetings of the Committee as well as the Coastal Stewardship Network, an expanded version of the highly successful Coastal Guardian Watchmen Network. Together, these two networks provide substantial core support to respond to the priority needs of the stewardship directors and their staff.

Additional capacity strengthening efforts in 2012 include:

- Responded to the Stewardship Directors priority need to educate and train resource management personnel by partnering with GBIS to:



2012 GOALS AND OUTCOMES



1. develop an application with Vancouver Island University requesting from the Province \$500,000 for targeted, in-community training; and
 2. build on the success of Simon Fraser University's Resource and Environmental Management Program and Hakai Network to develop an environmental management graduate certification program.
- Partnered with the Kitsoo and the Central Coast Indigenous Resource Alliance (CCIRA) to pilot a six-month leadership and teambuilding program for the Kitsoo's leadership and resource management staff.
 - Collaborated with First Nations Technology Council and others to capture lessons, solutions, and knowledge as well as to ensure this information and other resources are both known by and accessible to First Nations.
 - Partnered with the Skidegate Band Council, Lax Kw'alaams Band, and Metlakatla Nation on separate but related efforts to create a healthy and productive workforce in each community to meet the staffing and leadership needs of stewardship offices and other community institutions and businesses.

In 2012, we chose to help strengthen the ability of our partners to raise flexible funding to respond to priority capacity problems rather than raise those funds ourselves.

Governance, Finance and Administration

As always, Coast Funds endeavoured to perform to the best practices of good governance and ensure its daily operations were efficient and cost effective. The following governance, financial and administrative goals outlined in the 2012–2014 Strategic Plan were met:

- Working with the Province, amended the Performance and Accountability Framework Agreement to facilitate more timely access by Participating First Nations to the federal government's contribution;
- As part of the comprehensive review, completed the process of reviewing options with respect to the CEDS fund after June 2014;
- Employed a summer intern through the provincial government's Aboriginal Youth Internship





Program. This program provides the intern with experience working in a First Nations organization while Coast Funds benefits from the intern's contributions to a number of our ongoing initiatives;

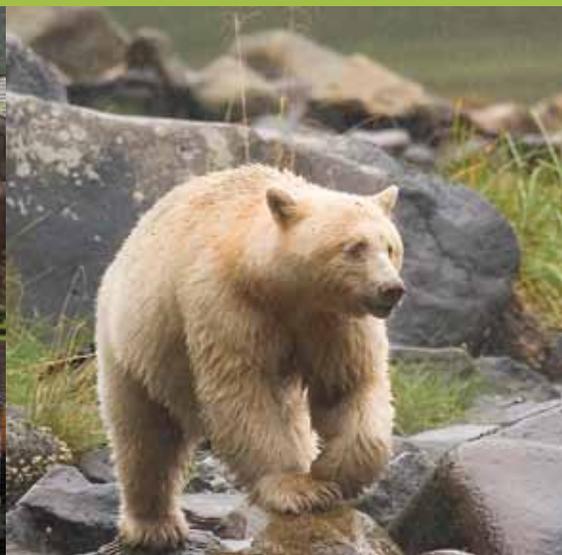
- The successful negotiation of a Land Use Planning Agreement (LUPA) by the Ulkatcho First Nation with the provincial government nullified the need to develop a policy on the use of the portion of the provincial contribution that was not available to First Nations until they had signed a LUPA; and
- Staff continued to review mitigation strategies for the anticipated 2014 change to CCEFF's US charity status however the implementation of these strategies has been delayed to 2014.

Additional 2012 accomplishments include:

- Allocated \$2.0 million of CEDS excess earnings for incremental awards to Participating First Nations;
- Adopted a new process for the nomination of Directors, fully supported by Members;
- Developed frameworks for Board self-evaluation and senior management performance review. These frameworks are to assist with the identification of opportunities for improvement and will be implemented in 2013;
- Board and senior staff participated in a governance workshop to clarify roles and responsibilities. The workshop provided a forum to discuss opportunities for Board efficiency and effectiveness; and
- Negotiated a new contract for custodian services resulting in significant cost savings.

Communications

In 2011 Coast Funds confirmed its commitment to enhanced communications with its Members and Participating First Nations, and carried that through into 2012. Both the expanded quarterly reports to Members and the newsletter to communities, *The Talking Stick*, continue to receive positive feedback. Participating First Nations and Members were also immediately notified of important emerging news that may affect Coast Funds and everyone was kept updated regularly on progress with the comprehensive review.

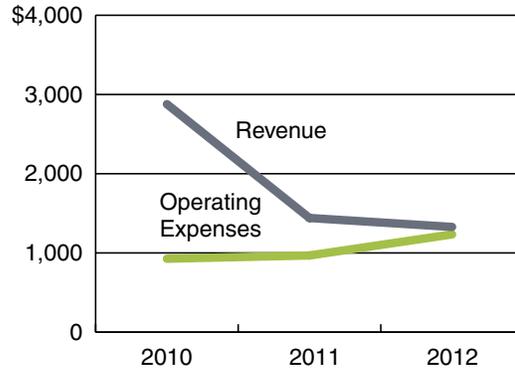


2012 Financial Performance

Coast Economic Development Society RESULTS FROM OPERATIONS

In 2012 the excess of revenue over operating expenses was \$.1 million, a decrease from \$.5 million in the prior year. While investment income has decreased substantially over the last three years, operating expenses remain relatively stable from year to year.

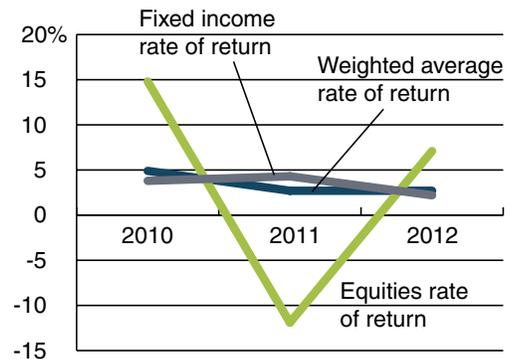
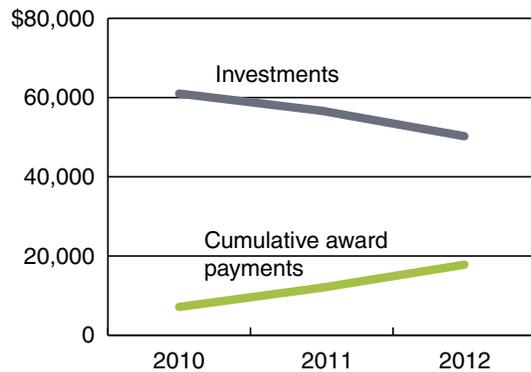
The increase in operating expenses in 2012 was primarily attributable to costs incurred for the Comprehensive Review Report.



Coast Economic Development Society INVESTMENTS AND INVESTMENT INCOME

Investment income is dependent on both the amount of capital invested and the rate of return earned on investments. The Society's investments will decrease over its lifespan as awards are disbursed.

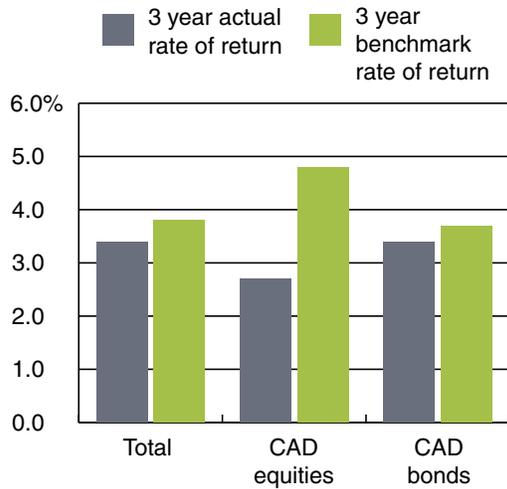
Over the past three years, earnings from equities have been relatively volatile. In the same period, earnings from fixed income investment have been decreasing in line with downward pressure on interest rates. The investments are divided 90% fixed income and 10% equities so the weighted average rate of return closely aligns with the returns earned on the fixed income investments.



2012 Financial Performance

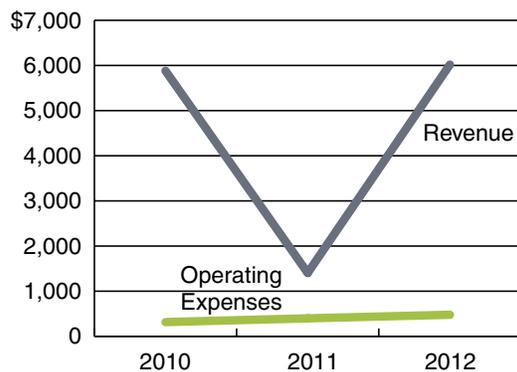
The Society and the Foundation monitor the performance of their investment managers by comparing actual rates of return to a benchmark based on market returns. The overall rate of return for the last three years was 3.4%, marginally below the benchmark at 3.8%.

Subsequent to the year end, one of Coast Funds' two Canadian equity managers was replaced due to underperformance. The Board of Directors, with support from the Investment, Finance and Audit Committee and an investment consultant, will continue to monitor the performance of the investment managers.



Coast Conservation Endowment Fund Foundation RESULTS FROM OPERATIONS

In 2012 the excess of revenue over operating expenses was \$5.5 million, a significant increase from \$1.0 million in the prior year. While investment income has been volatile over the last three years, operating expenses remain relatively stable from year to year.

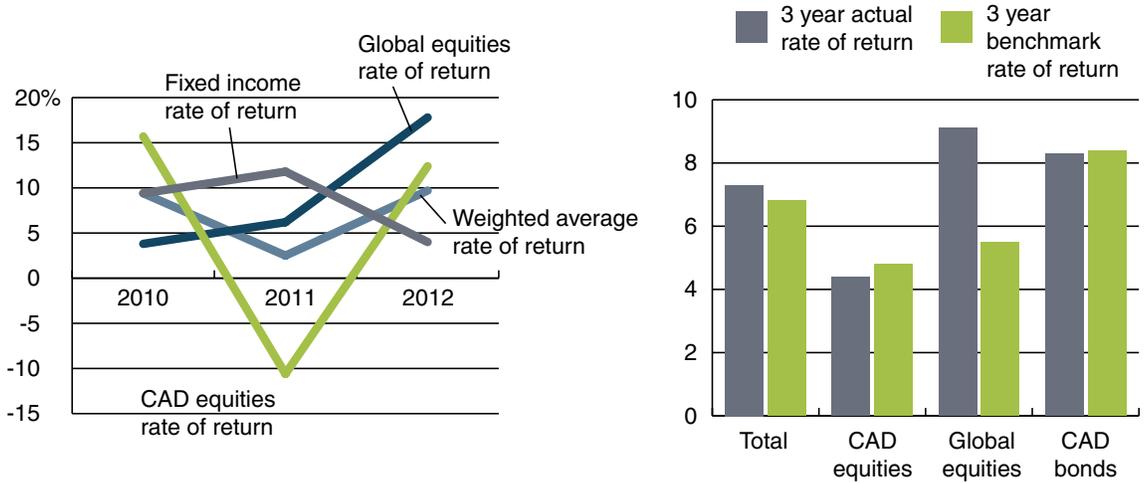


2012 Financial Performance

Coast Conservation Endowment Fund Foundation INVESTMENT INCOME

Over the past three years, earnings from all portfolios have been volatile. The investments are divided 35% Canadian equities, 25% global equities and 40% fixed income.

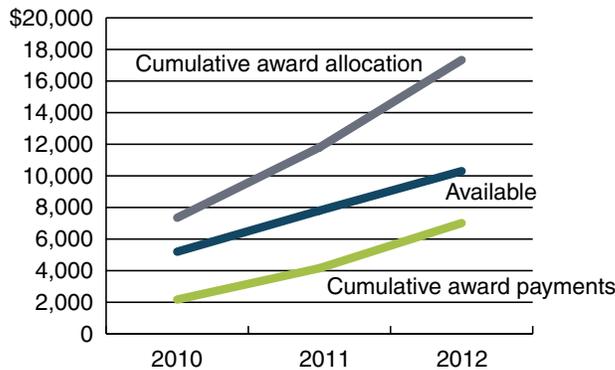
In 2012 the overall rate of return was 9.7%, considerably higher than 2.5% in the prior year. The annualized rate of return for the last three years was 7.3%, in excess of the benchmark at 6.8%.



Coast Conservation Endowment Fund Foundation ANNUAL AWARD ALLOCATION AND AWARD PAYMENTS

Although the annual payments to First Nations have increased year over year, they have not kept pace with available funding. Coast Funds anticipates that this gap will close as First Nations continue to build stewardship offices and identify conservation initiatives.

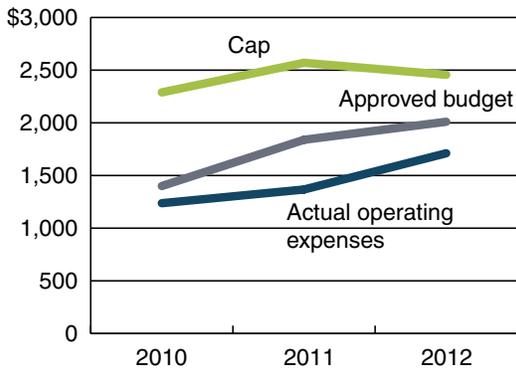
Of the revenue fund totalling \$13.1 million at December 31, 2012, \$10.1 is currently available to be drawn down for award distribution. The remaining balance of \$3.0 million has been set aside for future distribution in the event that investment income is less than a target minimum in a future year.



2012 Financial Performance

Combined Operating Expenses

Coast Funds' goal is to operate as efficiently as possible while meeting the standards for service and due diligence outlined in our governing documents. Over the last three years, the Board approved budgets which are substantially lower than the cap imposed by the funders. In addition, Coast Funds has consistently maintained a positive variance between the approved budget and actual expenses.



COAST ECONOMIC DEVELOPMENT SOCIETY 2012 Financial Statements

Statement of Financial Position At December 31

	2012	2011
Assets		
Current assets		
Cash	\$ 602,004	\$ 1,391,253
Restricted deposit	753,540	-
Short-term investments	9,365,287	10,332,085
Due from the Foundation	21,739	6,474
Other current assets	13,939	5,137
	<u>10,756,509</u>	<u>1,402,864</u>
Investments	40,277,136	44,932,543
Property and other assets	20,708	31,808
	<u>\$ 51,054,353</u>	<u>\$ 56,699,300</u>
Liabilities and Net Assets		
Current liabilities		
Accounts payable and accrued liabilities	\$ 156,418	\$ 102,206
Accrued award distribution	441,705	630,210
	<u>598,123</u>	<u>732,416</u>
Net assets		
Externally restricted		
Federal revenue fund	6,924,796	6,012,250
Provincial revenue fund	1,770,173	2,588,123
Regional economic development planning fund	292,753	619,576
Federal economic development fund	30,000,000	30,000,000
Provincial economic development fund	11,468,508	16,746,935
	<u>50,456,230</u>	<u>55,966,884</u>
	<u>\$ 51,054,353</u>	<u>\$ 56,699,300</u>

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 Operations and Changes in Net Assets Year Ended December 31

	Federal revenue fund	Provincial revenue fund	Regional economic development planning fund	Federal economic development fund	Provincial economic development fund	2012 Total	2011 Total
Revenue							
Net investment income	\$ 912,546	\$ 415,697	\$ -	\$ -	\$ -	\$ 1,328,243	\$ 1,441,077
Expenses							
Administration	-	77,447	-	-	-	77,447	94,117
Awards	-	-	326,823	-	5,278,427	5,605,250	4,727,884
Board expenses	-	206,753	-	-	-	206,753	117,793
Capacity and support services	-	123,630	-	-	-	123,630	7,530
Communications	-	34,926	-	-	-	34,926	17,148
Facilities and equipment	-	101,393	-	-	-	101,393	101,578
Personnel	-	573,724	-	-	-	573,724	565,944
Professional fees	-	249,698	-	-	-	249,698	139,625
	-	1,367,571	326,823	-	5,278,427	6,972,821	5,771,619
Recovery from the Foundation	-	133,924	-	-	-	133,924	75,661
	-	1,233,647	326,823	-	5,278,427	6,838,897	5,695,958
Excess (deficiency) of revenue over expenses	912,546	817,950	(326,823)	-	(5,278,427)	(5,510,654)	(4,254,881)
Net assets, beginning of year	6,012,250	2,588,123	619,576	30,000,000	16,746,935	55,966,884	60,221,765
Net assets, end of year	\$ 6,924,796	\$ 1,770,173	\$ 292,753	\$ 30,000,000	\$ 11,468,508	\$ 50,456,230	\$ 55,966,884

COAST CONSERVATION ENDOWMENT FUND FOUNDATION

2012 Financial Statements

Statement of Financial Position At December 31

	2012	2011
Assets		
Current assets		
Cash	\$ 317,610	\$ 813,722
Government and other receivables	25,733	26,873
Short-term investments	1,194,190	392,834
	<u>1,537,533</u>	<u>1,233,429</u>
Investments	68,168,221	65,987,337
	<u>\$ 69,705,754</u>	<u>\$ 67,220,766</u>
Liabilities and Net Assets		
Liabilities		
Accounts payable and accrued liabilities	\$ 116,524	\$ 121,260
Due to Society	21,739	6,474
Accrued award distribution	262,230	263,583
	<u>400,493</u>	<u>391,317</u>
Net assets		
General	24,400	13,700
Externally restricted		
Revenue fund	13,105,430	10,381,954
Regional conservation planning fund	346,816	605,180
Conservation endowment fund	55,828,615	55,828,615
	<u>69,305,261</u>	<u>66,829,449</u>
	<u>\$ 69,705,754</u>	<u>\$ 67,220,766</u>

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 Operations and Changes in Net Assets Year Ended December 31

	General	Revenue fund	Regional conservation planning fund	Conservation endowment fund	2012 Total	2011 Total
Revenue						
Contributions	\$ 10,700	\$ -	\$ -	\$ -	\$ 10,700	\$ 10,200
Net investment income	-	6,007,884	-	-	6,007,884	1,393,415
	<u>10,700</u>	<u>6,007,884</u>	<u>-</u>	<u>-</u>	<u>6,018,584</u>	<u>1,403,615</u>
Expenses						
Administration	-	23,638	-	-	23,638	23,068
Awards	-	2,806,546	258,364	-	3,064,910	2,433,183
Capacity	-	86,919	-	-	86,919	70,041
Cost sharing with the Society	-	137,182	-	-	137,182	78,835
Personnel	-	191,488	-	-	191,488	187,836
Professional fees	-	38,635	-	-	38,635	38,947
	<u>-</u>	<u>3,284,408</u>	<u>258,364</u>	<u>-</u>	<u>3,542,772</u>	<u>2,831,910</u>
Excess (deficiency) of revenue over expenses	10,700	2,723,476	(258,364)	-	2,475,812	(1,428,295)
Net assets, beginning of year	13,700	10,381,954	605,180	55,828,615	66,829,449	68,257,744
Net assets, end of year	<u>\$ 24,400</u>	<u>\$ 13,105,430</u>	<u>\$ 346,816</u>	<u>\$ 55,828,615</u>	<u>\$ 69,305,261</u>	<u>\$ 66,829,449</u>





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 2012

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

Coast Opportunity Funds

Period: October 01, 2008 to December 31, 2012

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
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	\$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	\$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	\$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	\$239,637	to implement the regional economic development strategic plan (App183)	2011 Sep 27	Active

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	\$140,894	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	\$76,142	to complete a strategic and organizational plan for the North Coast First Nations Stewardship Society (App150)	2011 Jun 14	Active
Subtotal Regional:	\$1,908,656	\$1,707,247	\$1,707,247			

COAST ECONOMIC DEVELOPMENT SOCIETY - INDIVIDUAL FIRST NATION AWARDS

Council of the Haida Nation	\$1,000,000	\$1,000,000	\$1,000,000	to consolidate tourism related businesses under a HaiCo subsidiary, Haida Tourism LP (App179)	2012 Mar 27	Active
Council of the Haida Nation	\$750,000	\$750,000	\$750,000	to provide working capital for fiscal year 2012/13 for the ongoing operations of Haida Enterprise Corporation (HaiCo) (App195)	2012 Mar 27	Active
Council of the Haida Nation	\$350,000	\$350,000	\$350,000	to build infrastructure and develop capacity for the eco-tourism sector on Haida Gwaii (App151)	2011 Sep 27	Active
Council of the Haida Nation	\$200,000	\$200,000	\$200,000	to fund short-term time-critical capital expenditures for farm infrastructure, as part of Haida's equity investment in Coastal Shellfish Corporation Limited Partnership (CSLP) (App227)	2012 May 02	Completed
Council of the Haida Nation	\$325,000	\$325,000	\$325,000	fund the setup of Skidegate Band Council's (SBC) power pole facility on Haida Gwaii (App199)	2012 Mar 27	Completed
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	Completed
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

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
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	\$508,074	\$0	\$0	to scale-up and operate an existing shellfish farm at a commercial level (App32)	2009 Sep 15	Withdrawn
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
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
Haida Enterprise Corporation	\$2,731,000	\$631,000	\$631,000	to build and operate a large-scale shellfish farm (App99)	2010 Sep 22	Withdrawn
Da'naxda'xw First Nation	\$60,000	\$60,000	\$0	to implement their Stage 2 tourism plan (App238)	2012 Sep 12	Approved *NEW*
Da'naxda'xw First Nation	\$22,935	\$22,935	\$22,935	to develop a strategic plan to guide Da'naxda'xw First Nation's tourism initiatives (App197)	2012 Mar 07	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	\$475,000	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	\$219,300	\$131,800	to setup an economic development corporation for the Gitga'at First Nation (App160)	2011 Jun 14	Active

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
Hartley Bay Village Council	\$250,000	\$250,000	\$0	to complete a three phase project to design, build and operate public washrooms, showers and laundry facilities, and a waterfront café in Hartley Bay (App231)	2012 Nov 21	Approved *NEW*
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	Completed
Heiltsuk Economic Development Corporation	\$250,000	\$250,000	\$160,000	to provide working capital for fiscal year 2012/13 for the ongoing operations of Heiltsuk Economic Development Corporation (HEDC) (App206)	2012 Jun 07	Active
Heiltsuk Economic Development Corporation	\$300,000	\$300,000	\$300,000	to reopen the Bella Bella Fish Plant (App145)	2011 Jun 14	Completed
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	Completed
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	Completed
Heiltsuk Economic Development Corporation	\$2,000,000	\$622,995	\$622,995	to scale-up and operate a large-scale shellfish farm (App100)	2010 Sep 22	Completed
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	\$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	\$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	\$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	\$750,000	\$750,000	\$750,000	to secure up to \$3,000,000 loan facility for the Heiltsuk Indian Band (App235)	2012 Jun 14	Active

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
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	\$95,000	\$95,000	\$95,000	to purchase a bus for bear viewing at Homalco Wildlife Tours (App144)	2012 Jun 07	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 Band Council	\$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
Kitasoo Development Corporation	\$660,000	\$660,000	\$0	to upgrade Kitasoo Seafoods Ltd.'s processing facilities, build new infrastructure to support plant operations, and purchase a new seine boat engine (App245)	2012 Dec 12	Approved *NEW*
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	Completed
Kitseles Band Council	\$226,089	\$226,089	\$226,089	for the completion of key facilities and infrastructure for the Kitseles Canyon Project (App10)	2009 Nov 23	Completed
K'omoks First Nation	\$402,735	\$402,735	\$402,735	to acquire a federally licensed seafood processing facility in Comox (App253)	2012 Dec 12	Active *NEW*
K'omoks First Nation	\$389,310	\$0	\$0	to construct a federally licensed shellfish processing facility in K'omoks First Nation (App143)	2011 Mar 01	Cancelled

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
Kwiakah 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	\$1,250,000	\$1,250,000	\$1,250,000	to restart and operate the community fish plant, Coast Tsimshian Fish Plant Ltd (App177)	2012 Mar 27	Active
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	\$750,000	\$750,000	\$0	to secure a \$3,000,000 loan facility for the Lax Kw'alaams Indian Band (App203)	2012 Mar 27	Approved
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
Mamalilikulla-Qwe'Qwa'Sot'Em First Nation	\$143,433	\$143,433	\$120,000	to build tourism infrastructure in Mamalilikulla Qwe'Qwa'Sot'Em First Nation's traditional territory (App204)	2012 Jun 07	Active

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
Metlakatla Development Corporation	\$200,000	\$200,000	\$200,000	to fund short-term time-critical capital expenditures for farm infrastructure, as part of Metlakatla's equity investment in Coastal Shellfish Corporation Limited Partnership (CSLP) (App228)	2012 May 02	Completed
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	\$1,700,000	\$462,000	\$462,000	to scale-up and operate a large-scale shellfish farm in partnership with the Dalian Blossom Group of China (App98)	2010 Sep 22	Withdrawn
Metlakatla Development Corporation	\$20,000	\$0	\$0	for a Capacity Building and Employment Initiative (App61)	2009 Nov 23	Withdrawn
Metlakatla Development Corporation	\$426,994	\$0	\$0	to scale-up and operate an existing shellfish farm at a commercial level (App30)	2009 Sep 15	Withdrawn
'Namgis First Nation	\$175,000	\$175,000	\$0	to secure up to a \$650,000 loan facility for the 'Namgis First Nation (App242)	2012 Sep 12	Approved *NEW*
Nisga'a Lisims Government	\$151,125	\$56,125	\$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
Nuxalk Development Corporation	\$418,713	\$418,713	\$0	to conduct business planning, restructuring implementation and research for Nuxalk Development Corporation (App178)	2012 Dec 12	Approved *NEW*
Nuxalk Nation	\$242,265	\$242,265	\$242,265	to develop a Forest Sector strategy for the Nuxalk Nation (App175)	2011 Sep 27	Active

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
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
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
Ulkatcho First Nation	\$200,000	\$200,000	\$200,000	to restart West Chilcotin Forest Products' sawmill in Anahim Lake (App249)	2012 Sep 24	Active *NEW*
Ulkatcho First Nation	\$500,000	\$500,000	\$0	to secure up to a \$2,000,000 loan facility for the Ulkatcho First Nation (App243)	2012 Sep 24	Approved *NEW*
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	\$114,650	\$114,650	\$0	to recapitalize, resource and implement Wui'kinuxv Economic Development Corporation's (WEDCO) economic development plan (App256)	2012 Nov 21	Approved *NEW*
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
Wui'kinuxv Nation	\$80,864	\$80,864	\$80,864	to develop a strategic economic development plan for the Wui'kinuxv Nation (App202)	2012 Jun 07	Active
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:	\$28,754,121	\$20,529,855	\$16,852,849			
Total Economic Development Awards (Regional and Individual):	\$30,662,777	\$22,237,102	\$18,560,096			

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
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	\$28,500	\$28,500	\$0	to fund an organizational and strategic assessment of Heiltsuk Integrated Resource Management Department and to share lessons with other Nations (App254)	2012 Sep 12	Approved *NEW*
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
GBIS Members	\$108,000	\$0	\$0	to support the Conservation and Benefit Sharing Agreement adaptive management pilot project (App39)	2009 Jan 22	Withdrawn
NCS Members	\$272,150	\$272,150	\$272,150	to fund operating and administrative costs for three regional conservation initiatives: EBM implementation, Nanwakolas Referrals Office, and strategic planning (App213)	2012 Jun 14	Active
NCS Members	\$198,309	\$178,309	\$178,309	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	Completed
NCSFNSS Members	\$114,214	\$114,214	\$114,214	to complete a strategic and organizational plan for the North Coast First Nations Stewardship Society (App148)	2011 Jun 14	Active
NCSFNSS Members	\$78,775	\$78,775	\$0	to support the launch of a peer-to-peer network to support monitoring activities in North Coast-Skeena region and the development of a North Coast-Skeena Monitoring Plan (App259)	2012 Nov 21	Approved *NEW*

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
Subtotal Regional:	\$2,031,598	\$1,760,459	\$1,653,184			

COAST CONSERVATION ENDOWMENT FUND FOUNDATION - INDIVIDUAL FIRST NATION AWARDS

Campbell River Indian Band	\$36,511	\$36,511	\$36,511	to fund the Heydon Bay Salmon Enumeration Project for the 2012 season (App222)	2012 Jun 14	Active
Campbell River Indian Band	\$24,895	\$24,895	\$24,895	to fund the Heydon Bay Salmon Enumeration Project for the 2011 season (App149)	2011 Aug 31	Completed
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	Completed
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	\$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 (App232)	2012 Jun 14	Active
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

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
Council of the Haida Nation	\$1,244,420	\$1,244,420	\$0	to fund the effective and efficient implementation of the Reconciliation Protocol land and resource stewardship objectives (App216)	2012 Jun 14	Approved
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
Gwa'sala-'Nakwaxda'xw First Nation	\$70,000	\$70,000	\$70,000	to provide support for the Vessel Operator Training Program (App260)	2012 Nov 21	Active *NEW*
Gwa'sala-'Nakwaxda'xw First Nation	\$120,000	\$120,000	\$120,000	to provide core support to the Stewardship Program in 2012 (App205)	2012 Mar 07	Active
Gwa'sala-'Nakwaxda'xw First Nation	\$125,553	\$125,553	\$125,553	to fund the 2011 Stewardship Program (App119)	2011 Sep 27	Completed
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	\$278,000	\$278,000	\$278,000	to support the ongoing operations of the Gitga'at Guardians Program (App220)	2012 Sep 24	Active *NEW*
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
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	Completed

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
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	\$500,000	\$500,000	\$500,000	to fund core operating expenses for Heiltsuk Integrated Resource Management Department in FY2012/2013 (App215)	2012 Mar 27	Active
Heiltsuk Indian Band	\$93,750	\$93,750	\$93,750	to fund the staff and infrastructure needed to establish an effective referrals management process (App147)	2011 Nov 02	Active
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	\$210,000	\$210,000	\$0	to fund core operating expenses for Heiltsuk Integrated Resource Management Department in FY2012/2013 (App252)	2012 Sep 24	Approved *NEW*
Heiltsuk Indian Band	\$330,000	\$330,000	\$330,000	to fund the Heiltsuk Integrated Resource Management Department for 2010 (App83)	2010 Apr 20	Completed
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	\$299,345	\$299,345	\$299,345	to fund the Natural Resources Department for FY2012/13 (App219)	2012 Jun 14	Active
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
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 Band Council	\$222,450	\$222,450	\$222,450	to support multiple bear-related research projects through the newly-formed Spirit Bear Research Foundation (App211)	2012 Mar 27	Active
Kitasoo Band Council	\$143,162	\$143,162	\$0	to provide core support to the Kitasoo/Xaixais Watchman Program in 2012 (App210)	2012 Mar 07	Approved

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
Kitasoo Band Council	\$75,000	\$75,000	\$75,000	for the Watchman Program FY2010 (App93)	2010 Jun 16	Completed
Kitasoo Band Council	\$79,000	\$79,000	\$79,000	for the 2009 Kitasoo Watchman Program (App5)	2009 May 04	Completed
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
Kwiakah Indian Band	\$11,374	\$11,374	\$11,374	to ensure the continuation of their salmon enhancement program in the Phillips Estuary Conservancy by repairing a washed out access road (App212)	2012 Mar 07	Completed
Lax Kw'alaams Indian Band	\$183,250	\$183,250	\$183,250	to fund fisheries research, environmental monitoring, and stewardship capacity (App237)	2012 Jun 14	Active
Lax Kw'alaams Indian Band	\$140,607	\$140,607	\$140,607	to fund the further development and implementation of a resource monitoring program (App176)	2011 Aug 31	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	Completed
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	\$200,000	\$200,000	\$200,000	to establish a Metlakatla Stewardship Society and fund the inaugural year of the Metlakatla Stewardship Office (App221)	2012 Jun 14	Active
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
Nisga'a Lisims Government	\$64,900	\$64,900	\$64,900	to develop in cooperation with the local hunting community a Moose Recovery Plan for the Nass Wildlife Area (App251)	2012 Sep 12	Active *NEW*
Nuxalk Nation	\$72,169	\$72,169	\$72,169	to support the on-going development of the Nuxalk Integrated Resources Office for first quarter of FY2012-2013 (App209)	2012 Mar 07	Active

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
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	\$328,000	\$328,000	\$0	to support the on-going development of the Nuxalk Integrated Resources Office through FY2012-2013 (App218)	2012 Sep 24	Approved *NEW*
Nuxalk Nation	\$150,753	\$150,753	\$150,753	to fund the development of the Nuxalk Integrated Resource Office (App84)	2010 Apr 20	Completed
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
Wui'kinuxv Nation	\$287,725	\$287,725	\$287,725	to support the launch of the Wuikinuxv Integrated Resource Stewardship Office (App214)	2012 Mar 27	Active
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	Completed
Subtotal Individual:	\$9,195,098	\$9,150,903	\$7,011,238			
Total Conservation Awards (Regional and Individual):	\$11,226,696	\$10,911,362	\$8,664,422			
Grand Total All Programs:	\$41,889,473	\$33,148,464	\$27,224,518			