

## Morrison, Trevor FLNR:EX

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**From:** Elisa Kreller [Elisa@coastfunds.ca]  
**Sent:** Tuesday, May 21, 2013 10:40 AM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Dave  
**Subject:** RE: Proposed amendment to PAFA

Our conference call number is: s.15, s.17

---

**From:** Annett, Rory K FLNR:EX [<mailto:Rory.Annett@gov.bc.ca>]  
**Sent:** May-21-13 8:54 AM  
**To:** Elisa Kreller  
**Cc:** Dave  
**Subject:** RE: Proposed amendment to PAFA

Thanks, Eliza!

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**From:** Elisa Kreller [<mailto:Elisa@coastfunds.ca>]  
**Sent:** Tuesday, May 21, 2013 8:13 AM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Dave  
**Subject:** Re: Proposed amendment to PAFA

Rory,

Call at 11:30 confirmed. Will send you our conference call number later this morning.

Elisa

Sent from my BlackBerry 10 smartphone.

---

**From:** Annett, Rory K FLNR:EX  
**Sent:** Friday, May 17, 2013 4:20 PM  
**To:** Elisa Kreller  
**Cc:** Dave  
**Subject:** RE: Proposed amendment to PAFA

Hi, Eliza. Let's chat next week. I have some "blue sky" ideas I want to flash past you. Does Tuesday at 11:30 work for you?

Have a great long weekend! Rory.

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**From:** Elisa Kreller [<mailto:Elisa@coastfunds.ca>]  
**Sent:** Tuesday, May 14, 2013 12:04 PM  
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We need to report progress on this issue to our Board in early June. They are concerned that this issue will get buried given the changes that may arise from today's election.

Give me a call to discuss if you have any questions or concerns.

Best regards,

*Elisa*

**Elisa Kreller** | Director of Finance and Administration | **Coast Opportunity Funds**

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

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C: 604-633-0535, Toll free: 1-888-684-5223

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[www.coastopportunityfunds.ca](http://www.coastopportunityfunds.ca)

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**From:** Mary Speer

**Sent:** April-23-13 3:14 PM

**To:** Craig Sutherland ([Craig.Sutherland@gov.bc.ca](mailto:Craig.Sutherland@gov.bc.ca))

**Cc:** Julian C Paine ([Julian.Paine@gov.bc.ca](mailto:Julian.Paine@gov.bc.ca)); [Rory.Annett@gov.bc.ca](mailto:Rory.Annett@gov.bc.ca); Dave; Elisa Kreller

**Subject:** Proposed amendment to PAFA

Good afternoon Craig,

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Thank you,

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**From:** Paine, Julian C CSCD:EX  
**Sent:** Friday, May 17, 2013 3:05 PM  
**To:** Sutherland, Craig FLNR:EX; Annett, Rory K FLNR:EX  
**Subject:** Re: Proposed amendment to PAFA

Works for me

Sent from my BlackBerry 10 smartphone on the TELUS network.

---

**From:** Sutherland, Craig FLNR:EX  
**Sent:** Friday, May 17, 2013 1:30 PM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Paine, Julian C CSCD:EX  
**Subject:** RE: Proposed amendment to PAFA

Makes sense – let us know what you find out. Thanks

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**From:** Annett, Rory K FLNR:EX  
**Sent:** Tuesday, May 14, 2013 1:09 PM  
**To:** Sutherland, Craig FLNR:EX; Paine, Julian C CSCD:EX  
**Subject:** FW: Proposed amendment to PAFA

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April 23, 2013

Craig Sutherland  
Assistant Deputy Minister, Coast Area  
Ministry of Forests, Lands and Natural Resource Operations  
PO Box 9352  
Victoria, BC V8W 9M1

Dear Craig:

**Re: Proposed Amendment to the Performance and Accountability Funding Agreement**

This letter is to request an extension of the term of the Performance and Accountability Funding Agreement (PAFA) from June 30, 2014 to December 31, 2017.

**Background**

PAFA was signed on March 30, 2007 by the Province and Coast Economic Development Society (CEDS). In accordance with section 2.01, the agreement terminates on June 30, 2014, seven years and three months from the date the agreement was executed. If the term of the agreement is not extended, the agreement simply expires.

It was originally anticipated that the capital would be substantially expended within a seven year timeframe. However, after four years CEDS has disbursed only 32% of the available capital. This slower pace is attributed to a number of factors including: economic slowdown commencing in 2008; existence of few low risk, cash flow positive investment opportunities; and the time required for First Nations to first address capacity and internal infrastructure needs.

The Board recently concluded that CEDS should take the steps necessary to renew its management of the capital beyond 2014. Our view is 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. On an annual basis we confirm that we have sufficient financial resources to fund operating costs for this extended lifespan.

**Governing Documents**

CEDS' operations are governed by both PAFA and the Conservation Investments and Initiatives Agreement (CIIA). The Province is not a signatory of CIIA.

Both agreements provide parameters for the investment of the original contributions, the grant process, and minimum reporting standards. CIIA does not have a term and will continue to govern CEDS until all capital is expended and the entity is wound-up.

Although CEDS will continue to operate on substantially the same terms and conditions if PAFA is not extended, the Board's strong preference is to extend the term of PAFA as the provincial government's continued involvement with and support of our organization is highly valued.

**COAST ECONOMIC DEVELOPMENT SOCIETY**

Suite 1455-409 Granville Street Vancouver, BC V6C 1T2  
Phone 604.684.0223 Fax 604.684.0204 Email [info@coastfunds.ca](mailto:info@coastfunds.ca) Web [www.coastfunds.ca](http://www.coastfunds.ca)

**Proposed Amendment to PAFA**

Current

- 2.01 The term of this Agreement will commence on execution and delivery and will end 7 years and 3 months from the commencement of the Term, unless terminated earlier in accordance with section 9.02.

Proposed

- 2.01 The term of this Agreement will end on December 31, 2017, unless terminated earlier in accordance with section 9.02.

We are available at your convenience to discuss this proposed amendment. Please do not hesitate to contact me if you have any questions (250-323-3235 or dave@coastfunds.ca).

Best regards,



Dave Mannix  
Executive Director  
Coast Economic Development Society

cc Julian Paine  
Assistant Deputy Minister  
Ministry of Community, Sport and Cultural Development

Rory Annett  
Executive Director, Coastal Projects  
Ministry of Forests, Lands and Natural Resource Operations

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Dear Craig:

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**Background**

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**To:** Paine, Julian C CSCD:EX  
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**Subject:** RE: Proposed amendment to PAFA

I agree.

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Julian C. Paine  
Assistant Deputy Minister Local Government  
Ministry of Community, Sport and Cultural Development  
(250) 387-5312

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Both agreements provide parameters for the investment of the original contributions, the grant process, and minimum reporting standards. CIIA does not have a term and will continue to govern CEDS until all capital is expended and the entity is wound-up.

Although CEDS will continue to operate on substantially the same terms and conditions if PAFA is not extended, the Board's strong preference is to extend the term of PAFA as the provincial government's continued involvement with and support of our organization is highly valued.

**COAST ECONOMIC DEVELOPMENT SOCIETY**

Suite 1455-409 Granville Street Vancouver, BC V6C 1T2  
Phone 604.684.0223 Fax 604.684.0204 Email [info@coastfunds.ca](mailto:info@coastfunds.ca) Web [www.coastfunds.ca](http://www.coastfunds.ca)

## **Proposed Amendment to PAFA**

### Current

- 2.01 The term of this Agreement will commence on execution and delivery and will end 7 years and 3 months from the commencement of the Term, unless terminated earlier in accordance with section 9.02.

### Proposed

- 2.01 The term of this Agreement will end on December 31, 2017, unless terminated earlier in accordance with section 9.02.

We are available at your convenience to discuss this proposed amendment. Please do not hesitate to contact me if you have any questions (250-323-3235 or dave@coastfunds.ca).

Best regards,



Dave Mannix  
Executive Director  
Coast Economic Development Society

cc Julian Paine  
Assistant Deputy Minister  
Ministry of Community, Sport and Cultural Development

Rory Annett  
Executive Director, Coastal Projects  
Ministry of Forests, Lands and Natural Resource Operations

## Morrison, Trevor FLNR:EX

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**From:** Annett, Rory K FLNR:EX  
**Sent:** Monday, April 15, 2013 1:44 PM  
**To:** de Bree, Jennifer FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** RE: Coast Funds: Request for Director Nominations

Thanks, Jennifer. Craig and I discussed and couldn't really come up with a name... I'll continue to give it some thought...

---

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Monday, April 15, 2013 10:18 AM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** Coast Funds: Request for Director Nominations

Hi Rory.

Just following up on your advice regarding the Coast Funds Request for Director Nominations.

Many thanks for your assistance. I look forward to hearing from you.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

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**From:** MacKnight, Heather FLNR:EX  
**Sent:** Monday, April 8, 2013 8:40 AM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** de Bree, Jennifer FLNR:EX  
**Subject:** FW: Coast Funds: Request for Director Nominations

Rory,

Is this something you would provide Craig with advice on? Note the due date.

Heather

---

**From:** Sutherland, Craig FLNR:EX [<mailto:Craig.Sutherland@gov.bc.ca>]  
**Sent:** Friday, April 5, 2013 2:38 PM  
**To:** MacKnight, Heather FLNR:EX  
**Subject:** FW: Coast Funds: Request for Director Nominations

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**From:** davemannix[[SMTP:DAVEMANNIX@COASTFUNDS.CA](mailto:SMTP:DAVEMANNIX@COASTFUNDS.CA)]  
**Sent:** Friday, April 05, 2013 2:36:27 PM  
**To:** Sutherland, Craig FLNR:EX  
**Subject:** Coast Funds: Request for Director Nominations  
**Auto forwarded by a Rule**

Dear Craig,

Coast Opportunity Funds is currently seeking to fill 3 Board positions. At this time, we invite you to submit the name or names of potential nominees (for each nominee, please also provide contact information and curriculum vitae). The call for nominations will be open until **Tuesday, April 30<sup>th</sup>**. The attached recruitment brief provides detailed information about the position and qualifications; if you have any further questions, please feel free to contact me at [dave@coastfunds.ca](mailto:dave@coastfunds.ca) or 250-323-3235.

Thank you,

**Dave Mannix**  
**Executive Director**



## Morrison, Trevor FLNR:EX

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**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Monday, April 15, 2013 10:18 AM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** Coast Funds: Request for Director Nominations  
**Attachments:** 13-04-05 2013 Director Nominee Recruitment Brief - FINAL.pdf

Hi Rory.

Just following up on your advice regarding the Coast Funds Request for Director Nominations.

Many thanks for your assistance. I look forward to hearing from you.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
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Thank you,

**Dave Mannix**  
**Executive Director**



# **RECRUITMENT BRIEF**

Search for Nominees to Board of Directors

## **COAST OPPORTUNITY FUNDS**

**COAST ECONOMIC DEVELOPMENT FUNDS and  
COAST CONSERVATION ENDOWMENT FUND FOUNDATION**

**April 2013**



# RECRUITMENT BRIEF

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## Introduction

Coast Opportunity Funds (or Coast Funds) is currently seeking to fill three Board positions. This brief is to provide information to individuals interested in serving as a Director on our Board. It includes an overview of Coast Funds, our governance practices, nominee profile, and the recruitment process.

Attachment A includes a description of our funds, vision, mission statement, and strategic goals.

## Governance

The Board embraces and aspires to best practices in the area of governance. The Board's practices include:

- Adoption of a Board Charter which includes position descriptions for the Board, Chair and Directors;
- Development of a self-evaluation process for the Board and Directors;
- Development of a position description and evaluation framework for the Executive Director; and
- Development of a competency matrix to confirm minimum collective skills of the Board.

### *Role of the Board*

The Board consists of nine Directors elected by the voting Members of Coast Economic Development Society and Coast Conservation Endowment Foundation.

The Board provides leadership with specific responsibility for:

- Executive Director appointment and evaluation;
- Development and approval of strategic plan;
- Oversight of financial performance, risk management and communications;
- Thorough scrutiny and decision-making on award applications for use of the Funds

### *Role of the Chair*

As a presiding Director, the Board Chair provides leadership in guiding the Board and coordinating its activities in the best interest of Coast Funds. In performing this role, the Chair manages the affairs of the Board, works closely with the Executive Director, including ensuring effective relations with First Nations, government, the private funders, and other stakeholders.

It is anticipated that there will be a vacancy in the Chair position in the near future and that the new Chair will be one of the other Directors. Accordingly, a key quality we are looking for in new Directors is the ability to fulfill the Chair role.

### *Director Duties and Responsibilities*

The Coast Funds Board is a proactive, working Board with active committees. Board members are expected to be active, working members of the Board in carrying out its functions during and between Board meetings. The responsibilities of each Director include:

- Understanding and complying with his or her legal duties and obligations as a Board member. These include:



# RECRUITMENT BRIEF

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- i. Acting in good faith and in the best interests of Coast Funds;
  - ii. Acting with the care, skill and diligence of a reasonably prudent person;
  - iii. Complying with Coast Fund's Code of Conduct; and
  - iv. Keeping up to date with current governance issues and practices.
- Contributing to the definition and accomplishment of Coast Funds' strategies, goals and objectives;
  - Understanding Coast Funds' activities, its strategic plans, the context in which the Coast Funds operates, the risks and challenges involved in achieving its objectives, and the Coast Funds' organizational structure and its culture and the Board's oversight role of these issues; and
  - Making best efforts to attend Board meetings, participating actively in Board meetings and expressing his or her views frankly and fully.

## ***Board Committees***

There are five Board committees: Investment, Finance and Audit, Project Review, Communications, Strategic Advisory, and Capacity. The Board has established terms of reference for each committee. These are active committees with substantive roles.

In his or her first year, a Director will serve on at least one committee. In subsequent years, a Director may be asked to serve on at least two committees.

## ***Compensation***

In addition to reimbursement of eligible business expenses, Directors will be paid a meeting fee.

Directors who attend Board and committee meetings are entitled to a per diem meeting fee of \$850 per day and \$425 per half day. The full day rate applies to all meetings that last four hours or longer. The half day rate applies to all meetings less than four hours.

Travel day fees per Board or committee meeting, based on \$500 per full day and \$250 per half day, are payable as follows:

- |  |                    |
|--|--------------------|
| ○ From northern British Columbia         | Two days (\$1,000) |
| ○ From out of province east of Manitoba  | Two days (\$1,000) |
| ○ From Vancouver Island                  | Half day (\$250)   |
| ○ From within the Greater Vancouver Area | Nil                |

## ***Indemnity***

The organization carries a Directors and Officers insurance policy with a \$5 million limit.

## ***Time Commitment***

It is expected that Directors spend about on average about 12 hours per month to prepare for and attend meetings as well as participate in education and development sessions. In a month when both a committee and Board meeting have been scheduled, the time commitment may range up to 16 hours. These estimates do not include travel time.



# RECRUITMENT BRIEF

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The Board meets approximately five times per year including:

- Three regular full day meetings;
- One half day meeting; and
- One regular full day meeting scheduled during a three day trip to one of our First Nation coastal communities.

The Board meetings are generally held in Vancouver during business hours. Directors are encouraged to attend in person but have the option of attending via conference call. Time needed to prepare for Board meetings is estimated to be at least one half day per meeting.

Committees meet approximately four to five times per year. These meetings are usually between one to three hours in duration. Most committee meetings are held via conference call. Time needed to prepare for committee meetings is estimated to be at about 3 hours per meeting.

In 2013 the Board will be holding a three day meeting in Haida Gwaii in September and a one day strategic planning session in late October. Additional Board and committee meetings may be scheduled.

The term of office of Directors will normally be four years. Directors may be elected for up to three consecutive terms.

## Nominee Profile

The eligibility of all nominees is subject to the bylaws including the requirement to use a competency matrix for the determination of the minimum collective skill sets and experience of the Board. Attachment B includes a description of the competencies and a rating key.

The specific skills, experience and background sought in nominees is as follows:

### *Personal Attributes*

Nominees must demonstrate adherence to high ethical standards, wisdom, and strong interpersonal skills. They must be committed to Coast Fund's values and vision and be able to commit the time required to prepare for and attend meetings and participate in Director education and development sessions.

### *Minimum Requirements*

All nominees must possess:

- Minimum of three years Board experience; and
- An expert rating in at least three of the competencies outlined in the Attachment B.

### *Specific Skills and Experience*

Based on an assessment of the optimal collective skills of the Board, the following are the main areas of experience sought in the three new Board members:

Corporate/ Business/ Finance

Experience with or knowledge of general business practices including investment in start-ups, deal analysis and financing, marketing. Experience working in sustainable sectors is highly valued



## RECRUITMENT BRIEF

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	Experience is commensurate with minimum seven years experience in a leadership role for a business or directly responsible for business/ economic development
Conservation	<p>Experience with or knowledge of ecological conservation practices (planning, management, research, sources of funding) and matters impacting ecological conservation</p> <p>Experience is commensurate with minimum seven years in a senior management role responsible for conservation initiatives</p>
Communications and Public Affairs	<p>Experience with or knowledge of communications best practices, experience dealing with the media, government, understanding of stakeholder engagement and First Nation communication issues</p> <p>Experience is commensurate with minimum seven years in a senior management role with responsibility for external communications for a relatively complex organization</p>
Human Resources Management	<p>Experience with or knowledge of human resource management best practices</p> <p>Experience is commensurate with minimum of seven years responsibility for HR management for at least ten personnel in a relatively complex environment</p>

## Recruitment Process

The Great Bear Initiative Society, Nanwakolas Council, North Coast Skeena First Nations Stewardship Society and Council of the Haida Nation are entitled to each nominate an individual for election to the Board from time to time. In 2013 it is anticipated that the Council of the Haida Nation will provide a list of nominees for one of the three vacancies.

The process for identifying and selecting other nominees is to ask all Directors, Members, private and public funders to provide recommendations for potential nominees:

- All potential nominees, including those nominated by Haida, must provide a resume or curriculum vitae. Additional information may be required to confirm the existence of real or perceived conflicts of interest.
- The Nominations Committee will screen these candidates based on:
  - i. Alignment with the above noted nominee profile;
  - ii. Identification and review of conflicts of interest; and
  - iii. Eligibility criteria outlined in the bylaws.
- Provided a Haida nominee satisfies the criteria for appointment, the Nominations Committee will recommend their election.
- With respect to the other vacancies, the Nominations Committee will interview a short list of candidates. This is an opportunity for members of the Board and the candidate to discuss



## RECRUITMENT BRIEF

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background information relevant to the Director position as well as determine if there is an appropriate “fit” with Coast Funds’ vision and culture.

- All preferred candidates will be subject to a background check.
- Members will vote on the appointment of Directors at the Annual General Meeting in June 2013.

Nominees who are elected to the Board will be supported with a comprehensive orientation program tailored to their specific needs.

### Additional Information

For more information including biographies of current Directors and staff, copies of the governing documents, policies, and financial statements, please visit our website at [www.coastfunds.ca](http://www.coastfunds.ca) or contact our Executive Director Dave Mannix at [dave@coastfunds.ca](mailto:dave@coastfunds.ca) or 250-323-3235.

### Attachments

- A Overview of Coast Funds
- B Competency Matrix - Description and Ratings Key





# RECRUITMENT BRIEF

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## Attachment A – Overview of Coast Funds

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 is vital to a sustainable environment in the Central Coast, North Coast and Haida Gwaii areas of coastal British Columbia.

### *Why Is This So Important?*

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

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

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

### *Structure of Coast Funds*

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

CCEFF is a registered Canadian charity (with US 501c3 equivalency) responsible for managing a permanent endowment fund of approximately \$56 million. The income generated from this fund will provide ongoing funding to First Nations to support conservation science, resource planning, capacity development and related conservation management activities. Funding is 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.

CEDS is a not-for-profit corporation responsible for managing a \$60 million economic development fund for First Nation communities and businesses. The capital in this fund is invested in job creation and business development initiatives over a finite term, targeting economic sectors identified as having good potential for sustainable development in the region.



# RECRUITMENT BRIEF

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## *Vision and Mission Statements*

**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 of the Great Bear Rainforest and Haida Gwaii to support sustainable economic development and conservation management in the Central Coast, North Coast and Haida Gwaii areas of coastal British Columbia.

## *Strategic Goals*

Coast Funds' core strategic goals are:

- To promote robust and diverse community economies throughout the region. Over the long term, this work will catalyze a shift to a more sustainable regional economy based on preserving ecological integrity of the coastal temperate rainforest.
- To contribute to conservation goals that include a substantial network of well-managed protected areas and the adoption of ecosystem-based management (EBM) practices.
- To increase the capacity in First Nations' communities to realize sustainable economic development opportunities and participate in conservation management, project development and job development.
- To build relationships and support partnerships and integrated regional planning and collaboration with non-government organizations and agencies, local governments and business groups involved in sustainable economic and community development in the region.
- To exchange information, knowledge, expertise, and lessons with conservation and sustainable economic development investment programs in BC, Canada and world wide; and
- To ensure that Coast Funds has the capacity and capability as an organization to support First Nations' efforts throughout the region.

## *Our Work*

We understand that the way in which First Nations manage and control the environment and the economy of the Great Bear Rainforest will determine not only their own future, but the future of the Great Bear Rainforest as a whole. It is fundamental for Coast Funds to support First Nations as they lead the way towards fulfilling the vision. That understanding has helped guide decisions in our work:

- We partner with First Nations to develop successful applications that fund sound, high quality projects. To that end, we endeavour to provide the highest level of support to the First Nations, making consistent, responsible decisions, and adhering to principles of transparency, accountability and responsiveness.
- We support First Nations in their capacity strengthening efforts and the development of relationships with other 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.



# RECRUITMENT BRIEF

## Coast Opportunity Funds ATTACHMENT B - Competency Matrix - Description and Ratings Key

Competency	Description	Expert = 3	Strong = 2	Basic Working Knowledge = 1	Minimal or No Experience = 0
Board and Governance	Experience with or knowledge of governance best practices, roles and responsibilities of members, Directors and staff, experience with strategic planning and risk management	Minimum 7 years Board experience for a relatively complex organization	Minimum 3 years Board experience for a relatively complex organization	Minimum 3 years Board experience	0 rating is not acceptable, candidate must have a minimum 3 years Board experience
Corporate/ Business/ Finance	Experience with or knowledge of general business practices including investment in startups, deal analysis and financing, marketing. Experience working in sustainable sectors is highly valued	Minimum 7 years experience in a leadership role for a business or directly responsible for business/ economic development	Minimum 3 years experience either directly responsible for economic development or as a member of a senior management team	Minimum 3 years working experience in a corporate environment in at least a middle management role	Minimal or no experience in a corporate environment
Conservation	Experience with or knowledge of ecological conservation practices (planning, management, research, sources of funding) and matters impacting ecological conservation	Minimum 7 years in a senior management role responsible for conservation initiatives	Minimum 3 years experience directly responsible for conservation initiatives	Minimum 3 years working in an entity focused on conservation initiatives in at least a middle management role	Minimal or no experience working on conservation initiatives
Communications and Public Affairs	Experience with or knowledge of communications best practices, experience dealing with the media, government, understanding of stakeholder engagement and First Nation communication issues	Minimum 7 years in a senior management role with responsibility for external communications for a relatively complex organization	Minimum 3 years experience in a senior role with responsibility for external communications	Minimum 3 years experience in a role with requires significant oral and written communication skills	Minimal or no direct responsibility for managing either internal or external communications



# RECRUITMENT BRIEF

## Coast Opportunity Funds ATTACHMENT B - Competency Matrix - Description and Ratings Key

Competency	Description	Expert = 3	Strong = 2	Basic Working Knowledge = 1	Minimal or No Experience = 0
BC First Nations Culture, History, Governance and Administration	Experience with or knowledge of history, legislation impacting First Nations, politics, how First Nation organizations operate from both a political and organizational perspective	Minimum 7 years in a role with senior level responsibility either in a First Nations organization or in an organization working with First Nations	Minimum 3 years experience in a senior role either in a First Nations organization or in an organization working with First Nations	Minimum 3 years in a role where a general knowledge of BC First Nations is required	Minimal or no direct experience with First Nations or First Nation organizations
Government Relations	Experience with or knowledge of provincial and federal political and bureaucratic systems and priorities	Minimum 7 years in a senior role either in government or in an organization focused on relationships with government	Minimum of 3 years in a senior role either in government or in an organization focused on relationships with government	Minimum 3 years in a role where a general knowledge of provincial and federal government is required	Minimal or no direct experience with government
Accounting/ Auditing/ Tax	Experience with or knowledge of generally accepted accounting practices, auditing, tax legislation and the practices of Canada Revenue Agency	Minimum 7 years experience with responsibility for managing accounting/ auditing/ tax for a relatively complex organization, academic qualifications include an accounting designation	Minimum 3 years experience with responsibility for managing accounting/ auditing/ tax for a relatively complex organization, academic qualifications include an accounting designation	Minimum 3 years in a role where a general knowledge of accounting, auditing and tax is required	Minimal or no direct experience with accounting, auditing and tax



# RECRUITMENT BRIEF

## Coast Opportunity Funds ATTACHMENT B - Competency Matrix - Description and Ratings Key

Competency	Description	Expert = 3	Strong = 2	Basic Working Knowledge = 1	Minimal or No Experience = 0
Investments	Experience with or knowledge of best practices for investment management.	Minimum 7 years experience in a decision making capacity for the determination of investment policies and ongoing monitoring of performance and compliance	Minimum 3 years experience in a decision making capacity for the determination of investment policies and ongoing monitoring of performance and compliance	Minimum 3 years in a role where a general knowledge of the management of investments in accordance with best practices is required	Minimal or no direct experience with investment management
Legal	Experience with or knowledge of the law, having earned a law degree in British Columbia	Minimum 7 years practice in British Columbia	Minimum 3 years practice in British Columbia	Minimum of 7 years in a role where a general knowledge of the law is required	No direct experience with the law and legal concepts
Not for Profit	Experience with or knowledge of operating, financial and regulatory environment in British Columbia for non-profit societies and foundations	Minimum 7 years experience in a leadership role for a not for profit	Minimum 3 years experience in a senior management role for a not for profit	Minimum 3 years working experience in a not for profit environment in at least a middle management role	Minimal or no experience in not for profit environment
Human Resources Management	Experience with or knowledge of human resource management best practices	Minimum of 7 years responsibility for HR management for at least 10 personnel in a relatively complex environment	Minimum 3 years responsibility for HR management for at least 5 personnel	Minimum 3 years in a role where a general knowledge of human resource management is required	Minimal or no direct experience with human resource management

## Morrison, Trevor FLNR:EX

---

**From:** Sutherland, Craig FLNR:EX  
**Sent:** Tuesday, April 9, 2013 12:30 PM  
**To:** Annett, Rory K FLNR:EX  
**Subject:** Re: Coast Funds: Comprehensive Review - Final Report

Thanks Rory - I will read it. Let's discuss your two discussion points at our next update Mtg.

Craig Sutherland  
Coast Area ADM, MFLNR  
Victoria, BC  
Cell: s.17

On 2013-04-08, at 8:05 PM, "Annett, Rory K FLNR:EX" <[Rory.Annett@gov.bc.ca](mailto:Rory.Annett@gov.bc.ca)> wrote:

Craig, good report and the response from the Board seems appropriate to me. I would appreciate the opportunity to participate in any further dialogue. I suggest you look at the Exec summary and response if you have 15 minutes.

We should discuss a couple of things:

- Whether s.22 still wants to be a member. If not, I suggest we find another who is actively engaged in relevant issues in the geographic area, and
- An amendment of the foundational agreements to reflect the Board's view that it continue to manage the fun beyond 2014. I suggest we undertake this as part of the discussions on the 2014 LU00's.

Cheers, Rory.

**From:** MacKnight, Heather FLNR:EX  
**Sent:** Monday, April 8, 2013 9:14 AM  
**To:** Annett, Rory K FLNR:EX  
**Subject:** FW: Coast Funds: Comprehensive Review - Final Report

Double checking...not sure if I forwarded this to you. If not, I apologize.

**From:** Sutherland, Craig FLNR:EX [<mailto:Craig.Sutherland@gov.bc.ca>]  
**Sent:** Friday, March 22, 2013 4:07 PM  
**To:** MacKnight, Heather FLNR:EX  
**Subject:** FW: Coast Funds: Comprehensive Review - Final Report

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**From:** davemannix[[SMTP:DAVEMANNIX@COASTFUNDS.CA](mailto:SMTP:DAVEMANNIX@COASTFUNDS.CA)]  
**Sent:** Friday, March 22, 2013 4:02:36 PM  
**To:** Sutherland, Craig FLNR:EX  
**Subject:** Coast Funds: Comprehensive Review - Final Report Auto forwarded by a Rule

Dear Craig,

As you know, last year the Coast Funds Board decided to commission a comprehensive independent organizational review, which was undertaken by HB Consulting Ltd. A copy of the Final Report is attached, accompanied by a letter from the Chair, Merv Child, with the Board's response to the recommendations. Please note that s.22

s.22, but I would be happy to answer any questions you may have, and will return calls or emails immediately upon my return.

Dave Mannix  
Executive Director

Coast Opportunity Funds

T: 250-755-9594/ 250-323-3235

[www.coastopportunityfunds.ca](http://www.coastopportunityfunds.ca)<<http://www.coastfunds.ca/>>

<Letter from Chair re Comprehensive Review Report - C Sutherland.pdf> <Coast Funds  
Comprehensive Organizational Review - FINAL REPORT.pdf>

## Morrison, Trevor FLNR:EX

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**From:** Annett, Rory K FLNR:EX  
**Sent:** Monday, April 8, 2013 8:05 PM  
**To:** Sutherland, Craig FLNR:EX  
**Subject:** FW: Coast Funds: Comprehensive Review - Final Report  
**Attachments:** Letter from Chair re Comprehensive Review Report - C Sutherland.pdf; Coast Funds Comprehensive Organizational Review - FINAL REPORT.pdf

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**Sent:** Friday, March 22, 2013 4:02:36 PM  
**To:** Sutherland, Craig FLNR:EX  
**Subject:** Coast Funds: Comprehensive Review - Final Report  
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Dave Mannix  
Executive Director

**Coast Opportunity Funds**  
T: 250-755-9594/ 250-323-3235  
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March 22, 2013

Craig Sutherland  
Assistant Deputy Minister  
Regional Operations, Coast  
PO Box 9352 Stn Prov Govt  
Victoria, BC V8W 9M1

## **COAST OPPORTUNITY FUNDS: 2012 COMPREHENSIVE REVIEW**

Dear Craig,

As you know, 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 enclosed with this letter.

### **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.

You may also recall that our governing documents 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 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 fifteen recommendations made by HB Consulting have all been fully considered by the Board. Consistent with our commitment to you regarding transparency and accountability for our decisions, we have set out in this letter a summary of how we intend to address the recommendations in our strategic decision-making and planning approach.

## **COAST OPPORTUNITY FUNDS**

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### **Meeting to discuss Final Report and other key strategic issues**

In the meantime, we intend to schedule a meeting with the Members to discuss the comprehensive review results and other upcoming key strategic decisions. We also intend to meet with the senior executives of the four Regional Groups (Council of the Haida Nation, N̓anwakolas Council, Great Bear Initiative Society and North Coast Skeena First Nations Stewardship Society). We will be contacting you shortly to discuss a suitable date and time.

### **Recommendations in Final Report**

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

#### **1. *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.

To that end we have begun work on developing a draft evaluation framework. We intend to bring the draft framework to Members and to the Regional Groups and Participating First Nations for your consideration and input, including with respect to suitable progress indicators to be applied to project impact assessment. Once that feedback has been incorporated and reviewed, and the framework is complete (a process we anticipate will take several months), we intend to undertake an initial evaluation of the first five years of projects, with annual evaluations to be undertaken thereafter.

#### **2. *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 mandated by 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 also recommends streamlining the awards process. Effective as at the beginning of 2013, the process for submission and consideration of award applications has been made continuous, rather than quarterly. In addition, as authorized by the governing documents, we have increased the monetary limit of CEDS awards that our Project Review Committee may approve without having to refer the decision to the Board (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 communications planning (see below). When it comes to strategic planning and vision attainment, the report notes that Coast Funds has successfully been focussed on its vision and goals to date. We believe that strategic planning 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 related goals) in light of such changes and its experience over the last five years.

### **3. *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 will be reviewed and expanded as required to meet this objective.

### **4. *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 considers that advice appropriate and 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 will have operational responsibility for both CEDS and the Coast Conservation Endowment Fund Foundation (CCEFF) and will be accountable to the Board of Directors.

### **5. *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. We intend to report on the results to you once they have been collated and assessed. We also intend to include a summary of Board and executive management responsibilities on our website.

We are sure that you will appreciate that sharing information regarding the outcomes of staff evaluations would not be consistent with their rights to privacy of that information. However, you can be assured that executive management are subject to annual evaluations in accordance with best practices. Because of the small nature of the organization and the important role that staff play in the awards process, we will also ensure that we keep you informed of significant changes in staffing when they occur.

## **6. 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 effective and proactive communications with Participating First Nations, Regional Organizations, Funders and, of course, the Members. We believe the input received on key issues is a fundamental source of guidance to us in our decision-making, and that we must be accountable for ensuring our decisions are well-informed and the outcomes reported back to you.

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 are reviewing, refining and updating our communications policies and procedures. The Executive Director will be responsible for oversight and implementation of communications policies and procedures.

## **7. 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.

As noted above, 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. Coast Funds needs to set limits on what it will and won't do in this respect.

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 on awards applications and management, and that is where we will continue to focus our efforts.

In the meantime, our Capacity Committee is developing a framework to identify how to integrate the recommendations into our existing work, and options for working with the Members, the Regional Groups and the Participating First Nations in this regard.

## **8. 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 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. Supporting that view, two separate consultants who have thoroughly canvassed the options and the viewpoints of our key audiences over the last two years have both independently come to the same conclusion.

### **Conclusion**

We hope that you will take the time to thoroughly review the Final Report and the contents of this letter. We are sure you will have questions, and look forward to our ongoing dialogue with you as a Member of Coast Funds. We will of course provide you with an update at the Annual General Meeting, but as noted above in the meantime will be in touch regarding the scheduling of a meeting to discuss this report and other key strategic issues that we anticipate this year.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Merv Child', with a stylized, cursive script.

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



## COMPREHENSIVE ORGANIZATIONAL REVIEW

### Coast Opportunity Funds



**Heenan Blaikie**  
CONSULTING

Heenan Blaikie Consulting, a division of Heenan Blaikie Management, Ltd  
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## 1 Executive Summary

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Coast Opportunity Funds (Coast Funds) is an organization established to support economic development in First Nations communities in a manner that conserves the ecosystem health and conservation initiatives of Haida Gwaii and British Columbia's north and central coasts. It does so by funding projects from a perpetual conservation fund of \$56 million and an economic development fund of \$60 million dollars that has a target expiration date of 2014.

The Performance and Accountability Funding Agreement (PAFA), which provides for operational commitments, requires a review of the efficiency and effectiveness of the economic development fund on or before the 3<sup>rd</sup> anniversary of the commencement of the term and on or before every 3<sup>rd</sup> anniversary after that until the Contribution is expended. The first review was completed in August 2010 and this report provides the second. For the second, Coast Funds decided to undertake a comprehensive organizational and operational review beyond just the Economic Development Fund. The activities supporting this review began at the start of May 2012 and were completed in October 2012, with interviews occurring between May and August 2012.

The purpose of this report is to provide Coast Funds with findings and recommendations on its performance relative to its six core strategic goals, the effectiveness of its operating model, and options for distribution of the funds that will be left in the Economic Development Fund post-2014.

The review focused on a number of topics, including governance and leadership, communications, outcomes, awards process, capacity and options for the Economic Development Fund. Overall it is evident that Coast Funds is a well-administered organization committed to its vision and making substantial efforts to ensure that projects are implemented successfully and that Participating First Nations are supported by easy access to information and useful and timely advice.

### ***Economic Development and Conservation Outcomes***

With respect to managing project outcomes, the founding documents of Coast Funds set out outcomes for economic development and conservation. Findings confirm that projects align with the vision and goals of the organization and it has been observed that funded projects have contributed to economic development and conservation outcomes. However, there is an absence of measurement and reporting on how projects contribute to outcomes.

#### **Recommendations:**

1. Develop a process to capture intended outcomes
  - Build a requirement into the award application submission whereby the applicant describes the measurable planned outcomes and reports on the status or success of the planned outcomes.
  - Create a framework – used and updated internally – to track outcomes that will be reported on by the award recipients. Where possible, the framework will consider a current state benchmark for the communities.
2. Develop performance measures that identify contributions to outcomes made by Coast Funds funded projects
  - Align measures with the expected outcomes for both the Conservation and Economic Development Funds. For example, number of jobs created or dollars leveraged from other Funders.

3. Develop performance reporting and targets designed to show progress relative to the vision, including targets and outcomes from awards
  - Reporting should be trended on a year over year basis to indicate progress towards Coast Funds' vision. For example, similar to the process used to report on uptake of funds Coast Funds could track number of acquisitions or startups.

It is recognized that Coast Funds is currently considering how to address outcome reporting and a framework for doing so. Outcome reporting is important to the accountability Coast Funds has to Funders and Participating First Nations and should be put in place.

It is not considered to be viable that Coast Funds develop the baseline statistical foundation to directly connect project impacts with the outcomes set out in the governing documents. Rather, it should focus on collecting data that suggest how projects are contributing to change over time.

### ***Governance and Leadership***

With respect to governance and leadership, Coast Funds governance arrangement involves a Board of Directors, Members (including First Nations) and two Chief Executive Officers. Findings suggest that stronger governance could be achieved by strengthening the Board's ability to set strategy and focus on goal achievement, consolidating executive management positions, and clarifying responsibilities and accountabilities.

Recommendations:

4. Streamline and re-orient Board responsibilities
  - Relieve the Board of Directors of work associated with award approvals. This could entail seeking changes to governing documents to allow for delegated approval to management within set parameters. Other approaches could include Board adherence to management recommendations within a risk analysis framework.
  - The Board of Directors should focus strategic efforts on vision and goal attainment, including monitoring and reporting on outcomes; the strengthening of relationships with First Nations political leadership, governments and Funders; and reporting on the Coast Funds model.
5. Clarify roles and responsibilities
  - Develop and implement a comprehensive orientation program for Directors and Members.
6. Consolidate executive management responsibilities into a single CEO position
7. Implement evaluation frameworks
  - Implement the evaluation frameworks that have been developed for the Board and senior staff.
  - Make known to Participating First Nations what the accountabilities within these frameworks are.

It is acknowledged the awards approval process is a fundamental function of the Board, however it has been observed that its level of involvement in the approval process reduces the ability of Directors to focus on relationship management and strategic issues. It is not suggested the Board be removed from its award approval responsibility altogether, rather the scope of its involvement be reduced.

With respect to consolidating executive management responsibilities, HB Consulting believes the volume of work does not support the need for two CEOs. It is recommended Coast Funds explore alternative options to the current dual CEO structure, and consider such things as salary expenses and responsibilities.

### **Communication**

The topic of communications highlighted successes and areas for improvement. Coast Funds uses a number of tools to communicate with First Nations and stakeholders on project activity and corporate issues. There is a high degree of satisfaction among First Nations regarding communication from Coast Funds on projects. The same is not true of communications on corporate issues, such as key policy decisions, where findings revealed a number of concerns. Addressing these concerns is important to the ongoing success of the organization.

#### **Recommendations:**

8. Develop a communication/engagement plan for Participating First Nations and Regional Organizations, Members and Funders
  - The plan should focus on how to ensure effective communication and informed decision making by seeking input on key issues by incorporating mechanisms in the plan by which direct feedback on core issues can be had. This may include a mid-year conference of First Nation representatives, government and Funders; participation in the general meetings of the Regional Organizations; or a tour by the CEO, or Directors, of each of the regions to hold dialogues on key issues. The extent of engagement must be balanced against the budgetary constraints of Coast Funds.
  - Use some or all of the analysis and recommendations in this report as an initial focus for its engagement with its Members.
  - There should be clear accountability for this plan and should include regular reporting to the Board on its implementation plan. Typically, this is the responsibility of the CEO. Who and where this responsibility sits will be driven by the Board's decisions with respect to executive management.
9. Update Communication Tools
  - Examine the efficacy of its existing communications tools.

Communication and engagement on issues is not about delegating decision-making. The Board of Director's decision-making duties are clearly laid out in the CII Agreement and Directors have a fiduciary duty to carry them out. Effective engagement seeks input to inform decision-making and generates support for, or at a minimum understanding of, the decisions.

### **Awards Process**

Coast Funds manages a high volume of projects with a small staff. The application process is well-designed and easy to access. All projects are reviewed and approved by the Board of Directors. There is no authority to delegate project approval to management and projects are only considered on a quarterly basis. While generally successful, the awards process could be enhanced.

#### **Recommendations:**

10. Develop a process to approve awards on a continuous basis

- This could include an awards process where approvals occur on either an as required basis or on a monthly basis rather than the current quarterly review process.

11. Streamline the awards process

- This may include amending the governing documents to enable the Board to delegate authority of awards to management under a pre-defined amount.

Shifting some of the operational responsibilities from the Board onto management will allow the Board to focus on other priorities. It is not suggested that the Board be completely relieved of award approvals as this would be inconsistent with its duties set out in the governing documents. Rather, delegating approvals to management under a pre-defined amount or developing a risk management framework to assist and expedite Board decision making is recommended.

**Capacity**

This issue was discussed with many First Nations challenged to pursue economic development and conservation initiatives due to a lack of capacity. This has been examined by Coast Funds and a plan for a role it might play in addressing this situation has been developed. While there is consensus among First Nations that projects contribute to capacity building, there is little support for a broad, proactive capacity strategy run by Coast Funds. The organization can nevertheless play an important role in this area.

Recommendations:

12. Focus capacity building efforts through project implementation and institutional development

- Projects should have components built into them that support associated skills development for community members. These could include mentorship arrangements, training opportunities and career paths.
- Coast Funds should work with Participating First Nations to monitor capacity growth through project implementation and report on results.

13. Become a centre of knowledge on where capacity building support can be found

- Coast Funds should build on its existing practices of facilitating arrangements between First Nations and service providers of skills and capacity strengthening.
- Coast Funds should become a clearinghouse of information on where capacity building support can be attained. This information should be easily accessible on its website.
- Maintain comprehensive engagement with tertiary institutions that provide supportive services to applicants on their projects. Consider exploring interest in deepening the relationships through mentorship opportunities.

14. Support capacity through First Nations Regional Organizations

- Undertake dialogue with Regional Organizations on how Coast Funds can best support the organization's efforts in the area of capacity building. This could include funding and/or facilitation or linking to capacity service providers.

- Work with First Nations Regional Organizations to identify the labour market needs of major regional economic development proposals and consider how the skills and training can be made available to Participating First Nations.

Project implementation is the primary means by which Coast Funds can and does support capacity strengthening in First Nations communities. Coast Funds does provide modest assistance for complementary capacity development through facilitation, information sharing and peer-to-peer networks. As requested by First Nations, or First Nation Regional Organizations, this type of very focused capacity support is appropriate. However, Coast Funds should not undertake any broader delivery of capacity development. Such efforts would require dedicated time and resources that would detract from Coast Funds core functions. This type of support should be left to service providers that have a dedicated mandate and resources for such activity.

### ***Options for the Economic Development Fund***

Lastly, the issue of the 2014 target date for the expiration of the Economic Development Fund was discussed. Because of slow uptake on the fund there will be substantial money left in it at that time. Three main options have been discussed for the post-2014 management of the fund – extend the management function of Coast Funds; find another administrative entity to undertake this function; and, put the money in the hands of the First Nations to manage. There is no consensus among First Nations on which option is preferable. Discussion has also taken place about seeking new contributions to the Fund. It is assessed that changes to the status quo could lead to service disruptions. Communication on this issue between Coast Funds and First Nations is critical.

#### **Recommendation:**

15. Coast Funds should take the steps necessary to renew its management of the Economic Development Fund beyond 2014. The renewal should be for a five year term and criteria established for ensuring that this schedule is met in a fiscally appropriate manner

- Communication should occur with First Nations on this decision.

Coast Funds has invested time and effort in an economic development award system that is assessed to be efficient and contributing to sustainable economic development in First Nations communities. In making a decision to extend its management of this fund beyond 2014, it can capitalize on processes that are well understood by award recipients to further enhance economic performance. And it can do so in a manner that does not include service disruption that would be a necessary component of any new arrangement.

The decision made with respect to the Economic Development Fund affects many others identified in this review. Its management is a central activity for Coast Funds and if it decides that this should not be the case after 2014, there is little need for the organization as it is currently constructed and its efforts would be best spent in designing an orderly wind-down. However, Heenan Blaikie Consulting (HB Consulting) believes that the fund should continue to remain the responsibility of Coast Funds. As such, the report makes a series of recommendations across a number of issues.

## 2 Introduction

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### 2.1 REPORT PURPOSE

Coast Funds is an organization borne out of mutual recognition by conservationists, First Nations' governments, resource industries and federal and provincial levels of government 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.

Coast Funds is comprised of two separate organizations, namely the Coast Conservation Endowment Fund Foundation (Conservation Foundation) and the Coast Economic Development Society (Economic Development Society). These organizations are managed by a Board of Directors comprising the same group of individuals with a broad range of relevant expertise, including First Nations representation. A full description of Coast Funds organizational structure, including roles and responsibilities is set out in Appendix E.

Coast Funds manages two funds:

- The Conservation Fund: A long-term fund designed to support conservation science, resource planning, capacity development and related conservation management activities. The fund base is \$56 million with income from the fund used to pay for eligible conservation management projects. Total annual awards are in the order of \$1.5 million to \$2.5 million. The Conservation Fund is a registered charitable organization.
- The Economic Development Fund: A shorter-term fund designed to create sustainable businesses and community based employment opportunities. The fund began with a base of \$58 million to create economic development outcomes with requirements to fully allocate the fund by 2014.

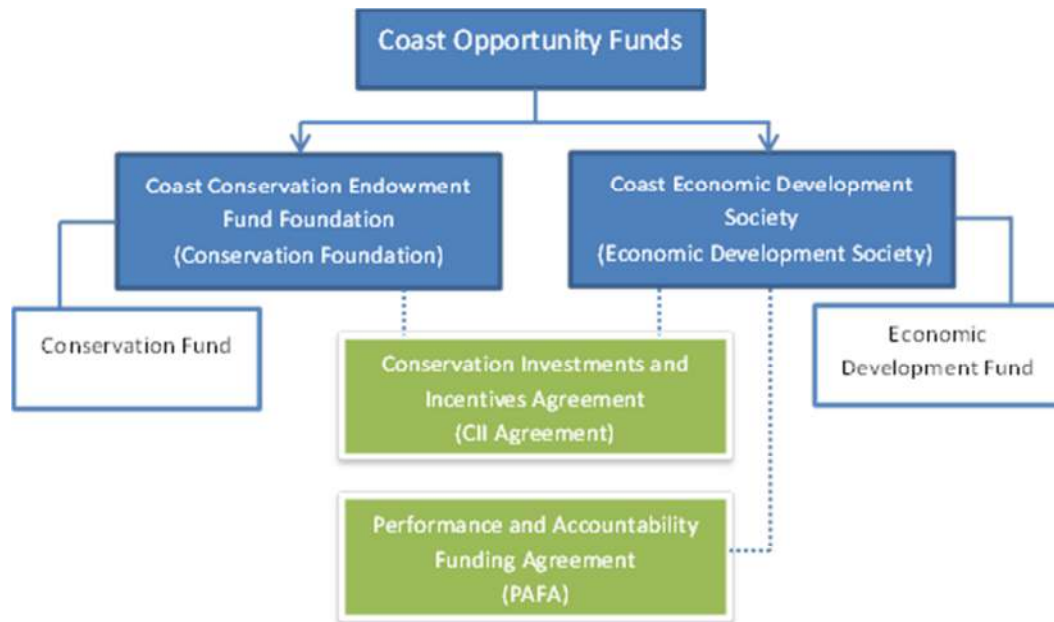
The two Funds are linked together in their objectives of economic development and conservation, support for First Nations communities and collaborative development by Participating First Nations and Coast Funds of eligible projects.

Coast Funds' governing documents are the:

- Performance and Accountability Funding Agreement (PAFA) of March 2007, with amendments
- Conservation Investments and Incentives Agreement (CII Agreement) of May 2007, with amendments

Both the Conservation Foundation and the Economic Development Society are governed by the CII Agreement and the Economic Development Society is also governed by PAFA. PAFA requires a review of the Economic Development Fund's efficiency and effectiveness on or before the 3<sup>rd</sup> anniversary of the commencement of the term and on or before every 3<sup>rd</sup> anniversary after that until the Contribution is expended. The first review was completed in August 2010. To meet the requirements of a second report, Coast Funds decided to undertake a Comprehensive Organizational Review (Comprehensive Review). Adhering to the terms of the PAFA, HB Consulting has prepared a second report which meets the Society's obligation to report publicly to the Province under the PAFA on the effectiveness and efficiency of the Society in funding economic development projects.

**Figure 1: Overview of Coast Funds**



Under the CII Agreement, Participating First Nations are given a notional allocation for each of the Conservation Fund and Economic Development Fund, to support conservation initiatives and economic development activities. Project applicants of the Conservation Fund receive a dedicated allocation from the annual revenue earned on the Conservation Fund calculated in accordance with the notional allocation in the CII Agreement, rather than a share of the fund itself.

On application by a Participating First Nation and approval by the Board of projects that meet the funding eligibility criteria, a First Nation will receive their dedicated share of the funds to contribute towards those projects. Coast Funds staff work closely and collaboratively with Participating First Nations in developing eligible proposals to gain access to their share of the funds, and to assist them in sourcing additional funding required to conclude their projects.

Of the 27 Participating First Nations, the Gitxaala First Nation and 'Namgis First Nation have not accessed their allocations from either the Economic Development Fund or the Conservation Fund, and 5 additional Participating First Nations have not accessed their economic development allocations.

The purpose of this report is to provide Coast Funds with a Comprehensive Organizational Review of:

- The operational performance of Coast Funds relative to its six core strategic goals and its impact in achieving outcomes
- The effectiveness of the Coast Funds operating model
- Options for distribution of the Economic Development Fund post 2014



## 2.2 SCOPE OF WORK

Coast Funds has requested the scope of work to comprise a review of:

- Background documents
- Conservation and economic development outcomes resulting from project awards (this references the outcomes as set out in Schedule E of the CII Agreement and PAFA)
- Operational performance and organizational effectiveness
- Coast Funds capacity initiative
- Options for the Economic Development Fund

## 2.3 APPROACH

This review considers the effectiveness of the organization in reaching its strategic goals, and its related efficiency in achieving intended outcomes. It identifies key success factors, barriers or impediments to success, and opportunities for improvement. In addition, the review identifies the impacts of the awards to date, evaluates impacts relative to the intent of Funders and participants, and assesses Coast Funds role in addressing the capacity challenge.

The review included participation from internal and external stakeholders, and recognized the importance of non-financial strategic impacts in addition to traditional financial metrics.

The review process included the following stages:

1. Document Review: A review of documents, agreements, sampled awards and awards process.
2. Interviews: Conversations with Participating First Nations, Members, Board Directors, Funders (both private and provincial government), and Coast Funds staff.
3. Evaluation of Impacts: An assessment of the intended impacts on economic development and conservation based on a framework created to align with the expectations set out in the PAFA, the CII Agreement, the Coast Funds' Strategic Plans and the intent of each fund. The evaluation included an extensive review of documentation comprising project applications, Project Review Committee (PRC) recommendations, approval letters, awards summaries, allocations, interim reports and final reports.
4. Evaluation of the Model: A review of the processes by which Coast Funds grants awards and manages awards through both the Economic Development Fund and the Conservation Fund, focusing on the overall efficiency of the model.
5. Assessment of Organizational Effectiveness: A look at organizational accomplishments, organizational strengths, impediments to success, areas of risk and opportunities for improvement. The assessment is informed by observations from interviews, the document and process review, and evaluation of impacts and the operating model.

The review process also included identifying options for the Economic Development Fund, which is discussed fully in Section 4.



## Document and Process Review

The goal of the document and process review is to gain the requisite background material to support the evaluation process. Documents and processes provide insight into how Coast Funds functions relative to its obligations and goals. The document review included a review of the following:

- Bylaws, PAFA and amendments, the CII Agreement and amendments
- Strategic Plans
- Annual reports and financial statements
- Award applications, Economic Development Society's awards manual, Project Review Committee (PRC) recommendations, approval documents, funding agreements, interim and final reports
- Procedures, guidelines, internal policy statements
- Board minutes
- Previous evaluations

## Interview Process

The goal of the interviews is to gain qualitative impressions of Coast Funds' performance from the perspective of individuals who have an interest in it. For the purposes of the Comprehensive Review interviews, individuals are grouped into parties: Participating First Nations, Funders, Directors, and Members. Interviewee selection considered the following criteria:

- Balance between economic development and conservation awards
- Award recipients in First Nation communities and Regional Organizations and decision makers within the Coast Funds governance structure
- First Nations with larger allocations as well as those with smaller allocations
- Projects throughout the geographic region covered by Coast Funds
- An appropriate sampling of the various types of projects supported by award allocations

## Awards Review Process

Sampling was used to select awards from both the Conservation Fund and Economic Development Fund award population, ensuring a balanced representation of Participating First Nations and awards from each sector. For the Conservation Fund, a sample of 13 awards were taken from the 61 awarded at the time of the review. For the Economic Development Fund, 26 awards were sampled from the 73 awarded. A detailed description of the sampled awards is provided in Appendix C and D.

All sampled awards were reviewed relative to the following elements:

- Assessment of planned outcomes
- Tracking of achieved outcomes
- Participation of other Funders

- Timing of award approvals
- Completeness of approvals
- Administration of awards
- Meeting CII Agreement due diligence requirements
- Uptake or allocation of funds
- Efficiency of the approval process
- Capacity requirements to complete applications
- Management to outcomes

## 2.4 REPORT STRUCTURE

This report is structured to align with the scope of work and approach described above. The organizational effectiveness review evaluates Coast Funds' impact on outcomes, the operating model and the capacity initiative. Within this review, each subject matter is broken down into the following:

- Background: Includes a description of Coast Funds' mandate, processes and history around each topic, for the purpose of providing relevant context and a foundation on which the findings, assessment and recommendations are based.
- Comments and Findings: This represents findings from the award and document review process and comments received from interview participants, including an assessment on the subject matter.
- Opportunities for Change, Recommendations and Rationale: In the midst of broad, high level challenges, opportunities are presented, informed by interview comments, findings and best practices. Additionally, priority actions are presented as recommendations.

The report's appendices include a consolidation of all recommendations as well as findings and observations. The findings, included in Appendices B-F, are a product of data collection, document review, interviews and conversation with Participating First Nations, Members, Board Members, Board Directors and Coast Funds staff. The findings are in their complete form in the appendices; however, references to the findings are woven throughout the report and have informed the assessment of Coast Funds' organizational effectiveness and recommendations for change.

As a separate activity to the organizational effectiveness review, options and recommendations are made for the Economic Development Fund in light of its imminent 2014 deadline.

## 3 Assessment of Organizational Effectiveness

### 3.1 HIGHLIGHTS OF THE ASSESSMENT

Table 1 below highlights our observations and findings throughout the assessment process. Each of the considerations provided are supported with opportunities for improvement and recommendations that will be further drawn out throughout this section.

The origin of the comments is represented by:

- Interview Participants
  - Participating First Nations
  - Members/Directors
  - Funders
- Document Review

**Table 1: Highlights**

Considerations	Origin of Comments	Opportunities for Change / Recommendations
<i>Governance</i>		
▪ Consider revisions to the current management structure.	All interview parties Document review	Consider consolidating executive management responsibilities into a single position.
▪ Improve engagement with First Nations and Members in decision-making processes.	Participating First Nations Members	Develop a communication/engagement plan that enables feedback on key issues.
▪ Increase Board focus on strategic issues versus operational issues.	All interview parties Document review	Consider streamlining Board responsibilities, including a reduced role in reviewing all application materials.
▪ Improve clarity around roles and responsibilities between Members and Board.	All interview parties Document review	Develop a comprehensive orientation program.
▪ Accountability framework for the Board and CEOs.	All interview parties Document review	Implement evaluation frameworks that have been developed by Coast Funds.
<i>Communication</i>		
▪ Improve communication between Coast Funds and its Members, as well as communication on corporate issues.	All interview parties Document review	Develop a communication/engagement plan that enables feedback on core issues. Examine the efficacy of the current communication tools.
▪ Maintain strong project communication.	All interview parties Document review	Continue application and project support.

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*Goals & Outcomes*

<ul style="list-style-type: none"> <li>Develop a process for tracking and measuring project outcomes.</li> </ul>	<p>All interview parties Document review</p>	<p>This could be built into the award application submission and a requirement to report on status of outcomes.</p>
<ul style="list-style-type: none"> <li>Develop a process to report on the success of the funded awards.</li> </ul>	<p>All interview parties Document Review</p>	<p>Develop a framework to tracks outcomes that will be reported on by the award recipients. Targets should be aligned with the vision and goals of the Foundation and Society.</p>
<ul style="list-style-type: none"> <li>Develop a process for Participating First Nations to report on outcomes.</li> </ul>	<p>All interview parties Document review</p>	<p>Build outcomes into the project applications.</p>

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*Capacity Initiative*

<ul style="list-style-type: none"> <li>Consider a limited role for Coast Funds in capacity strengthening.</li> </ul>	<p>All interview parties</p>	<p>Focus efforts through project implementation or through First Nation Regional Organizations. Act as a connector to other capacity service providers.</p>
<ul style="list-style-type: none"> <li>Develop mentoring opportunities in project plans, alongside the work going to consultants.</li> </ul>	<p>Participating First Nations Directors</p>	<p>Consider building mentoring opportunities into project applications, particularly where external consultants will be retained.</p>

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## 3.2 EVALUATION OF COAST FUNDS IMPACT ON OUTCOMES

### Background

The Conservation Foundation and the Economic Development Society are responsible for managing their separate funds within their own stated goals, purposes and objectives. The funds are used to support economic development and conservation activities of the 27 Participating First Nations within the Central Coast and North Coast of BC and Haida Gwaii. The Economic Development Fund is a sinking fund and the Conservation Fund allocates income for activities. To achieve this mandate, Coast Funds must ensure First Nations access the funds and that the projects are aligned to support economic development and conservation outcomes.

The CII Agreement provides a notional allocation of funds to Participating First Nations for both the Conservation Fund and the Economic Development Fund. Both funds have clearly defined targets for annual funding allocations, described as “uptake”, with the recent targets provided in the 2012-2014 Strategic Plan, and outlined in Table 2 below.

**Table 2: Uptake Targets**

Target Uptake 2012-2014	Conservation Fund	Economic Development Fund
2012	\$3.3 million	\$4.8 - \$8.0 million
2013	\$3.0 million	\$6.3 - \$9.9 million
2014	\$3.0 million	\$6.3 - \$9.9 million

To ensure Coast Funds projects support economic development and conservation activities, the CII Agreement and PAFA provide a list of economic development outcomes and conservation outcomes that the projects must be consistent with. An assessment of Coast Funds impact on or contribution towards economic development and conservation are balanced against this list of outcomes:

**Table 3: Outcomes**

Economic Development Outcomes	Conservation Outcomes
<ol style="list-style-type: none"> <li>Growing Participating First Nations' economic share of commercial activities, such as shellfish aquaculture, tourism, and cultural products Sample: # of new start-up businesses</li> <li>Increasing the number of businesses owned by First Nations communities or individuals living in the Project Area Sample: # of business owned by First Nations</li> <li>Increasing investment in First Nations sustainable business partnerships (i.e. leverage) Sample: Amount of new investment in First Nations business partnerships</li> </ol>	<ol style="list-style-type: none"> <li>Study, document, and interpret ecosystem function and processes within their Traditional Territories</li> <li>Enhance First Nations' ability to apply their knowledge about ecological systems and function to the management of ecosystems, protected areas, lands and resources Sample: Protected area management plans developed</li> <li>Collaborative actions will sustain and enhance the biodiversity, productive capacity and resilience of ecosystems in the Project Area to ensure the sustainability of cultural and traditional resources, such as fish, wildlife and Cedar in perpetuity Sample: Hectares of enhanced land</li> </ol>

- |  |  |
|--|--|
| <p>4. Contributing towards a stable or increasing population in the Project Area and its communities<br/>Sample: Population</p>  | <p>4. Maintain, restore or enhance habitats and ecosystem productivity in protected areas to ensure populations of migratory birds are maintained or enhanced, species at risk or of special concern to Participating First Nations are stabilized, and enhanced where possible, and productive riparian areas are maintained and restored<br/>Sample: Hectares of riparian areas restored</p> |
| <p>5. Increasing participating in, and contributions towards, the provincial economy<br/>Sample: Increase in region's GDP</p>  | <p>5. Provide First Nations with the capacity to participate effectively in the management of protected areas and ecosystems within the Project Area<br/>Sample: Protected area management plans developed</p>   |
| <p>6. Improving employment levels and decreasing unemployment rates<br/>Sample: Employment levels</p>  | <p>6. Provide Participating First Nations with the capacity to develop a suite of programs or projects to restore damaged habitat in their Traditional Territories<br/>Sample: # of species at risk recovered</p>  |
| <p>7. Increasing average annual incomes<br/>Sample: Income levels</p>  | <p>7. Provide Participating First Nations with capacity to maintain a permanent base of jobs – seasonal or full time – to support conservation planning, research monitoring and interpretation<br/>Sample: # of First Nation jobs in conservation</p>   |
| <p>8. Increasing the capacity of Aboriginal communities to realize sustainable economic development or diversification opportunities (including increased access to skills development/training)<br/>Sample: # of students obtaining certifications which provide economic development</p> |  |
| <p>9. Enhancing the economic infrastructure of the North and Central Coast to support Aboriginal businesses within the Project Area<br/>Sample: # of new facilities that can be used by multiple businesses</p>  |  |

## Comments and Findings

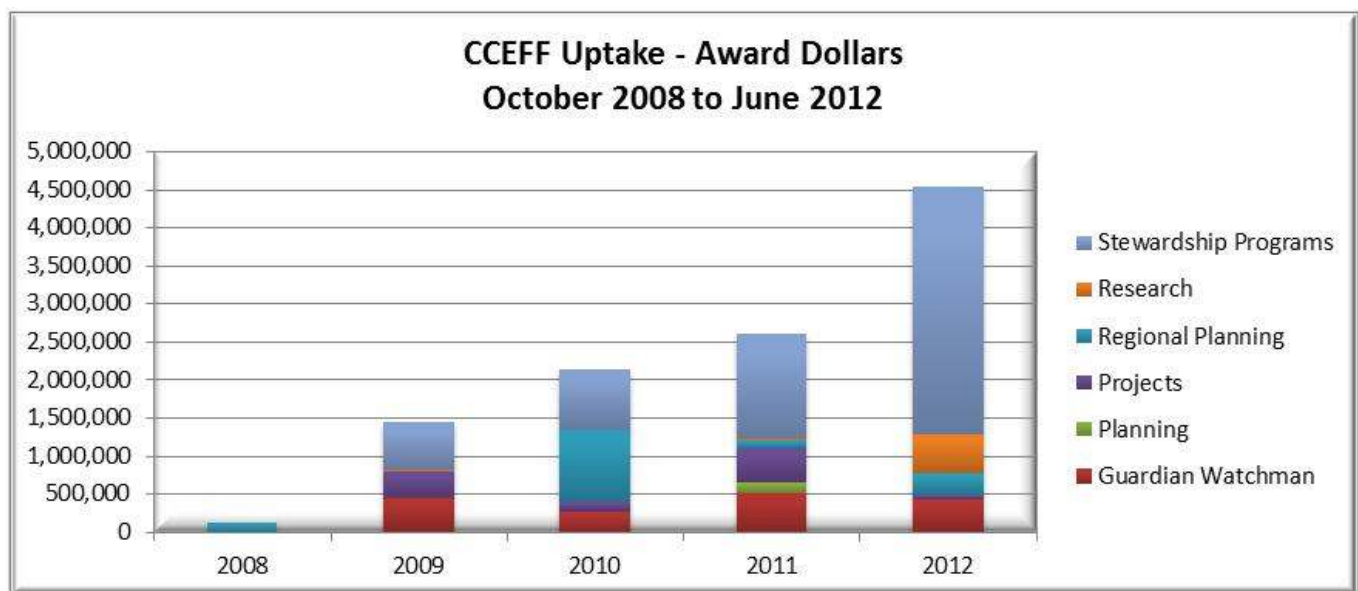
### Summary of Findings

- *Coast Funds are awarding projects that are aligned with its goals and vision.*
- *The Conservation Foundation is trending to meet its uptake goals.*
- *The Economic Development Society has not met its uptake goals but has made operational improvements to achieve its goal.*
- *There is no measurement of outcomes.*
- *There is a lack of reporting on outcomes resulting from project implementation.*

Both the Economic Development Society and the Conservation Foundation experienced challenges at inception with the slow uptake of funds from the Participating First Nations. As a result, Coast Funds undertook a one-year community assessment process to understand why this was so. Many challenges were identified, the most common being a lack of capacity, that inhibited the ability of Coast Funds to achieve its mandate. Based on this assessment, strategies were implemented that improved the uptake of funds.

The Conservation Foundation is currently tracking accurately to its 2012 uptake target to approve and fund approximately \$2.25 million per year, with the Foundation's approvals and payments steadily increasing. The first year of meeting its target was in 2011, with 2012 having a higher target allocation in order to make up for shortfalls in the previous years' allocations.

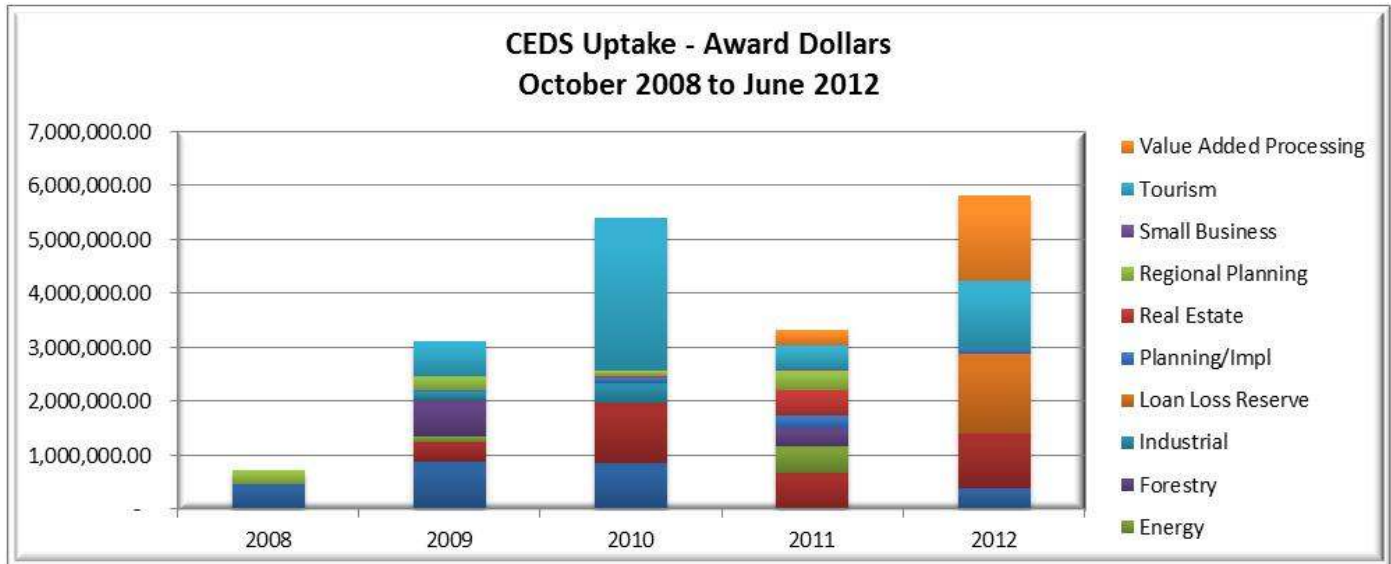
**Figure 2: Conservation Fund Uptake**



The Economic Development Society, to date, has not achieved its allocation targets. However, the Fund has made efforts to break down the barriers that have impacted uptake to this point. Continuing to find efficiencies

and flexibilities in the application and awards process will enable First Nations to take advantage of the funds more easily. Figure 3 illustrates the Economic Development Fund's uptake and its contribution in each project sector. The Loan Loss Reserve sector identified in Figure 3 relates to funding for a specific project. This is not to be confused with the Economic Development Society's overall success in leveraging allocations through expanding access to commercial capital.

**Figure 3: Economic Development Fund Uptake**



This Economic Development Fund was established with the assumption that all monies would be fully paid out by June 2014. However, with the current payouts at 44% of the Fund's target, it would require payouts of approximately \$20 million in each of 2013 and 2014 in order to achieve its goal. The options for the Fund, given the target completion date of 2014, are described in greater detail in Section 4 of this report.

With respect to Coast Funds' awards impacting or contributing to conservation and economic development outcomes, the ability to assess this is limited due to the lack of empirical information or data resulting from the projects.

The document review did not reveal any evidence of explicit discussion or acknowledgement of an award's impact on achieving conservation and economic development outcomes occurred. Coast Funds does not have a formalized process in place to discuss or evaluate the planned outcomes or to highlight which outcomes are being impacted and in what manner.

This was further emphasized in the interviews, where few First Nation respondents and Directors/Members could point to any systematic reporting of how Coast Funds projects contributed to community development. HB Consulting acknowledges Coast Funds recognizes the need to address this matter and is currently developing a process of building performance monitoring and measures into the awards process.

First Nation respondents raised several points around the importance of tracking outcomes. Tracking outcomes is considered necessary for understanding the achievement among Coast Funds as an organization and progress at the community level. The ability to track along the continuum of goals, investments, outcomes and measurements would be very valuable both at a project level but also at the global level of Coast Funds efforts.



Several respondents stated that this should be an integral part of the accountability agreement between Coast Funds and its Funders. At a practical level, two individuals noted that having such information at hand would be essential to any future fundraising efforts.

A challenging question that was raised throughout the interview process was around what the appropriate measure of success is. Interview participants did not disagree with the quantitative outcomes set out in Coast Fund's founding agreements, however there is interest among Participating First Nations in capturing qualitative indicators such as community pride and individual personal development. To this end, Coast Funds publishes short descriptions of the projects that have brought Participating First Nations success in their communities. These stories are invaluable in communicating the success of the awards.

*"The best foundation for sustainability is pride and confidence"*

The nature of the quantitative outcomes established in the governing documents also suggests a need for measurable quantitative data. In the absence of a framework and process to track outcomes it becomes challenging to assess impact or performance. However, given the information provided in the applications and final reports it is possible to infer that Coast Funds awards do contribute to economic development and conservation outcomes.

All sampled award applications include expected outcomes aligned with the outcomes established in the governing documents, and listed in Table 3 above. Given the information provided in the applications, Coast Funds has a reasonable starting point in capturing the outcomes and developing a framework to measure their success.

For example, highlights from reviewing the Conservation Fund's awards provide the following assessment:

- All proposed outcomes listed in the CII Agreement are represented
- 70% of projects provide Participating First Nations with capacity to maintain a permanent base of jobs to support conservation planning, research, monitoring and interpretation
- 70% of projects supported collaborative actions that will ensure sustainability of cultural and traditional resources such as fish, wildlife and cedar
- 38% of projects have outcomes that cross three or more of the proposed outcomes
- 46% of projects will result in new employment positions

In addition, within the project applications and final reports, explicit objectives were provided that aligns with the CII Agreement outcomes, providing deeper insight into possible impacts associated with the Conservation Fund awards. A review of the 13 conservation awards indicates the Conservation Fund awards contributed to the following outcomes:

- At least 4 full-time permanent positions
- At least 2 seasonal positions
- 1 integrated resource stewardship office created
- 2 stewardship programs created
- Improved access to and understanding of conservation data through 1 GIS project
- Enhanced knowledge of conservation practices and needs across the majority of the awards

With the Economic Development Fund awards, similar information can be pulled from the applications, final reports and interview comments, to determine the impact the awards would have in achieving its economic development. Highlights from this review exercise are:

- 87% of projects increase the investment in First Nations sustainable business partnerships
- 70% improve employment levels and decrease unemployment rates through job creation
- 57% of projects increase the number of businesses owned by First Nations communities
- 40% of projects increase the capacity of aboriginal communities
- 61% of projects have outcomes that cross three or more of the proposed outcomes

The Economic Development Fund applications and final reports are focused on activities that support business acquisitions or startups, as well as activities that may lead to business startups, representing indicators of economic development impacts from the awards. A review of the 26 sampled awards (excluding withdrawn or cancelled awards) indicates the awards have contributed to the following economic development activities:

- 7 business start-ups
- 2 economic development start-ups
- 1 expansion project
- 1 acquisition
- 4 feasibility studies and business plans for possible future business start-ups
- 6 projects contributing to the development of infrastructure or business capacity

These examples illustrate the alignment of the current awarded projects to the outcomes in the governing documents.

In defining success and achievement relative to an organization's objectives, an important distinction must be made in the role Coast Funds plays in achieving conservation and economic development in the communities. The funds' contributions to individual projects are not expected to unilaterally achieve sustainable economies in the communities. Rather, the funds are expected to contribute to sustainable economies through, for example, funding business planning exercises that could lead to the creation of jobs or funding the expansion of a tourism lodge that will increase the share of the tourism market.

*"Coast Funds staff do more than just review business plans; they provide information on alternative business approaches that might be considered and such advice is offered in a very polite manner"*  
– First Nation interviewee

It is evident that Coast Funds has been successful in contributing funds to projects that will achieve the relevant outcomes. The organization's contribution as facilitator and advisor has been particularly valuable to those communities that have limited resources or appropriate knowledge to get a project to implementation. It is important to highlight Coast Funds' contribution to the start up or conceptual stage of the projects. Our findings strongly suggest that Coast Funds is a source of knowledge and creativity, and often functions as a conduit between First Nations who are undertaking similar projects and establishing linkages with other projects, where appropriate.

Lastly, Coast Funds has had important success in connecting Participating First Nations with financial institutions and facilitating discussions with corporate financiers. To illustrate, the Conservation Foundation attracted an

additional \$1.2 million of investment from other Funders on top of the \$1.9 million allocated in the 13 awards reviewed; and, the Economic Development Society attracted \$24.5 million from other Funders on top of the \$9.4 million allocated in the 26 awards reviewed. This creates an estimated combined funding leverage ratio of 2.49 to 1, demonstrating significant success leveraging participation from other Funders.

### *Opportunities for Change and Recommendations*

As mentioned, it is difficult to accurately measure the impact Coast Funds has had on achieving conservation and economic development outcomes without a formal process to track outcomes. This said, a process to measure outcomes could become a daunting task, particularly if the benchmark statistic is not available. For example, improving employment levels will require an employment percentage at the outset of the project and having a worthwhile measurement could take years and may not always reflect the success or failure of the project itself. On the other hand, tracking the number of new jobs created could be a measure that gives understanding of the impact of a project without requiring benchmark statistics.

In responding to the importance of qualitative assessments in achieving community sustainability one Director/Member noted that agencies involved in international development had built a number of tools that measured change in the context of dynamic organic change and human development similar to that occurring in coastal British Columbia and that Coast Funds should investigate using such instruments. Another Director/Member respondent suggested that attitudinal change that reflected community wellbeing could be gathered through surveys or other techniques for capturing anecdotal experiences.

HB Consulting recognizes that the measurement of qualitative change is complicated and potentially expensive. Accordingly, Coast Funds should undertake some initial research to determine whether effective and affordable measurement can be undertaken.

Below is a list of operational recommendations that could be implemented:

Identified Issue	Recommendation
Coast Funds has not developed an outcome measurement and reporting process.  <i>(HB Consulting recognizes Coast Funds is currently developing a process to capture outcomes)</i>	<ol style="list-style-type: none"> <li>Develop a process to capture intended outcomes <ul style="list-style-type: none"> <li>Build a requirement into the award application submission whereby the applicant describes the measurable planned outcomes and reports on the status or success of the planned outcomes.</li> <li>Create a framework - that will be used and updated internally – to track outcomes that will be reported on by the award recipients. Where possible, the framework will consider a current state benchmark for the communities.</li> </ul> </li> </ol>
Coast Funds is unable to communicate the success of the projects relative to the expected outcomes of the Conservation Fund and the Economic Development Fund.	<ol style="list-style-type: none"> <li>Develop performance measures that identify contributions to outcomes made by Coast Funds funded projects <ul style="list-style-type: none"> <li>Align measures with the expected outcomes for both the Conservation and Economic Development Funds. For example, number of jobs created or dollars leveraged from other Funders.</li> </ul> </li> <li>Develop performance reporting and targets designed to show progress relative to the vision, including targets and outcomes from awards <ul style="list-style-type: none"> <li>Reporting should be trended on a year over year basis to indicate progress towards Coast Funds' vision. For example, similar to the process used to report on uptake of funds, Coast Funds could track number of acquisitions or start-ups.</li> </ul> </li> </ol>

### *Rationale*

HB Consulting recognizes Coast Funds is currently developing a process to capture outcomes and encourages the organization to explore with each community the appropriate measures for its projects and to collaborate on the mechanism to track the outcomes. For some communities or projects it may be appropriate to capture qualitative measures (i.e. community pride) and others quantitative measures (i.e. number of jobs created) or a combination of the two. This could be developed at the outset of the project and reported on in the interim and final reports.

The importance of capturing outcomes is to communicate to funders the success of the awards in achieving economic development and conservation in the project area. It is not considered to be viable that Coast Funds develop the baseline statistical foundation to directly connect project impacts with the outcomes set out in the CII Agreement and PAFA. Rather it should focus on collecting data that suggest how projects are contributing to positive change over time. As noted above, the measurement of qualitative data could provide meaningful insights in how projects impact community and community members. If further research by Coast Funds indicates ways in which such development can be reasonably documented it should do so.

While the outcomes provided in the CII Agreement and PAFA are difficult to track against as a result of the aforementioned absence of baseline data, they are considered relevant and can be considered in the light of the outcome collection suggestions set out in this section. Therefore it is not recommended that Coast Funds expend the considerable energy that would be required to reset or recalibrate the original outcomes.

## 3.3 REVIEW OF COAST FUNDS OPERATING MODEL

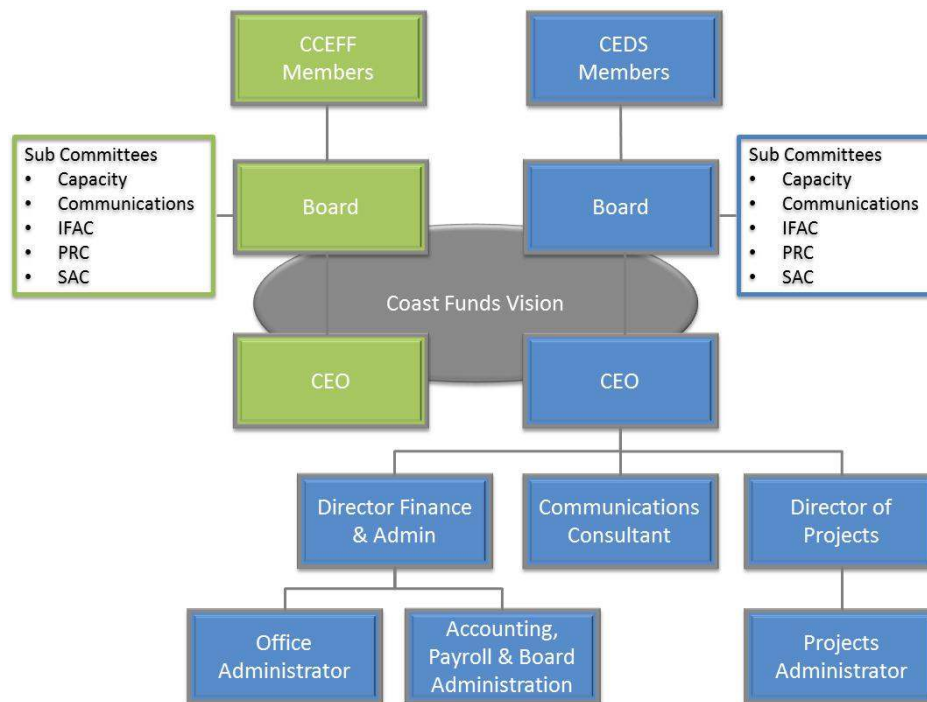
### 3.3.1 Governance and Leadership

#### *Background*

The two organizations that make up Coast Funds - the Conservation Foundation and the Economic Development Society - are managed by a single Board of Directors (nine members including the Chair), tasked with implementing the single vision of being 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. The six voting Members of Coast Funds elect Directors. The Board is responsible for ensuring that staff and policies and procedures are in place to enable the organization to deliver on its vision.

Coast Funds has a staff of eight comprised of two full-time CEOs, a full-time Director of Projects, a full-time Project Administrator, a full-time capacity and administrative assistant, a part-time Director of Finance/Administration, a part-time Communications Consultant, and a part-time Accounting Administrator. The CEO of the Economic Development Society is responsible for the management of Coast Funds administrative activities.

**Figure 4: Coast Funds Organizational Structure**



The Project Review Committee (PRC) is responsible for the project approval process and the Investment, Finance, Audit Committee (IFAC) is responsible for the finance and audit processes. In addition to these committees, the Board has formed three additional committees, Capacity, Communication and Strategic Advisory Committee. Each committee has its own separate Terms of Reference for each Fund, except for the Communications Committee that shares the Terms of Reference for both Funds.

In the broadest of terms, the Charter for the Board mandates that it is responsible for strategic direction, policies and issues, and the CEOs are responsible for the day-to-day management of Coast Funds. However, there appears to be a conflict between the Board charter and the CII Agreement. The charter focuses the Board on promoting strategy to deliver on the vision and goals but the provisions in Section 8 of the CII Agreement requires the Board to also approve all project awards. This results in the Board becoming very operational in its activities. Further, there is no provision to delegate project approval authority to management and therefore no situations where the CEO can approve awards, limiting the operational role of management.

A full description of Coast Funds organizational structure, including roles and responsibilities is set out in Appendix E.

## Comments and Findings

### Summary of Findings

- *Coast Funds is well administered and committed to its vision.*
- *The Board is heavily focused on operations at the expense of strategic considerations.*
- *Coast Funds lacks an accountability framework for the Board and senior staff.*
- *Coast Funds lacks clarity around roles and responsibilities between Members and the Board.*
- *There is interest in consolidating CEO responsibilities to execute the Coast Funds mandate.*

During the interviews, numerous comments noted that the organization carried out a high volume of work with a small number of staff. This observation is supported by HB Consulting's internal analysis that Coast Funds is a well-administered organization committed to its vision and making substantial efforts to ensure that projects are implemented successfully and that First Nations are supported by easy access to information and useful and timely advice.

The Board, tasked with establishing a single vision, has done so. Operationally, the director nomination and election process aligns with the governing documents and with common organizational practice. Policies and procedures are in place to uphold the fiduciary responsibilities for managing in a transparent manner the financial resources of the organization. At the staff level, both CEOs are executing on the single mandate and great effort is given to the ongoing communication necessary to maximize the potential for the success of projects.

These are strong indicators pointing to the obvious fact that the individuals that make up Coast Funds, including Directors, Members and staff, take seriously the leadership challenge of the organization's vision and putting in place a governance model for delivering on it.

Whilst interviews and analysis highlight the positive efforts and practices of Coast Funds, they also point to a number of areas where effectiveness can be enhanced.

With the current provisions in the CII Agreement with respect to project approvals by the Board and the PRC, there is a limited role for management in the operations of the organization. Board committees are also active in the areas of capacity, communications and strategy. In combination, these structures and processes place a high operational demand on Directors and suggest that the Board and the Committees manage Coast Funds, as opposed to it being managed by management. While there is clearly a central role for the Board in the array of subject matters that it is active in, HB Consulting's assessment is that the intensity of effort required to do so detract from other key functions associated with goal attainment and relationship management.

The interview process highlights similar comments around the operational role of the Board. Three respondents (two Director/Members and one First Nation) suggested that the Board of Directors should spend more time on strategic issues and brand promotion and less time on operational matters. Two Director/Member interviewees

felt that the decision process needed to be streamlined to allow the Board to hone in on strategic/political issues and goal attainment associated with projects.

There is confusion with respect to roles and responsibilities of Directors and Members. HB Consulting is aware of the efforts made by Coast Funds to inform Members and Directors about their respective duties. However, the interviews reveal differing understandings and tension that diminishes the relationship between the Board and Participating First Nations. Many interview comments were received that can be described as expressing discomfort on how Members participate in Coast Funds. Some felt that Members should in fact be the final arbiters in key strategic decisions. Others noted that the Board held the fiduciary responsibility to manage Coast Funds activities as per the founding documents.

As the Board is heavily focused on operational matters, it may interfere with its ability to adequately attend to the expressed disconnect between itself and some of its Members. This disconnect was illustrated by comments from ten interview participants on such concern as a lack of transparency on key Board decisions, the absence of strategic information from the Board to Members, and a view that there is not an appropriate appreciation of the accountability of the Board to its Members.

The document review and interviews highlighted an absence of accountability or evaluation frameworks within Coast Funds governance model. This applies both to Directors and senior staff. The absence of an accountability framework likely exacerbates the issue of roles and responsibilities and the feeling of disconnect discussed above. For example, Directors and Members both believe they have a role in the nomination of directors, the decision about excess earnings on the Economic Development Fund's investments and the decision on the unexpended Economic Development Fund. Evaluation frameworks are an essential element of understanding expectations, and being able to assess and address performance. HB Consulting is aware that the organization has now developed such frameworks. Ensuring that Members understand these frameworks will assist in clarifying responsibilities and enhancing accountability.

With respect to the management level of Coast Funds, twelve respondents (7 Director/Members and 5 First Nations) suggested that the Coast Funds mandate of linking economic development with conservation values would be better and more cost effectively served by consolidating its executive management (CEO) responsibilities. HB Consulting does not consider the current arrangement of two CEOs for Coast Funds operations to be desirable. HB Consulting has examined the structures of a number of non-governmental organizations that could be considered similar to Coast Funds. We were not able to identify one of a similar scope or size that operated with two CEOs.

*As First Nations move towards integrating governance, stewardship and economic development, so too should Coast Funds."*  
- First Nation Interviewee

It should be noted that the organization undertakes a high volume of project activity with First Nations and its support of such is well appreciated. Coast Funds may wish to examine whether another staff position for project management would assist in the achievement of its goals.

It is understood that this management model goes back to the founding of the organization and a particular set of circumstances at that time. However, if Coast Funds' Board chooses to extend the term of the Economic Development Fund, as recommended by this report, the executive management for the organization should be consolidated. Optically, it is perceived by First Nations as extravagant and functionally it is not seen to add value to Coast Funds operations. One executive in charge of achieving the organization's vision enhances accountability and establishes clear reporting arrangements. HB Consulting wishes to be very clear however - this assessment



does not imply that the work being undertaken within the existing arrangement is not valuable. The contrary is true.

### *Opportunities for Change and Recommendations*

Coast Funds is presented with an opportunity to recast the focus of its Board in a more strategic direction and empower management to have a more hands on role in the day-to-day activities of the organization and the projects that it supports. Clarification of roles is an area where change is recommended. This should address both the confusion around the duties and functions of Directors versus Members and the issue of the dual management structure.

Below are recommendations to address governance and leadership challenges:

Identified Issue	Recommendation
Coast Funds Board is focused on operations and not the strategy of the organization.	<p>4. Streamline and re-orient Board responsibilities</p> <ul style="list-style-type: none"> <li>Relieve the Board of Directors of work associated with award approvals. This could entail seeking changes to governing documents to allow for delegated approval to management within set parameters. Other approaches could include Board adherence to management recommendations within a risk analysis framework.</li> <li>The Board of Directors should focus strategic efforts on vision and goal attainment, including monitoring and reporting on outcomes; the strengthening of relationships with First Nations political leadership, governments and Funders; and reporting on the Coast Funds model.</li> </ul>
There is a lack of clarity around roles and responsibilities creating difficulties in managing the expectations of Directors and Members with respect to timeliness, content of communications as well as appropriate participation in decisions.	<p>5. Clarify roles and responsibilities</p> <ul style="list-style-type: none"> <li>Develop and implement a comprehensive orientation program for Directors and Members.</li> </ul>
There is interest in consolidating Coast Funds' executive management (CEO) responsibilities.	<p>6. Consolidate executive management responsibilities into a single CEO position</p>
<p>Coast Funds does not have an accountability or evaluation framework for the Board and senior staff.</p> <p><i>(HB Consulting recognizes this has recently been developed)</i></p>	<p>7. Evaluation frameworks</p> <ul style="list-style-type: none"> <li>Implement the evaluation frameworks that have been developed for the Board and senior staff.</li> <li>Make known to Participating First Nations what the accountabilities within these frameworks are.</li> </ul>

### *Rationale*

HB Consulting acknowledges the awards approval process is a fundamental function of the Board, however it has been observed that its level of involvement in the approval process reduces the ability of Directors to focus on



relationship management and strategic issues. The fundamental tasks of a Board are CEO selection, evaluation and succession; constructively engaging in corporate strategy; and, oversight and monitoring<sup>1</sup>. And typical responsibilities of the CEO include overseeing operational management, monitoring corporate performance, ensuring the functioning of internal control and management information systems, among others<sup>2</sup>. The current structure of Coast Funds puts many of the traditional responsibilities of management onto the Board.

It is not suggested the Board be removed from its awards approval responsibility altogether, rather the scope of its involvement be reduced. This can be achieved by delegating approvals to management within a determined amount or management and/or senior staff develop a comprehensive risk analysis framework (similar to the risk framework developed for Economic Development projects above \$500,000) that summarizes the issues from which the Board can make their approval decisions. This shifts the responsibility of reviewing full applications and supporting documents from the Board onto management or senior staff.

Shifting the scale of operational responsibilities from the Board will create greater opportunities for the Board to focus more on strategic issues and engagement with Members. HB Consulting is aware of the efforts made by Coast Funds to inform Members and Directors about their respective duties, however there continues to be confusion around participation on corporate matters and decision making. It is explicit in the governing documents that the Board is, in fact, responsible for making final decisions. The presence of confusion may be attributed to Coast Funds level of engagement on those particular issues.

With respect to the recommendation around consolidating executive management responsibilities, HB Consulting believes the volume of work does not support the need for two CEOs. As mentioned previously, a search of non-government organization's operating with dual CEOs returned few results. Where it is more commonly seen is in large technology companies where there is an obvious division of labour – technology and sales/marketing – that could necessitate having two CEOs overseeing its respective labour division.

HB Consulting recommends Coast Funds explore alternative options to the current dual CEO structure, and consider such things as salary expenses and responsibilities. Consolidating the two positions into one position will free up funds that could be used, for example, to hire an additional staff member at the project level or to fund communication and engagement activities. Consolidating the roles will also create a clearer understanding of accountability at the management level.

### 3.3.2 Communication

#### *Background*

Coast Funds has recognized that a well-functioning communications effort is critical to its effectiveness. It has the responsibility to manage the Conservation and Economic Development Funds on behalf of three First Nation Regional Organizations and 27 individual Participating First Nations. Coast Funds also needs to liaise appropriately with the six Funders that contributed to the Conservation Fund and the two public governments that provided the financial resources for the Economic Development Fund. In doing this work, it needs to consider the

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<sup>1</sup> Bart, C. 2008, "Strategy and Governance", *The Directors College*.

<sup>2</sup> Brown, David. and Brown, Debra, "Who Does What?", *The Conference Board of Canada* (August 1999).

types of communication tools being used, the timeliness of the communication, the appropriateness and the amount of the information communicated, and the focus and purpose of the communication (e.g., project specific or the broader goals of the organization), and the audience.

Communications is required across the full range of project activity from conception to completion. As of this report, this means 73 economic development projects and 61 conservation projects. This communication is both externally driven by First Nation needs and internally to the Coast Funds organization itself as it undertakes management responsibilities in areas such as project review and approval.

While communications around projects is central to achieving the Coast Funds mandate there are also a number of corporate issues for which information must be shared and input sought. These matters include mandates, goals, strategic plans and governance. Communications of this sort must occur both with First Nations and Board Members and Funders. Figure 5 illustrates the communications required by Coast Funds outside the organization.

**Figure 5: Coast Funds Communication**



Communication between management and the Board occurs on a quarterly basis. The CEOs of the Conservation Foundation and the Economic Development Society report to the Board of Directors on business activities, policies, financial performance, strategic issues and other relevant matters.

The tools Coast Funds uses to communicate outside of the organization, as well as the frequency and breadth of distribution, is described in Table 4:

**Table 4: Coast Funds Public Communications**

Communication Source	Frequency	Breadth
The Talking Stick	Quarterly	Public
Annual Report	Annually	Public
Quarterly Reports	Quarterly	Participating First Nations
Website	Ongoing	Public
Strategic Plans	Annually	Public
Meetings	Ongoing	Funders and Media

## Comments and Findings

### Summary of Findings

- *Coast Funds has very strong project communications which is considered accessible and well organized.*
- *Coast Funds' tone of communications, with respect to projects, is viewed positively.*
- *Communication on corporate issues, such as policy decisions and board appointments, is an area for improvement.*

As the purpose of Coast Funds is to work with First Nations to support economic development and conservation, effective communications with Participating First Nations is critical. In all of the interviews the subject of communications was well discussed, including topics such as Coast Funds general communication practices, communication on projects and communication on corporate matters.

HB Consulting recognizes the challenge of communicating with many entities across a broad range of subjects. Coast Funds has contracted with a part-time communications consultant to provide services. However, given the scope of communications needs, this function must be a core responsibility for all staff as well as for the Directors.

There is ample evidence that Coast Funds puts much effort into communications, using both formal and informal tools and techniques, with appropriate distribution. It is also evident that staff and Directors take this responsibility seriously and devote considerable effort to it.

With respect to communication on projects there is near universal First Nation commendation for the communications efforts of Coast Funds, particularly with staff efforts, described as "extreme satisfaction" and "timely and responsive". The tone of communication has been well received by First Nation communities. Most First Nation interviewees described it as very open and frank, and not overly burdensome. It was generally characterized as consisting of quick phone calls enquiring about the status of the projects and what help, if any, Coast Funds might provide.

Additionally, several respondents emphasized the importance of the on-the-ground presence of Coast Funds staff, particularly in the early stages of a project. There was broad satisfaction when staff made efforts to visit communities, although several comments were received that a much more sustained effort of community visits and dialogue would be helpful. Merit is seen in this suggestion, although it must be balanced against the cost of travel and high work demands already placed on Coast Funds few staff.

A couple of Participating First Nation respondents thought it was equally important for the Board to visit communities in that it enhanced the Board's ability to understand First Nation aspirations and, importantly, offered an educative potential for community members to be exposed to the Coast Funds mandate.

Despite the efforts made on communicating, interview comments from both First Nation respondents and Director/Members reveal communication gaps, particularly with respect to communication on corporate matters. Efforts in communicating with First Nations on topics such as vision, goals and corporate initiatives was somewhat less positively viewed than was the case for communicating on projects. In fact, seven First Nation interviewees

pointed to what they felt to be a failure to communicate on corporate issues of interest to member First Nations. They referred specifically to policy decisions such as how Coast Funds deals with accumulated interest, the options for addressing the term for the Economic Development Fund, and a lack of communication with respect to Board appointments.

Four Director/Member interviews suggested a need to examine improvements in communications within the corporate circle of Coast Funds, including acknowledgement of a lack of a communications plan directed towards its Members or Funders. It was felt that this was a very important political function that needed to be addressed. Subject matters for this type of communication included approaches for major policy decisions, reporting on successes, and management of Board meetings, including the Annual General Meeting.

While there appears to be a disconnect between the decision-making of Coast Funds and how a number of its member First Nations perceive this process or understand why the decisions have been made the way they have, it is important to place this in context. This review has not identified that the problem is one of a lack of information. HB Consulting recognizes the efforts taken by Coast Funds to communicate on certain issues including its communication plan in the annual Strategic Plan that highlights their commitments to effective communication. In many of the issues identified above as problematic during the interviews, Coast Funds has circulated materials on them. For example, a memo describing the respective responsibilities of Directors and Members was circulated within the organization and to First Nations. In the opinion of HB Consulting, this disconnect highlights the difference between the provision of information and effective engagement on it.

It is also appropriate to acknowledge that most First Nations governments or organizations undertake a remarkable number of functions with a very limited set of resources, and the best information in the world is useless if people do not have the time to review it. In addition, it is HB Consulting's view that sometimes what is cast as a communications failure might be better described as a fundamental disagreement on a decision.

HB Consulting believes that bridging this communications gap will require consideration on the best method of engaging on key issues of mandate and policy (as opposed to communicating on project implementation). As effective communications and engagement is by definition a two-way street this consideration should be a collective exercise.

### *Opportunities for Change and Recommendations*

It is clear that Coast Funds provides its members, Participating First Nations and Funders with access to significant information about its organization and operations. Coast Funds' practices with respect to communications on community projects are working well and should be continued in the present manner.

However, information gathered through interviews and document reviews indicate that there is an absence of deliberate and accountable communications processes for Participating First Nations, Members and Funders on corporate issues. There are opportunities to improve communications by bringing these issues to the communities for discussion. A First Nation respondent suggested that the CEOs and/or the Directors could lead such a discussion. Another First Nation respondent agreed with this suggestion however, suggested the appropriate channel for communicating with First Nations on corporate issues was through First Nation Regional Organizations.

Below are recommendations to improve communications:

- Board decisions on corporate issues and policy decisions should involve a full and substantive discussion with its Members to ensure effective communication and informed decision making.

Identified Issue	Recommendation
First Nations and Members do not feel there is effective communication on corporate issues, such as vision, goals and policy decisions.	<p>8. Develop a communication/engagement plan for participating First Nations and Regional Organizations, Members and Funders</p> <ul style="list-style-type: none"> <li>▪ The plan should focus on how to ensure effective communication and informed decision making by seeking input on key issues by incorporating mechanisms in the plan by which direct feedback on core issues can be had. This may include a mid-year conference of First Nation representatives, government and Funders; participation in the general meetings of the Regional Organizations; or a tour by the CEO, or Directors, of each of the regions to hold dialogues on core issues. The extent of engagement must be balanced against the budgetary constraints of Coast Funds.</li> <li>▪ Use some or all of the analysis and recommendations in this report as an initial focus for its engagement with its Members.</li> <li>▪ There should be clear accountability for this plan and should include regular reporting to the Board on the implementation of the plan. Typically, this is the responsibility of the CEO. Who and where this responsibility sits will be driven by the Board's decisions with respect to executive management.</li> </ul>
Given the challenge First Nations face in undertaking many functions with limited resources there are constraints or accessing information on corporate issues via conventional communications.	<p>9. Update Communication Tools</p> <ul style="list-style-type: none"> <li>▪ Examine the efficacy of its existing communications tools.</li> </ul>

## Rationale

The issue of communication and engagement is discussed in the governance section as well as it is HB Consulting's position that the current responsibilities of the Board may be impacting their ability to address communication with its Members.

Communication and engagement on issues is not about delegating decision-making. The Board of Director's decision-making duties are clearly laid out in the governing documents and Directors have a fiduciary duty to carry them out. But effective engagement seeks input to inform decision-making and generates support for, or at a minimum understanding of, the decisions. This suggests a need for Coast Funds to develop a communication and engagement plan directed towards its Members and Funders. This is a critical activity to ensure support for the organization. The plan should incorporate mechanisms to enable direct feedback from Members and Participating First Nations on key corporate issues.

Engagement and communication, while vital, must not contribute to gridlock or a failure to make decisions. There may be issues where communication on them does not lead to consensus. In such situations the Board will still need to make decisions but will do so in the context of a full and open exchange of information and viewpoints.

### 3.3.3 Awards Process

#### *Background*

The applications to the Economic Development Society and Conservation Foundation follow a similar structure with consistent requirements, including a project description, objectives, deliverables, list of activities or a work-plan, budget and the people involved in the project. All application and award information is stored in Coast Funds' document management system.

The awards management process, illustrated in Figure 6 below, involves coordination between the applicant (Participating First Nations or Regional Organizations), Coast Funds staff, Coast Funds Board and Project Review Committee (PRC), and Coast Funds Finance. The deliverables required by the applicant are shown in green and by Coast Funds are shown in blue.

**Figure 6: Awards Management Process**



The process includes preparing and executing approval notifications and funding agreements with the applicant. The funding agreement includes payment milestones based on project deliverables defined by the Director of Projects. Payment, therefore, is released at various stages of the project. Payment milestones are a mechanism implemented by the Economic Development Society to increase the likelihood of achieving critical path milestones and overall project success. Examples of milestones include receipt of payment or approval of payment from other Funders, hiring of key management for the business startup, or submission of interim or final reports.

The project approval process is defined in the CII Agreement, where project approvals are the responsibility of the Board or the PRC with no apparent provision to delegate authority to the CEOs, regardless of the dollar size. With approvals occurring on a quarterly basis the Board and PRC must review all award applications for a given quarter at one time, requiring a review of hundreds of pages of materials.

### *Comments and Findings*

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#### *Summary of Findings*

- *Application process is well designed and easy to access from the website.*
- *The application process is not burdensome. The level of effort required can be linked to the complexity of the project or the capacity constraints of the community.*
- *Approval process should be streamlined to minimize the number of submissions for Board review.*

The applications, for both the Economic Development Fund and the Conservation Fund, are well designed and easy to access. The level of effort required appears to be linked to the complexity of the project and influenced by the resources available within a community to carry out the application.

An indicator of application complexity is the use of external consultants. The Conservation Fund applications show a rare occurrence of external resources to support the application process. Conversely, the Economic Development Fund applications often reference the use of external consultants for both the preparation of the application and the business plan to support the application. Of the 26 sampled economic development awards, eight applications explicitly referenced the use of external consultants to write the application itself and 11 applications referenced external consultants to develop business plans, feasibility studies or market assessments. The use of consultants was more commonly seen in business or economic development start-ups rather than project applications requesting funds to support ongoing business operations.

Several First Nations representatives expressed the view that Coast Funds asked for too much information in the project proposals, particularly when the award request was for a relatively small amount of the First Nation's allocation. It was noted that often this led to an unnecessary diversion of effort from other more useful work they could be doing in support of their communities. Two First Nation interviewees expressed frustration that some of the information requests were unnecessary for Coast Funds to carry out its responsibilities to manage the funding. They perceived a tendency to "micro-manage" where the Nation had the full capability to implement the project. Other comments indicated that the submissions process and reporting requirements were not particularly onerous. One respondent noted that the detailed submission required by Coast Funds had the positive effect of the First Nations political leadership becoming very involved in the project proposal which in turn led to a stronger sense of ownership of the project than might otherwise have occurred.

One First Nation respondent, however, made the case for Coast Funds to be more flexible in its funding when there is a change in the project definition, rather than a scenario where an applicant must submit a new project application. This was seen as somewhat inflexible and led to the suggestion that Coast Funds develop a policy for



reassigning a First Nations allocation for a project providing it fit with the spirit and intent of the original project definition.

The findings from the interviews reveal what might be described as a mixed appreciation of the current practices and forms undertaken by Coast Funds for project submission and reporting. The level of effort required to engage in an application process is an important consideration, particularly given the capacity constraints in several First Nation communities. Numerous First Nations found the process to be flexible and not overly burdensome; however, there were equal concerns the process was rigid and did not allow flexibility with projects requesting small funding amounts. This could dissuade Participating First Nations from accessing funds which could impact the drawn down of funds.

The reactions from First Nations around the complexity or level of effort required throughout the awards process can be linked to the capacity of their communities. The use of external consultants has been invaluable for some First Nations, and Coast Funds has often facilitated the connection of appropriate resources to assist the First Nations in their projects. Economic development projects particularly benefitted from the use of business students in conducting market assessments or feasibility studies and developing business plans in enabling the projects to move forward. There is an opportunity to encourage a mentorship between the consultant and a member in the community to build the knowledge capacity internally. This creates an opportunity where Coast Funds awards are directly invested into building community capacity and sustainability.

A concern was also raised by a First Nation representative about how Coast Funds establishes milestones for the release of payments in its funding agreements. Milestone payments are viewed as risk management strategies that may increase the accountability on the First Nation in achieving critical path milestones or project success. For that individual the process was seen as arbitrary and, when a milestone was not met as a result of forces beyond the First Nations control, payments were withheld with negative consequences. That person recommended there be a more collaborative process for establishing milestones.

Others felt Coast Funds took a very practical and flexible approach to monitoring the accountability of the project to the proposal. One respondent made the suggestion that reasonable reporting expectations are set at the

*When asked by the interviewer about how Coast Funds dealt with its accountability requirements in such a dynamic environment, one individual stated that "Coast Funds insisted on accountability, but they were not rigid, they were flexible".*

beginning of the project but are often forgotten in the context of project implementation, particularly in the context of a multi-year project. This individual made the suggestion that Coast Funds would be well advised to reiterate reporting expectations periodically. A lack of a reporting framework or discussion on outcomes, impacts the accountability of the First Nation/Coast

Funds with respect to the outcomes stated in the CII Agreement and PAFA.

Similarly, Coast Funds administration of the sampled awards appears to lose a measure of accountability as evident by the absence of project completion reviews or discussions of project success. Particularly with the conservation awards, there were few final reports from award recipients. On the other hand, final reports for Economic Development projects were diligently linked to their final payment schedule. Neither the Conservation Foundation nor the Economic Development Society, however, had documentation to suggest Coast Funds discussed project success.

The issue of the requirement for the Board and the PRC to review and approve the project awards was also raised in interviews. This is both a governance and an awards process issue. The former has already been discussed in



this report. With respect to the latter, the current award approval process occurs quarterly, consistent with the Board meetings. This poses two challenges: fewer opportunities for Participating First Nations and Regional Organizations to submit applications, which may cause a slower uptake of funds; and, a large volume of information is required to be reviewed at each meeting.

One individual has characterized the Board as often required to “review as much material for a fish plant proposal as it would for a small boat”. In a related comment it was also noted that the format in which the information was presented to the Board was less than conducive to quickly finding the key information and decision points within it.

### *Opportunities for Change and Recommendations*

In general, Coast Funds awards process is well designed and supports the development and implementation of useful projects. First Nations have identified several areas where some modest changes may be appropriate and Coast Funds should examine whether those could assist in moving projects forward. A key opportunity for change is in the area of Board approval of projects. As already discussed in this report, the Board of Directors is involved deeply in the details of projects as part of their approval responsibilities in addition to projects approved on a quarterly basis. Both of these factors make Board approval of projects a major task, reducing the opportunity for Directors to consider other strategic matters. Quarterly approvals also reduce Coast Funds ability to deal on a more continuous basis with the needs of First Nations’ communities and their projects. Streamlining the awards process by the Board and moving towards an ongoing review of projects is recommended.

Below are recommendations to improve the awards approval process:

Identified Issue	Recommendation
The approval process occurs quarterly causing the Board to review several applications in one meeting.	10. Develop a process to approve awards on a continuous basis <ul style="list-style-type: none"> <li>This could include an awards process where approvals occur on either an as required basis or on a monthly basis rather than the current quarterly review process.</li> </ul>
The Board (and, when permitted, Project Review Committee) are required to approve the awards causing the Board to be very involved in the operational activities of the organization leaving less time to focus on strengthening relationships and focusing on strategic issues of Coast Funds.	11. Streamline the awards process <ul style="list-style-type: none"> <li>This may include amending the governing documents to enable the Board to delegate authority of awards to management under a pre-defined amount.</li> </ul>

### *Rationale*

Consistent with the commentary and recommendations throughout the report, shifting some of the operational responsibilities from the Board onto management will allow the Board to focus on other priorities. It is not suggested that the Board be completely relieved of award approvals as this would be inconsistent with its duties set out in the founding documents. Rather, delegating approvals to management under a pre-defined amount or developing a risk management framework to assist and expedite Board decision-making is recommended.

Additionally, more frequent approval periods could also address workload associated with approvals and allowing Coast Funds to be more responsive to First Nations' needs.

The parameters of the delegated authority and review of awards on a more regular basis has not been analyzed by HB Consulting and it is recommended Coast Funds do so.

### 3.3.4 Financial Effectiveness

#### *Background*

Coast Funds' financial mandate includes managing investments, operating expenses and budgeting, and awards targets. The discussion around awards targets can be found in Section 3.2.

The revenues associated with the Conservation Fund and the Economic Development Fund are derived from the investment income earned on all assets. The investment activities and decisions are the responsibility of the Board and the Investment, Finance and Audit Committee (IFAC). However, the actual investments are made by multiple fund managers retained by Coast Funds and chosen by the Board, and the investments are managed by an advisor. These activities follow the requirement in the CII Agreement which states each of the Conservation Fund and the Economic Development Fund will retain an external investment manager to manage their respective assets, for up to \$40 million, in aggregate, to be managed by a single investment manager. The Bylaws also require the Board to retain an external independent professional investment advisor to provide it with investment advice.

The operating expense mandate provided by CII Agreement states that combined operational and administrative costs of both funds, for any given year, cannot exceed 2% of the funds under management at the outset of the fiscal year. The Conservation Fund's operating and administrative costs cannot exceed 1% of the original capital contribution.

#### *Comments and Findings*

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##### *Summary of Findings*

- *The Conservation Fund and the Economic Development Fund have managed to achieve positive returns on the funds' investments.*
- *The Conservation Fund and the Economic Development Fund have managed within their mandated operating expenses.*

Our document review of Coast Funds investment management indicates both the Economic Development Fund and the Conservation Fund meet the investment guidelines of the governing documents. The accessibility and content of the documentation around financial management indicates prudent administration of the funds by both the staff and the Board. Additionally, the investment management of both funds earned positive returns, with the Conservation Fund earning an average of 10.8% per year over the past three years and the Economic Development Fund earning an average of 5.2% per year over the last three years.

The Conservation Fund policy for excess earnings is included in their Finance Policy, establishing a target allocation and a reserve balance. Conversely, the Economic Development Fund does not have a policy to address excess earnings or losses in future years of the fund. Therefore, the excess earnings on the Economic Development Fund's investments triggered the IFAC and the Board to develop options for managing their impact on the Economic Development Fund and its mandate. With the absence of clear direction from the CII Agreement related to excess earnings, the Board sought legal opinion which suggested that, given the language in the CII Agreement, the Society is authorized to incur the costs of providing value added services to Participating First Nations from the excess earnings.

Coming from this legal opinion, the Board approved the use of excess earnings to December 31, 2011 for awards in accordance with the CII Agreement allocation formula and subsequently allocated \$2 million (50%) of earnings to date for additional awards to the Participating First Nations. Additionally, the Board agreed to revisit the excess earnings allocation annually.

With respect to operating expenses and budgeting, the Conservation Fund and the Economic Development Fund have managed within the terms of the CII Agreement. The combined limit for operating expenses for 2011 was \$2.5 million. The Conservation Fund and the Economic Development Fund's operating expenses for 2011 represent 53% of maximum allowable operating expenditures, all within the intent and guidelines of the governing documents.

Given the mandate for investment practices, Coast Funds has managed to positive returns benefitting Participating First Nations with access to funds to achieve economic development and conservation.

### *Opportunities for Change and Recommendations*

Given Coast Funds performance with respect to investment management and budget management, HB Consulting recommends these decision-making processes remain intact.

### 3.3.5 Vision and Achievement of Goals

#### *Background*

The vision of Coast Funds 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 they live in.

One of the objectives of the Comprehensive Review is to evaluate Coast Funds' performance in meeting this vision through the implementation of its core goals. The goals of Coast Funds are to:

- Promote robust and diverse community economies throughout the region
- Contribute to conservation goals that include a substantial network of well-managed protected areas and the adoption of eco-system based management practices
- Increase the capacity in First Nations' communities

- Build relationships and support partnerships and integrated regional planning and collaboration with non-government organizations and agencies, local governments and business groups involved in sustainable economic and community development in the region
- Exchange information, knowledge, expertise and lessons with conservation and sustainable economic development investment programs
- Ensure that Coast Funds has the capacity and capability as an organization to support First Nations' efforts throughout the region

The vision has been in place since 2008 and is considered annually as part of the strategic planning process. The governing documents for Coast Funds lay out a series of outcomes and sample performance measures for achieving this vision in both the Economic Development and Conservation Funds (see Section 3.2).

Section 5.3 of the CII Agreement requires each of Conservation Fund and Economic Development Fund to prepare Strategic Plans. While the Conservation Fund and the Economic Development Fund have different outcome goals, their vision, mission and work are integrally linked and therefore their work is undertaken jointly under the umbrella of a shared plan which is updated annually.

### *Comments and Findings*

#### *Summary of Findings*

- *Vision and goals are widely viewed as commendable and appropriate.*
- *Project awards are consistent with vision and goals.*
- *Activities and targets of the Strategic Plan do not include outcomes for achieving the organization's vision.*

The goals of Coast Funds were broadly acknowledged throughout the interview process as commendable and worthy of pursuit. A number of projects were described as meeting these objectives. For example, several First Nation respondents talked about tourism projects that involved wildlife experiences and habitat conservation, or support for economic fisheries that delivered fish to consumer markets as well as to their natural predators. One respondent called such initiatives as "virtuous cycles of sustainability."

The vision for the organization is supported by Participating First Nations and remains relevant. Economic development is centre of mind for most communities but so too is the need to conserve and enhance the natural resources of the air, sea and land in the region. The awards made by Coast Funds are consistent with its goals. There is much support among First Nations for the view that Coast Funds awards support their community economic interests, whether through specific initiatives in sectors such as tourism or aquaculture or the establishment of economic development corporations. On the conservation side, natural resource planning offices have been established and stewardship and guardian programs put in place.

Numerous respondents from both First Nations and Directors/Members pointed directly to job creation resulting from Coast Funds projects as the ultimate foundation for sustainable communities.

However these endorsements were not without some qualification. It was noted that the quality of life in First Nation communities has not changed dramatically and that people are getting impatient. The respondents

suggested that there is an urgency to see real and tangible outcomes at the community level if the social license for a conservation economy is to be maintained.

Several others took a somewhat different point of view. From their perspective they felt that change would only occur gradually and that Coast Funds and First Nations would be better served by establishing more realistic targets. For these members, the goals were developed close to a decade ago, under expectations of resources that were never fully realized and in advance of a dramatically changed global economic environment. More than one respondent called for a “recalibration” of goals and outcomes. Two First Nation interviewees called for a broad community level discussion on updated goals and outcomes for the Coast Funds initiative. As noted in Section 3.2 of this report, HB Consulting does not recommend that Coast Funds undertake this activity.

Coast Funds’ Strategic Plan is developed annually and includes a work plan with activities and targets to achieve its goals. The discussion regarding Strategic Plans under Section 5.3 of the CII Agreement states that the plans include “...goals and outcomes and specific measurable performance indicators for each year of the strategic plan relating to the fulfillment of the purposes of the Foundation or Society.” Our review of the current and past Strategic Plans indicates the activities and targets do not include outcomes specific to achieving the vision nor do they include performance indicators. Rather, the strategic plan describes the activities to be completed as part of operating Coast Funds. While these activities need to be undertaken and the plan notes how funds are being accessed for them, their completion does not indicate whether Coast Funds is achieving its vision and goals.

The outcomes and sampled performance measures stated in the governing document are certainly directional and aspirational but there are real challenges to their use as a blue print for Coast Funds. For the most part, they do not recognize that Coast Funds is a contributor, as opposed to a driver, of the various outcomes. For example, employment rates and income levels are cited as measures of success. At the community level, jobs and pay cheques are obviously critical, but macro-economic issues largely drive progress on these fronts, not the impact of Coast Funds awards.

While there are legitimate questions about appropriate targets and measurements, having them in place provides a means by which the efficacy of the Strategic Plan can be assessed. Not only are they a scorecard for performance, they are important content for conversation with First Nations, governments and lenders on how Coast Funds is doing in achieving its vision. This is true in situations of success and failure. All organizations experience both, and if measures and targets are in place, they are important tools for understanding and learning.

The supported projects have created jobs and contributed to increased capacity among community members to manage the resources that have sustained First Nations for centuries and will continue to do so in the future. Many of these projects have been undertaken in collaboration with other organizations and entities, thus establishing partnerships and networks that will contribute to future successes. Coast Funds has been broadly recognized as adding significant value in facilitating and connecting First Nations to information and expertise relevant to their interests.

It is the view of HB Consulting that the efforts of Coast Funds have been consistent with its founding vision and goals and that there is a record of performance that is commendable.

### *Opportunities for Change and Recommendations*

Coast Funds tells an important story on how First Nation communities can promote meaningful economic development and community wellbeing in a manner that is supportive of the ecosystems in which they live. This would be a more compelling report if it could cite specific outcomes on how goals have been achieved. This could be done by putting in place a process for gathering confirmatory data, as well as a framework for tracking and reporting on outcomes. This should be collaboratively with First Nation communities. Such reporting would assist in accountability discussions with funding agencies and aid in any potential future fundraising, either by Coast Funds directly, or individual First Nations or First Nation Regional Organizations.

See recommendations in Section 3.2 on tracking and reporting on outcomes.

### 3.4 REVIEW OF COAST FUNDS CAPACITY INITIATIVE

#### *Background*

Capacity building is universally identified as a critical component of community development and the success of economic and conservation projects but many First Nations experience a lack of critical skills in these areas. In the majority of the interviews it was acknowledged that capacity shortfalls in communities were a challenge to the effective implementation of projects. A number of respondents made a direct correlation between capacity needs and the slow pace of utilizing their Nation's allocation of funds.

In recognition of this challenge, in 2010 the Board undertook a one-year assessment process to better understand the issues and identify opportunities. This assessment confirmed that capacity gaps exist in many communities including limited expertise, lack of peer networks, extensive use of outside consultants, inadequate information and document management systems, and the need for merit-based human resource management practices.

Coast Funds understood from this assessment that outcomes rely on the success of First Nations and therefore Coast Funds must try to address the capacity constraints in the community that may prevent First Nations from achieving their outcomes. In June 2010, the Board subsequently adopted a draft capacity strengthening strategy, with the following goals:

- Align existing resources and programs to address identified capacity needs
- Make First Nations aware of and competitive for opportunities to strengthen their capacity
- Create an investment climate in the region to attract new resources to fund strategies to address key capacity gaps
- Create a dedicated Capacity Fund to complement existing efforts and serve as an effective and efficient vehicle to make resources available to First Nation communities, regional First Nation institutions and others to strengthen capacity
- Ensure efforts to strengthen capacity benefit from the experience of similar efforts from within British Columbia and around the world

As part of the strategy, Coast Funds had to clarify its ability to allocate operational and administrative financial resources to support capacity building and if it did have such ability, could it do so within its mandated limits for such costs set out in PAFA and CII Agreement.

Coast Funds subsequently received legal advice that capacity-building initiatives falls within the realm of operational and administrative costs. For the Economic Development Fund, this means funds from its operating and administrative budget have been set aside to support the economic development award capacity process such as drafting applications, business and project plans. The funds used for these activities are separate from the community's project award allocations. For the Conservation Fund, funds are set aside from the Conservation Fund operation and administrative budget to support the development of capacity in regional conservation programs and community resource management institutions. Like the Economic Development Fund, the funds to support these activities do not come from the community's project award allocations.

## Comments and Findings

### Summary of Findings

- *Capacity building is occurring throughout project implementation and could be enhanced.*
- *There is little support for Coast Funds to undertake an expansive response to addressing capacity gaps.*
- *Coast Funds can play an important facilitation role.*

One of the six goals of Coast Funds is to enhance capacity building within First Nation communities through the projects it supports. Capacity building is inherent in the projects undertaken by communities whether the focus is on economic development or conservation. For example, the establishment of an economic development or a stewardship office in a First Nation community contributes to enhancing the skills, knowledge and expertise amongst the membership that work in them.

Capacity building can also be addressed through a targeted program response. There are a number of agencies and organizations that provide capacity programming to First Nations in British Columbia. These include the New Relationship Trust, First Citizens' Fund and various programs offered by the federal and provincial governments.

While the interviews confirmed a consensus on the importance of capacity building they also revealed an absence of a common view of what Coast Funds should be doing about it. Concern exists that if Coast Funds was to undertake a proactive, programmatic response it will duplicate the efforts of other organizations and consumes financial resources that could be put to other uses. Five interviewees felt that there was no role for Coast Funds in this area and another five felt that the role should be limited to that of facilitator or connector. Of these comments, seven were from First Nations representatives and three were from Directors/Members. Their shared perspective was that the communities know what their needs are and that economic development led by community economic development corporations, as well as First Nation stewardship offices, were directly advancing capacity building. As a result they felt that there was no need for a broad capacity initiative from Coast Funds.

An additional five interviewees did not hold a strong point of view with respect to the role of Coast Funds in developing capacity but spoke to the central role that economic development and employment played in capacity building. Many examples were cited during the interviews of mentorship arrangements and other career development programs being put in place as part of Coast Funds sponsored projects.

Three interviewees (two First Nations and one Director/Member) felt that there is a modest proactive role for Coast Funds in capacity building but several caveats were attached to these responses. The first, Coast Funds should be targeted in any efforts it should take in this

#### ***Coast Funds projects can lead to careers***

In a major economic development project supported by Coast Funds, financial advice and management was provided through an external consulting firm. A young person from the First Nation has been hired by the by the firm and put on a professional career development path that, if successful, would result in the individual taking on the role of leadership in the financial management of that project and the First Nation in the future.



area. Similarly, several respondents noted that over and above individual First Nations capacity efforts, there were a great number of other players engaged in capacity building. These individuals felt there was a real risk of Coast Funds duplicating efforts and reducing the opportunity to use Coast Funds limited resources for project activity. First Nation and Director/Member respondents emphasized the need for an explicit mandate to pursue any capacity development programs. Examples suggested include bringing communities/First Nation Regional Organizations together to develop a capacity mandate from the communities or a clear strategic plan approved by the Coast Funds Board.

With respect to approaches to capacity building, there were a number of suggestions made in the interviews that portrayed Coast Funds as a facilitator to capacity building. For example, five interviews, four of which were with First Nations, it was proposed that Coast Funds could make a very helpful contribution to capacity building by articulating the needs and then involving, or linking First Nations with, other organizations that have a primary mandate for capacity building. Additionally, an interviewee suggested that with the number of capacity building

*"Coast Funds could have a useful role in making others do their job better" – First Nation interviewee*

tools available there was little in the way of connecting threads between them and this could be an important role for First Nation Regional Organizations supported by Coast Funds.

An example of facilitation that was well supported was the use of the Sauder Business School to support economic development projects. The First Nations that accessed this resource noted the positive contribution of the Sauder Business School to the business planning necessary for successful economic development.

In two interviews with First Nation respondents, support was given for Coast Funds to focus capacity efforts in support of stewardship offices, where shared policy frameworks and stewardship models that relied on accountability, institutional development, work plans and solid fiscal frameworks could be developed. Another medium for capacity building is through First Nation Regional Organizations where interviewees highlighted that this function is a core responsibility.

The Coast Funds capacity initiative does focus its efforts on facilitator-type activities, as described above. For example, the initiative facilitates collaboration, group problem solving and the alignment of resources through its Peer-to-Peer Networks and Regional Support Teams. This has been positively viewed by communities and has enabled people to work together to find the resources they need to be successful. Another facilitative activity is sharing information on existing funds or resources available to communities to strengthen capacity or working with the sources directly in making their delivery systems more applicable or relevant to First Nations.

### *Opportunities for Change and Recommendations*

Coast Funds has been commended for connecting First Nations with other organizations and institutions that are undertaking work relevant to their goals and aspirations. Given the number of players that are involved in capacity building this is a particularly important function. Coast Funds should further consider how it might enhance the role that it currently plays as a facilitator in this area. This could be achieved by becoming a centre of knowledge on where capacity building support can be found and a clearinghouse of such information.

First Nations Regional Organizations undertake capacity building initiatives for their members. This makes sense as they are in constant dialogue with their membership about supporting individual and regional projects. Coast Funds could work with these organizations on how it could support these efforts. One interviewee provided a very practical and important suggestion on this point. The North Coast of British Columbia is the location of very

significant economic development plans, particularly around port expansions and energy projects. These projects will require a large and skilled labour force. Coast Funds, in collaboration with the First Nation Regional Organization for this area, could identify what the labour market needs will be and how best to secure the requisite training so that community members can take advantage of this tremendous opportunity.

The following are recommendations to consider with respect to Coast Funds role in capacity strengthening:

Identified Issue	Recommendation
Implementation of Coast Funds draft capacity strengthening strategy.	<p>12. Focus capacity building efforts through project implementation and institutional development</p> <ul style="list-style-type: none"> <li>Projects should have components built into them that support associated skills development for community members. These should include mentorship arrangements, training opportunities and career paths.</li> <li>Coast Funds should work with First Nations to monitor capacity growth through project implementation and report on results.</li> </ul> <p>13. Become a centre of knowledge on where capacity building support can be found</p> <ul style="list-style-type: none"> <li>Coast Funds should build on its existing practices of facilitating arrangements between First Nations and service providers of skills and capacity strengthening.</li> <li>Coast Funds should become a clearinghouse of information on where capacity building support can be attained. This information should be easily accessible on its website.</li> <li>Maintain comprehensive engagement with tertiary institutions that provide supportive services to applicants on their projects. Consider exploring interest in deepening the relationships through mentorship opportunities.</li> </ul> <p>14. Support capacity through First Nations Regional Organizations</p> <ul style="list-style-type: none"> <li>Undertake dialogue with Regional Organizations on how Coast Funds can best support the organization's efforts in the area of capacity building. This could include funding and/or facilitation or linking to capacity service providers.</li> <li>Work with First Nations Regional Organizations to identify the labour market needs of major regional economic development proposals and consider how the skills and training can be made available to First Nation members.</li> </ul>

### *Rationale*

Project implementation is the primary means by which Coast Funds can and does support capacity strengthening in First Nations communities. The establishment of natural resource planning and economic development structures, and associated policies, directly support skills and capacity development. Coast Funds does provide modest assistance for complementary capacity development through facilitation, information sharing and Peer-to-Peer networks. As requested by First Nations, or First Nation Regional Organizations, this type of very focused capacity support is appropriate. However, Coast Funds should not undertake any broader delivery of capacity development. Such efforts would require dedicated time and resources that would detract from Coast Funds core functions. This type of support should be left to service providers that have a dedicated mandate and resources for such activity.

## 4 Options for the Economic Development Fund

### *Background*

The Economic Development Society manages a fund originally established at \$58 million by the provincial and federal governments to support sustainable economic activity. The Performance and Accountability Funding Agreement (PAFA) was put in place to manage the Economic Development Fund and requires that the Board of Directors make its best efforts to expend it within seven years, the end date of which is June 2014. The Conservation Fund manages a \$56 million dollar fund established by foundations to achieve conservation outcomes. Unlike the Economic Development Fund, it is a perpetual fund.

It is expected the Economic Development Fund will not reach its spend-down target by June 2014. As of June 2012, the balance of the fund was approximately \$42 million. This means that the fund would need to allocate approximately \$20 million in each of 2013 and 2014 in order to be fully expended by 2014. Since its inception four years ago, the Economic Development Fund has approved approximately \$19 million (with approximately \$17 million in awards paid out).

The Coast Funds Board of Directors has a fiduciary obligation to manage the funds as set out in Section 4.01(m) of the PAFA, stating that Economic Development Fund "...is to make its best efforts to expend the Contribution in its entirety...but failing such expenditure or on the earlier winding-up of the Society, through resolution of the Board of Directors, articulate a process consistent with the purpose of this Agreement, for the distribution of any part of the Contribution that has not been expended and make such resolution public..."

While specific words within the agreement have been subject to debate, HB Consulting interprets the overarching meaning as empowering the Coast Funds' Board with the responsibility for defining a process to expend the remaining economic development funds beyond June 2014. And, once the Board has agreed on such a process, communicating it to Participating First Nations and Funders. Further to this responsibility the Board has the authority to transfer funds to another entity with the caveat that subsequent allocations are made in conformance with the original funding agreements.

### *Comments and Findings*

#### *Summary of Findings*

- *There is a range of opinions of how to manage the Economic Development Fund post 2014.*
- *A change in approach could lead to a disruption of service.*
- *Participating First Nations are very interested in this issue and wish to be involved in its resolution.*

The interview process revealed a high level of interest in how the funds would be managed post-2014 and an understanding that a decision needed to be made shortly on this matter. This is not surprising given that the Fund represents First Nations' financial resources managed on their behalf by Coast Funds.

There was not, however, unanimity on what this decision should be and a spectrum of solutions was offered by interviewees. At one end was the option of transferring the unexpended funds to the First Nations. At the other end, was the suggestion of extending the timeframe for the allocation of the fund. And, in the middle, was a proposal to transfer the resources to another agency to manage.

Two First Nation respondents noted that the resources belonged to the Participating First Nations as they represented their foregone economic opportunity for agreeing to conservation initiatives. As such, any monies remaining in 2014 should return to the Nations and be managed by the economic development corporations that have been established, often with the support of Coast Funds.

Five First Nation respondents suggested that the balance of the economic development funds be transferred to existing institutions in British Columbia that currently manages other funds with minimum overhead and operating costs. Two of these interviewees also suggested that the conservation funding should be put into five-year block funding agreements with a small management team to oversee their delivery.

Five respondents who commented on this issue felt that the best approach would be to extend the timeframe for Coast Funds to manage the allocation of the economic development funds. Two of the respondents were Director/Members and the remainder were from First Nations. Several of these commentators noted that the original agreements among the Funders who set up Coast Funds stipulated how this money should be allocated and for what purposes. They made the point that if the resources were transferred to either First Nations or another agent or agencies, the same criteria would need to be applied and that monitoring of this effort would require an organizational infrastructure similar to that in place with Coast Funds.

Two individuals also suggested that if the two Funds were managed separately this would be a challenge to Coast Fund's integrated mandate of economic development and conservation. Those advocating for an extension of the timeframe for allocating the economic development funds suggested there should be a set time frame for the extension (one person said five years and another said ten) and criteria for ensuring that this schedule is met in a fiscally appropriate manner.

Two Director/Members and one First Nation respondent spoke about the possibility of replenishment of the fund. They both recommended that there be a critical assessment of options focusing on venture, triple bottom line and angel investment models. One First Nation respondent noted that the combined funds of Coast Funds were intended to be complemented by a significant Socially Responsible Investment fund and that no steps have been taken by Coast Funds to secure it.

Six First Nation respondents said that it is incumbent upon Coast Funds to undertake a meaningful conversation with First Nations on options. Several went further and stated that Coast Funds should take its direction on dealing with unexpended funds from First Nations.

In November of 2011, Coast Funds' Board of Directors commissioned a report on options for managing the Economic Development Fund beyond 2014. This report, prepared by Perrin, Thorau and Associates Ltd., analyzed the pros and cons of options not substantially dissimilar to those outlined in the interview process for this Comprehensive Review.

The option of Coast Funds continuing to manage the Economic Development Fund beyond 2014 has some considerable advantages. The processes for making awards from the Fund are well established and understood by First Nations and, as confirmed in this report, operate efficiently with awards in alignment with the vision and goals of the organization. Many First Nations are highly appreciative of the advice and facilitation skills brought to

project development and implementation by Coast Funds' staff. If another option is chosen, then it is very likely that there will be disruption to service as the new administration puts in place independent process to manage the funds as per direction from the original funding agreements.

It should be recognized, however, that there is significant support among First Nations and First Nation Regional Organizations, for transferring management of this fund away from Coast Funds. This opposition to the status quo is founded in a perception by some First Nations that Coast Funds has unacceptably high administrative costs and does not undertake the needed communications on corporate policy issues. If Coast Funds decides to extend its management purview over the Economic Development Fund it will need to address these concerns.

As suggested in the interviews and the Perrin Report, there are options that can be considered for moving the management of the funds to existing trusts. Such an arrangement would meet the required test of independent management of the money and there are entities in existence that have experience and capacity in managing economic development funds. This model would contemplate little in the way of value-added services; it would simply look after the money and disperse with minimum oversight.

For such an approach to work, the new administration would need to have sufficient consistency with the existing funding criteria in order to satisfy the original purpose and intent of the funding. If not, it would likely need to develop an organizational structure to support the purposes. This would presumably take time, which would contribute to service disruption. It is also probable that the development and support of such funding infrastructure would diminish whatever administrative savings that might be available in moving the management of the resources from Coast Funds.

The other option identified is to transfer the funds to First Nations. This option puts all the remaining money in the hands of the First Nations with minimal administrative oversight costs. It also recognizes that a number of First Nations now have functioning economic development offices that can handle the administration of funds.

A careful consideration should be taken of this option. The very fact that the money has not been expended for some First Nations is somewhat indicative of the First Nations concern, often based on acknowledged capacity shortfalls, that the money couldn't be properly utilized immediately. This would require ongoing fund management expertise that would be difficult and expensive to replicate. So too would it be difficult to replace the advice and facilitation functions performed by Coast Funds' staff, to the considerable appreciation by many First Nations. As is the case with transferring the resources to other trust entities, if First Nations were to manage the funds post-2014 they would need to do so in a manner consistent with the original funding agreements which would require the development of a consistent funding framework.

### *Opportunities for Change and Recommendations*

Coast Funds is required by PAFA to put in place a process for the management of unexpended economic development funds. A decision on what process should be followed and an associated implementation plan must be in place sufficiently in advance of the 2014 deadline.

As identified throughout this report, the need for communications with First Nations on core policy issues is critical. There is no more important issue than the management of the First Nations economic development allocations. A decision on this matter presents an excellent opportunity for Coast Funds to engage in dialogue with its Members. However, as stated earlier in this report, this is ultimately a decision that is the responsibility of the Board of Directors. Communications and the parameters for engaging on this issue must reflect this reality.

The Economic Development Fund has had no new contributions by donors since its inception. As indicated during the interviews there is an opportunity to secure new funding, particularly that which focuses on venture, triple bottom line and angel investment models. HB Consulting poses to Coast Funds that they may wish to consider the possibility of replenishing the fund.

Recommendations:

Identified Issue	Recommendation
The Economic Development Fund will not be expended by the targeted sunset date of 2014.	<p>15. Coast Funds should take the steps necessary to renew its management of the Economic Development Fund beyond 2014. The renewal should be for a five year term and criteria established for ensuring that this schedule is met in a fiscally appropriate manner.</p> <ul style="list-style-type: none"> <li>Communication should occur with First Nations on this decision.</li> </ul>

*Rationale*

The question of responding to the 2014 target for the full expenditure of the Economic Development Fund is pivotal to many of the other issues identified in this report. The management of the Economic Development Fund is a central activity for Coast Funds and if it is no longer responsible for doing so after 2014, there is, realistically, little need for the organization as it is currently constructed. Consequently, efforts would be better spent in designing an orderly wind down of the organization, as opposed to dealing with many of the issues and recommendations set out in this report.

Coast Funds has invested time and effort in an economic development awards system that is assessed to be efficient and contributing to sustainable economic development in First Nations communities. In making a decision to extend its management of this fund beyond 2014, it can capitalize on processes that are well understood by award recipients to further enhance economic performance. And it can do so in a manner that does not include service disruption that would be a necessary component of any new arrangement.

One of the goals of Coast Funds is to promote sustainable economies that contribute to eco-based management of protected areas and community wellbeing. If Coast Funds was to continue to manage both the Economic Development and Conservation Funds, there is an increased ability to promote this integrated goal.

## Appendix A: Recommendations

A summary of all recommendations is provided in Table 5 below.

**Table 5: Coast Funds Recommendations**

### **A. Coast Funds Conservation and Economic Development Outcomes**

1. Develop a process to capture intended outcomes
  - Build a requirement into the award application submission whereby the applicant describes the measurable planned outcomes and reports on the status or success of the planned outcomes.
  - Create a framework – that will be used and updated internally – to track outcomes that will be reported on by award recipients. Where possible, the framework will consider a current state benchmark for the communities.
2. Develop performance measures that identify contributions to outcomes made by Coast Funds funded projects
  - Align the performance measures with the expected outcomes for both the Conservation and Economic Development Funds. For example, number of jobs created or dollars leveraged from other Funders.
3. Develop performance reporting and targets designed to show progress relative to the vision, including targets and outcomes from awards
  - Reporting should be trended on a year over year basis to indicate progress towards Coast Funds' vision. For example, similar to the process used to report on uptake of funds, Coast Fund could track number of acquisitions or start-ups.

### **B. Governance and Leadership**

4. Streamline and re-orient Board responsibilities
  - Relieve the Board of Directors of work associated with award approvals. This could entail seeking changes to governing documents to allow for delegated approval to management within set parameters. Other approaches could include Board adherence to management recommendations within a risk analysis framework.
  - The Board of Directors should focus strategic efforts on vision and goal attainment, including monitoring and reporting on outcomes; the strengthening of relationships with First Nations political leadership, governments and Funders; and reporting on the Coast Funds model.
5. Clarify roles and responsibilities
  - Develop and implement a comprehensive orientation program for Directors and Members.
6. Consolidate executive management responsibilities into a single CEO position
7. Evaluation frameworks
  - Implement the evaluation frameworks that have been developed for the Board and senior staff.
  - Make known to Participating First Nations what the accountabilities within these frameworks are.

### **C. Communications**



8. Develop a communication/engagement plan for Participating First Nations and Regional Organizations, Members and Funders
  - The plan should focus on how to ensure effective communication and informed decision making by seeking input on key issues by incorporating mechanisms in the plan by which direct feedback on core issues can be had. This may include a mid-year conference of First nation representatives, government and Funders; participation in the general meetings of the Regional Organizations; or a tour by the CEO, or Directors, of each of the regions to hold dialogues on core issues. The extent of engagement must be balanced against the budgetary constraints of Coast Funds.
  - Use some or all of the analysis and recommendations in this report as an initial focus for its engagement with its membership.
  - There should be clear accountability for this plan and should include regular reporting to the Board on the implementation of the plan. Typically, this is the responsibility of the CEO. Who and where this responsibility sits will be driven by the Board's decisions with respect to executive management.
9. Update Communication Tools
  - Examine the efficacy of its existing communications tools.

#### **D. Awards Process**

10. Develop a process to approve awards on a continuous basis
  - This could include an awards process where approvals occur on either an as required basis or on a monthly basis rather than the current quarterly review process.
11. Streamline the awards process
  - This may include amending the governing documents to enable the Board to delegate authority of awards to management under a pre-defined amount.

#### **E. Capacity**

12. Focus capacity building efforts through project implementation
  - Project should have components built into them that support associated skills development for community members. These should include mentorship arrangements, training opportunities and career paths.
  - Coast Funds should work with First Nations to monitor capacity growth through project implementation and report on results.
13. Become a centre of knowledge on where capacity building support can be found
  - Coast Funds should build on its existing practices of facilitating arrangements between First Nations and service providers of skills and capacity strengthening.
  - Coast Funds should become a clearinghouse of information on where capacity building support can be attained. This information should be easily accessible on its website.
  - Maintain comprehensive engagement with tertiary institutions that provide supportive services to applicants on their projects. Consider exploring interest in deepening the relationship through mentorship opportunities.
14. Support capacity through First Nations Regional Organizations
  - Undertake dialogue with regional organizations on how Coast Funds can best support the organizations efforts in the area of capacity building. This could include funding and/or facilitation or linking to capacity service providers.
  - Work with First Nations Regional Organizations to identify the labour market needs of major regional economic development proposals and consider how the skills and training can be made available to First



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Nation members.

***F. Options for the Economic Development Fund***

15. Coast Funds should take the steps necessary to renew its management of the Economic Development Fund beyond 2014. The renewal should be for a five year term and criteria established for ensuring that this schedule is met in a fiscally appropriately manner
    - Communication should occur with First Nations on this decision.
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## Appendix B: Interview Findings, Structure and Methodology

### B.1 INTERVIEW PARTICIPANTS

Interviews were conducted with 29 individuals representing:

- 10 Participating First Nations
  - 23 individuals representing the 10 Participating First Nations
- 3 Current Directors
- 3 Former Directors
- 4 Members (3 voting and 1 non-voting)
- 1 Former Member

The majority of interviews were with Participating First Nations. Five (5) of the Participating First Nations interviewees also represent the interests of either Members or Directors. Table 6 lists the interviewees and where the Directors or Members represent other parties, their primary Party interest is listed first.

**Table 6: Interviewees**

Interviewee	Title/ Position	Participating First Nation	Party
Ken Cooper	Band Manager	Campbell River Band	Participating First Nation
David Benton	Project Manager, Hartley Bay Band Council	Gitga'at First Nation	Participating First Nation
Garry Wouters	Policy Advisor	Great Bear Initiative Society	Participating First Nation
Art Sterritt	Executive Director	Great Bear Initiative Society	Participating First Nation
Frank Brown	Director of Land and Marine Stewards	Great Bear Initiative Society	Participating First Nation
Conrad Browne	Community Development Officer	Gwa'sala-Nakwaxda'wx First Nation	Participating First Nation
Tom Olsen	Former Managing Director, Haida Enterprise Corporation	Haida	Former Director
April Churchill	Vice-President, Council of the Haida Nation	Haida	Participating First Nation Member
Guujaaw	President, Council of the Haida Nation	Haida	Participating First Nation
Kevin Ainsworth	CEO, Haida Enterprise Corporation	Haida	Participating First Nation
Jackie Hu	Interim CEO & General Manager, Heiltsuk Economic Development Corporation	Heiltsuk First Nation	Participating First Nation
Ray Gerow	Chief Executive Development Officer,	Heiltsuk First Nation	Participating First Nation

**Table 6: Interviewees**

Interviewee	Title/ Position	Participating First Nation	Party
	Heiltsuk Economic Development Corporation		
Kelly Brown	Director, HIRMD, Heiltsuk Indian Band	Heiltsuk First Nation	Participating First Nation Member
Marilyn Slett	Chief Councillor, Heiltsuk Indian Band	Heiltsuk First Nation	Participating First Nation
Shawn O'Connor	Project Manager	Homalco Indian Band	Participating First Nation
Allison Trenholm	Councillor and Band Manager	Homalco Indian Band	Participating First Nation
Larry Greba	Director, Fisheries and Tourism, Kitasoo Development Corporation	Kitasoo	Participating First Nation
Ben Robinson	CEO, Kitasoo Development Corporation	Kitasoo	Participating First Nation
Bruce Allen	Project Manager	Lax Kw'alaams Indian Band	Participating First Nation
Wayne Drury	Band Administrator	Lax Kw'alaams Indian Band	Participating First Nation
Bill Shepert	Fisheries Manager	Lax Kw'alaams Indian Band	Participating First Nation
Chris Roberts	Regional Economic Development Coordinator	Nanwakolas Council Society	Participating First Nation
Dallas Smith	President	Nanwakolas Council Society	Participating First Nation Member
Merv Child	Executive Director	Nanwakolas Council Society	Director - Chair Participating First Nation
Merran Smith			Director
Beverley Briscoe			Former Director
Chris Trumpy			Director
Ross McMillan			Member Funder (Private)
Kathy Chopik			Former Member Funder (Provincial)

In addition to the above interviews, extensive briefings were undertaken with the following Coast Funds staff. The information received in these briefings is used in the main body of this report as relevant context to the issues identified during the interview process.

- David Mannix, CEO, Coast Economic Development Society
- Scott Rehms, CEO, Coast Conservation Endowment Fund Foundation

- Neil Philcox, Director of Economic Development Projects
- Elisa Kreller, Director of Finance and Administration

## B.2 METHODOLOGY

Generally, qualitative research interviews tend to follow one of the following methods.

- *Informal Conversation:* no predetermined questions are asked, rather conversation remains as open and adaptable as possible. This method seeks to understand the interviewee's nature and priorities.
- *Guided Discussion:* the guided approach is intended to ensure that the same general areas of information are collected from each interviewee. This provides more focus than the conversational approach, but still allows a degree of freedom and adaptability in getting the information from the interviewee. This method consists of several key questions or topics that help to define the areas to be explored, but also allows the interviewer or interviewee to diverge in order to pursue an idea or response in more detail.
- *Structured Interviews:* use formalized questionnaires with standardized open-ended or close-ended questions asked of all interviewees. This approach can facilitate faster interviews and allows easy analysis and comparison.

When selecting the interview method, consideration was given to the objective, the depth of information needed to achieve the objective and the relative diversity of the interviewees. Experience indicates the greater the diversity in interviewees, the less appropriate a formalized questionnaire becomes. Also, the greater the need for depth, the less appropriate a formalized questionnaire becomes. Therefore, in the context of Coast Funds the guided discussion approach is the interview method selected and implemented.

Interviews were conducted face to face or by telephone. No discernible difference in the nature of the responses was noted with respect to the two interview methods. First Nation respondents were, for the most part, directly involved in the Coast Funds funded community projects and their input reflects this experience.

A common set of questions/topics was used to ensure that there was appropriate consistency from interview to interview. However, recognizing that the First Nations' perspective and issues would likely be quite different from that of Coast Funds Directors or Members, the conversations with the former tended to focus on the process of receiving awards and implementing projects, whereas with the latter a greater emphasis was placed on processes for making decisions and corporate matters such as goals, vision, leadership and internal governance. The questions were used to guide the discussion with interviewees. There was not a strict adherence to the questions as it was important to provide the interviewees with an opportunity to discuss the points they felt were appropriate and important. The intention was to have a frank and informal conversation about the work of Coast Funds. The interview content suggests the intention was achieved.

HB Consulting acknowledges that the interview findings set out below may not, in some cases, be fully reflective of initiatives or practices undertaken by Coast Funds. In some cases, the interviewer did bring information forward that might assist in the interviewee's response to a question, but in general there was not an attempt to "educate" during the interviews. It is felt that Coast Funds should understand where there might be dissonance between First Nation perspectives and current practices. In the body of this report, HB Consulting will attempt to reconcile such differences.

## B.3 INTERVIEW QUESTIONNAIRE

### Questions for First Nation Interviewees

#### *Communications*

- Do you feel well informed about the general direction and activities of Coast Funds?
- What do you think about the tools that Coast Funds uses to provide this overview information – newsletters, bulletins, Annual Reports etc.?
- Do you get timely and relevant information from Coast Funds with respect to the projects that you are undertaking? Do feel you need more or less information?
- Are you able to identify ways in which communication processes may be improved?

#### *Interaction with Coast Funds*

- What is your general experience in working with Coast Funds?
- Do you have a primary contact point at Coast Funds? Is that contact point different for the Economic Development Society and the Conservation Foundation?
- Do you feel that you have appropriate access to Coast Funds staff or management?
- Are you able to identify ways in which your interactions with Coast Funds may be improved?

#### *The Awards Process*

- Has the process of applying for Coast Funds fund awards from your allocation been satisfactory?
- Is the level of detail asked for detail in the application process appropriate?
- What is your experience with external consultants/resources such as ISIS and MITACS?
- How would you describe the effort of Coast Funds staff in working with you on your projects?

#### *Controls*

- Can you describe the effort on your part to manage the projects from start to finish?
- What is your assessment of the controls that Coast Funds imposes on awards and projects?

#### *Overall Direction*

- Please provide your opinion as how well Coast Funds is managing to these goals?
- Do you think that these goals are still appropriate?
- Do you think that Coast Funds has the capacity and capability to support First Nations' efforts throughout the region?

#### *Outcomes*

- Can you describe the type of outcomes or impacts you have experienced in your community as a result of the awards you have received?
- Has there been increased economic development?
- Has infrastructure and programs been developed to manage protected areas?
- What impact has Coast Funds awards had on the capacity of your citizens to manage projects?

- Have new relationships and partnerships emerged as a result of Coast Funds?
- Do you have the ability to collect the information that will enable you to measure the success of your initiatives against the goals and outcomes?
- What role do you think Coast Funds should play in assessing achievement of outcomes?
- What is your assessment of how essential Coast Funds funding was to your economic and conservation projects?

#### *Concluding Question*

- What, if any, changes would you recommend to Coast Funds to increase the efficacy of its efforts?

### Questions for Coast Funds' Directors and Members

The following framework was used to guide questions in each interview with Coast Funds Directors and Members.

#### *Communications*

- Do you feel well informed about the daily operations of Coast Funds?
- What are the best practices that Coast Funds staff use in keeping the Board informed? Can you identify ways in which communication might be improved?
- What do you think about the tools that Coast Funds uses to inform First Nations, First Nation organizations, Funders and stakeholders of activities – newsletters, bulletins, Annual Reports etc.?
- Does the Board attempt to establish any direct contact with award recipients? If so, are they useful for your decision making processes?
- Are there any ways you think communication could be improved (both internal within Coast Funds and with clients, stakeholders and Funders)?

#### *Leadership*

- Are the accountabilities of senior management clearly laid out and fully understood?
- Is there a formal review performance review process for senior management?

#### *The Awards Process*

- Is there information the Board feels is missing, needs to be improved or should be eliminated in the recommendation documents?
- Do the recommendation documents appropriately align with overall Coast Funds goals?
- Is there an expectation or desire of award completion follow-up? If so, please describe what is wanted or expected and compare that to what is understood to currently occur?

#### *Overall Direction*

- Do you think that these goals are still appropriate and achievable?
- What are the main risks to achieving these goals?
- Are there aspects of the goals that you think need revisiting?
- Do you think that Coast Funds has the capacity and capability to support First Nations' efforts throughout the region?
- What aspects of the Coast Funds model work well? Are there aspects that don't work so well?

#### *Outcomes*

- Do you think that the original outcomes and measurements are useful? Are there things that should be changed?
- What is your assessment of how well the projects contribute to the achievement of anticipated outcomes?
- Do you feel that the Board has the information necessary to track the achievement of outcomes?
- What role do you think Coast Funds should play in assessing achievement of outcomes?

*Concluding Question*

- What, if any, changes would you recommend Coast Funds make to increase the efficacy of its efforts?

## B.4 SUMMARY OF FINDINGS

While the full set of interviews covered a wide range of topics and reflected the interests and perspective of the individual interviewee, there was a convergence of comments on certain subject matters. This, of course, was partially guided by the questions asked, but it was notable to the interviewer that there was broad interest in these areas irrespective of the questions asked.

Table 7 summarizes the observations organized around each interview theme. The body of the report provides the detailed prose around each theme to support the summary observations listed below.

**Table 7: Summary of Interview Findings**

Interview Theme	Summary	Number of Participant Responses
Awards Process	There are differing views amongst First Nations on the level of engagement desired or expected of Coast Funds. For example:	
	▪ Coast Funds should simply manage and disperse the funds; and,	5 PFNs
	▪ Coast Funds should remain intimately engaged throughout the project. Regardless of this divergence, there is strong support for functions of advice giving, facilitation and establishing linkages to potential partners.	5 PFNs
	Some First Nations commend Coast Funds ability to link projects and issues with other communities who were experiencing similar issues.	3 PFNs
	Some First Nations found the application process to be bureaucratic and asked for too much information.	6 PFNs
	Other First Nations found the application process to be appropriately rigorous.	3 PFNs
	Comments suggest there is an appetite for streamlining the submissions for Board reviews.	2 Director/Members
	There was a feeling that Coast Funds takes a practical and flexible approach to monitoring the accountability of a project to its original proposal.	4 PFNs
Communications	First Nations are generally very satisfied with Coast Funds communications as they apply to projects and most First Nations spoke positively of the tone of communications received.	Majority

	Comments were made on the importance of Coast Funds on-the-ground presence, including visits from the Coast Funds' Board of Directors.	4 PFNs 1 Director/Member
	Communication on corporate issues, such as policy decisions and board appointments, were seen by First Nations as areas for improvement.	7 PFNs
	Four Directors/Members suggested a need to examine communication improvements within the corporate circle of Coast Funds.	4 Director/Members
	It was noted that there was no communications plan directed towards Coast Funds members, donors or governments.	2 Respondents
Governance & Leadership	There is a feeling that the Board has become overly oriented in program management and delivery rather than focusing on promoting the Coast Funds brand and dealing with strategic issues.	2 Director/Members 1 PFN
	Several interviewees expressed discomfort on how Members participate in Coast Funds, citing a disconnection from key Coast Funds decisions. There is a lack of clarity or understanding on the roles and responsibilities of Members and Directors particularly with respect to Coast Funds decision-making.	7 PFNs 2 Director/Members
	There is a need for the establishment and implementation of an accountability framework for Coast Funds senior staff.	3 Respondents
	Some respondents felt the Coast Funds mandate to link economic development with conservation values might be better and more efficiently served by consolidating executive management responsibilities.	7 Director/Members 5 PFNs
Vision, Goals and Outcomes	The vision and goals of Coast Funds were broadly acknowledged as commendable and appropriate.	Majority
	Many respondents felt that the organization is highly responsive and committed to achieving Coast Funds goals.	Majority
	Several First Nations felt the goals and outcomes needed revisiting.	Majority
	There was broad support for Coast Funds to undertake regular and systematic reporting on the achievement of outcomes.	Majority
	Many interviewees acknowledged the importance of capturing qualitative indicators that measure community wellbeing and personal development.	Majority
	There is support for integrating reporting on outcomes as a requirement in project submissions.	3 PFNs
Capacity Initiative	There were many viewpoints on the role Coast Funds should play in supporting capacity building, including: <ul style="list-style-type: none"> <li>No role for Coast Funds in capacity building;</li> </ul>	3 PFNs 2 Directors/Members
	<ul style="list-style-type: none"> <li>Coast Funds role should be limited to that of facilitator or connector by linking First Nations with other organizations;</li> </ul>	4 PFNs 1 Director/Member
	<ul style="list-style-type: none"> <li>Feel that economic development and employment already play a central role in capacity building;</li> </ul>	5 Respondents



	<ul style="list-style-type: none"> <li>Coast Funds role in capacity building would have to have very targeted efforts to avoid the risk of duplicating efforts of those players already engaged in capacity building; and,</li> </ul>	2 PFNs 1 Director/Member
	<ul style="list-style-type: none"> <li>Capacity efforts could be focussed in support of stewardship offices.</li> </ul>	2 PFNs
	There were suggestions made that Coast Funds' role could be to link First Nations with other organizations that have a capacity building mandate.	4 PFNs 1 Director/Member
Options for Economic Development Fund	There was a spectrum of solutions discussed for dispersing the remaining funds, including:	
	<ul style="list-style-type: none"> <li>Extend the timeframe for the allocation of the funds;</li> </ul>	2 PFNs
	<ul style="list-style-type: none"> <li>Transfer the unexpended funds to the First Nations; and,</li> </ul>	5 PFNs
	<ul style="list-style-type: none"> <li>Transfer balance of funds to a financial institution in BC.</li> </ul>	2 Director/Members 3 PFNs
	This topic is of broad interest to the Coast Funds community and respondents feel that Coast Funds should meaningfully engage with First Nations on this topic as it considers options.	6 PFNs

## Appendix C: Conservation Awards Review Findings

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### C.1 BACKGROUND

Conservation awards are granted through the Coast Conservation Endowment Fund Foundation (Conservation Fund). The Conservation Foundation was incorporated under the Society Act of British Columbia on December 24, 2004. The Foundation is funded by contributions from:

- The Rockefeller Brothers Fund: CDN\$881,523
- The William and Flora Hewlett Foundation: CDN\$6,850,024
- The David and Lucile Packard Foundation: CDN\$5,994,358
- The Gordon and Betty Moore Foundation: CDN\$5,876,822
- Tides Canada Foundation: CDN\$1,393,456
- The Nature Conservancy: CDN\$39,003,817

The Foundation is a registered charity under the Income Tax Act, with the US Internal Revenue Agency equivalent status. The Foundation's purpose is to fund conservation and resource management initiatives in the central and north coastal regions of British Columbia and Haida Gwaii in collaboration with First Nations.

The Foundation follows the restricted fund method of accounting for contributions. The general fund is used to manage and report on revenue and expenses related to unrestricted contributions and grants. The three restricted funds are the:

- Revenue Fund: Represents income earned on the contributions to the regional conservation planning fund and the conservation endowment fund. The Foundation's Board of Directors approved a policy for determination of an annual allocation from the revenue fund for awards to Participating Nations.
- Regional Conservation Planning Fund: These amounts are restricted by the donors to fund awards for regionally focused conservation planning projects.
- Conservation Endowment Fund: These amounts represent contributions that have been restricted as a permanent endowment by the donors. Investment income earned on resources of the endowments is reported in the revenue fund and will be used to fund approved conservation initiatives.

Schedule G of the Conservation Investments and Incentives Agreement (CII Agreement) provides a notional allocation of funds to Participating First Nations. The allocation for Nanwakolas has been adjusted to reflect a request by Nanwakolas to specify allocations within their nation. Table 8 summarizes the allocation of conservation funds to Participating First Nations excluding applications withdrawn or cancelled.

**Table 8: Summary of the Conservation Fund Allocation & Awards**

Participating First Nation	Total Allocations	% of Total	Cumulative Allocation	Approved Awards as at June 30, 2012	Payments to June 30, 2012	Allocation Remaining as at June 30, 2012
Campbell River (We Wai Kum)	458,053	0.82%	96,815	96,815	60,304	0
Council of the Haida Nation	11,517,146	20.63%	2,434,276	2,387,080	868,577	47,196
Da'naxda'xw Awaetlala	661,400	1.18%	139,794	0	0	139,794
Gwa'sala-Nakwaxda'xw	2,336,492	4.19%	493,843	419,553	419,553	74,290
Hartley Bay (Gitga'at)	3,748,978	6.72%	792,388	492,648	492,648	299,740
Heiltsuk	9,240,250	16.55%	1,953,030	1,570,805	1,320,805	382,225
Homalco (Xwemalhkwu)	456,842	0.82%	96,559	0	0	96,559
K'omoks	174,679	0.31%	36,920	0	0	36,920
Kitasoo/Xaixais	5,942,889	10.64%	1,256,096	519,612	376,450	736,484
Kitimaat (Haisla)	3,755,508	6.73%	793,768	793,768	494,423	0
Kitkatla/Gitxaala	2,164,054	3.88%	457,397	0	0	457,397
Kitselas	119,063	0.21%	25,165	9,277	9,277	15,888
Kwiakah	167,782	0.30%	35,463	11,374	11,374	24,089
Lax Kw'alaams	3,267,217	5.85%	690,563	603,445	420,195	87,118
Mamalilikulla-Que'Qua-Sot'Em	535,165	0.96%	113,114	0	0	113,114
Metlakatla	2,178,145	3.90%	460,376	275,000	75,000	185,376
'Namgis	58,377	0.10%	12,338	0	0	12,338
Nisga'a	1,338,960	2.40%	283,004	0	0	283,004
Nuxalk	4,639,882	8.31%	980,691	637,728	565,559	342,963
Tlowitsis	281,444	0.50%	59,487	0	0	59,487
We Wai Kai (Cape Mudge)	129,561	0.23%	27,390	0	0	27,390
Wuikinuxw	2,656,699	4.76%	561,523	382,898	95,173	178,625
<b>Regional</b>						
Coastal First Nations (GBIS)	1,196,511	2.07%	1,196,511	1,196,511	1,196,511	0
Nanwakolas Council Society	450,459	0.78%	450,459	450,459	178,309	0
NC Skeena FN Stewardship	284,011	0.49%	284,011	114,214	74,000	169,797

Table 8: Summary of the Conservation Fund Allocation & Awards

Participating First Nation	Total Allocations	% of Total	Cumulative Allocation	Approved Awards as at June 30, 2012	Payments to June 30, 2012	Allocation Remaining as at June 30, 2012
Society						
Other	69,019	0.12%	69,019	0	0	69,019
<b>Totals</b>	<b>57,828,615</b>	<b>100%</b>	<b>13,800,000</b>	<b>9,961,187</b>	<b>6,658,158</b>	<b>3,838,813</b>

## C.2 OVERVIEW OF AWARDS APPROVAL PROCESS

Section 7 of the CII Agreement identifies activities eligible and not eligible for funding. Eligibility is aligned with the intent of creating sustainable conservation programs.

Section 8 of the CII Agreement identifies the Project Approval Process. Responsibility for project approvals is assigned to the Foundation. The CII Agreement requires a Project Review Committee (PRC) be responsible for awards approval. The Conservation Foundation's Board may delegate approval limits to the PRC for awards up to a maximum of \$500,000. Awards in excess of \$500,000 must be approved by the full Board. The Conservation Foundation's policy has been implemented to enable PRC approval for all projects less than \$150,000, with all projects over \$150,000 requiring full Board approval.

Coast Funds' staff review the award applications for completeness and clarity, assist the applicants with improving the quality of the application, assure administrative processes are followed and provide referrals to external assistance as appropriate.

Section 10 of the CII Agreement provides the Grant and Funding Due Diligence expectations for the Conservation Foundation. Section 10.1 stipulates that prior to funding a grant or other funding application, the Conservation Foundation must ensure:

- The project is consistent with the constitution of the Foundation
- The project is eligible under this Agreement
- The project is well conceived and appears to be appropriately administered
- The applicant has the management and capacity to complete the project
- It has sufficient information about objectives, activities and expenses related to the project to ensure that it can satisfy its obligations under the Income Tax Act and the Internal Revenue Code
- The project has received any required statutory permits or approvals

The outcomes to be achieved by the Conservation Fund's awards are provided in Schedule E of the CII Agreement and are:

- Study, document, and interpret ecosystem function and processes within their traditional territories
- Enhance First Nations' ability to apply their knowledge about ecological systems and function to the management of ecosystems, protected areas, lands and resources

- Collaborative actions will sustain and enhance the biodiversity, productive capacity and resilience of ecosystems in the Project Area to ensure the sustainability of cultural and traditional resources, such as fish, wildlife and cedar in perpetuity
- Maintain, restore or enhance habitats and ecosystem productivity in protected areas to ensure populations of migratory birds are maintained or enhanced, species at risk or of special concern to Participating First Nations are stabilized, and enhanced where possible, and productive riparian areas are maintained and restored
- Provide First Nations with the capacity to participate effectively in the management of protected areas and ecosystems within the Protected Area
- Provide Participating First Nations with the capacity to develop a suite of programs or projects to restore damaged habitat in their Traditional Territories
- Provide Participating First Nations with capacity to maintain a permanent base of jobs – seasonal or full time – to support conservation planning, research, monitoring and interpretation

### C.3 AWARDS REVIEW

Purposive sampling was used to select items from the Conservation Fund's award population. Table 9 describes the awards population, sampling criteria and awards sampled. Population data is as of June 30, 2012.

**Table 9: Summary of the Conservation Fund's Awards Population**

Criteria	Conservation Population	Conservation Sample
# of Awards	61	13
Dollar Size	Range of \$9,200 to \$500,000	Range of \$9,200 to \$500,000
Applicant	22 Participating Nations	13 Participating Nations
Status	33 Active Awards 24 Completed Awards 4 Pending Awards 0 Cancelled or Withdrawn	9 Active Awards 4 Completed Awards 0 Pending Awards 0 Cancelled or Withdrawn
Start Date	1 Awards from 2008 12 Awards from 2009 13 Awards from 2010 17 Awards from 2011 18 Awards from 2012	0 Awards from 2008 2 Awards from 2009 3 Awards from 2010 3 Awards from 2011 5 Awards from 2012
Sector	13 Awards in Guardian Watchmen 3 Awards in Planning 11 Awards in Projects 5 Awards in Regional Planning 7 Awards in Research	4 Awards from Guardian Watchmen 2 Awards from Planning 2 Awards from Projects 0 Awards from Regional Planning 1 Awards from Research

**Table 9: Summary of the Conservation Fund's Awards Population**

Criteria	Conservation Population	Conservation Sample
	22 Awards in Stewardship Programs	4 Awards from Stewardship Programs
Funding	7 Regional	4 Regional
	54 Individual	9 Individual

Sampled awards were reviewed relative to the following elements:

- Assessment of planned outcomes
- Tracking of achieved outcomes
- Participation of other Funders
- Timing of award approvals
- Completeness of approvals
- Administration of awards
- Meeting CII Agreement due diligence requirements
- Uptake of funds
- Efficiency of the approval process
- Capacity requirements to complete applications
- Management to outcomes

## C.4 SUMMARY OF FINDINGS

Following are the key findings of the Conservation Fund's sampled awards relative to the review elements:

- There are no observed compliance issues in the sample population.
- The Board, and its subcommittee the PRC, are responsible for all award approvals with approvals being done on a strict quarterly basis, aligned with Board and committee meetings.
- The majority of applications from participating First Nations include impacts on the community arising from completed projects. However, there is no evidence in the sampled awards indicating Coast Funds considers or monitors planned outcomes at any stage of the award process.
- There is no evidence of project completion reviews or discussions of project success in the sample awards.
- The requirements to complete the Conservation Fund's awards appear to be relatively straightforward, with no sampled awards appearing to use external consultants to support the application process.

Following are the key findings associated with the uptake of the Conservation Fund's awards during the period May 2008 and April 2012:

- Of the 22 Participating First Nations, 60% have accessed their Conservation Fund allocations, leaving 40% of Participating First Nations having not accessed their Conservation Fund allocations.

- Uptake in terms of application numbers (volume) has increased steadily since 2008, with 2012 tracking to an increase relative to 2011.
- Uptake in terms of application dollars has increased steadily since 2008, with 2012 tracking to an increase relative to 2011.

## C.5 FINDINGS FROM AWARDS REVIEW

Table 10 provides the findings from the sampled the Conservation Fund's awards relative to the review elements.

**Table 10: Findings from the Conservation Fund's Sampled Awards**

Assessment Element	Conservation Fund Findings
Assessment of planned outcomes	<p>All applications reviewed included objectives aligned with CII Agreement outcomes.</p> <p>Review of the sampled awards and related documents indicates there is no formalized documentation for the Conservation Foundation to discuss or evaluate the planned outcomes as provided in the award applications.</p> <p>Review of the sampled awards approval processes and policies indicates there are no formalized activities within the Conservation Foundation's approval processes to explicitly highlight or acknowledge which outcomes are being impacted and in what manner.</p>
Tracking of achieved outcomes	There is no evidence in the materials reviewed that the Conservation Foundation is tracking final outcomes.
Participation of other Funders	The sample reviewed 13 projects with the Conservation Foundation funding request value of \$1.9 million. Eight (8) of these awards attracted an additional \$1.2 million from other Funders implying a leverage ratio of 1.65 to 1.
Timing of award approvals	Awards are approved on a quarterly basis.
Completeness of approvals	No approvals observed to be missing.
Administration of Awards	<p>Of the 13 awards reviewed, 8 have received final payment from Coast Funds.</p> <p>There is no evidence of project completion reviews or discussions of project success in the sampled the Conservation Fund's awards. For example, the majority of awards do not include final reports. However, many awards support recurring activities, like Guardian Watchmen programs, suggesting follow-up may be an implicit as opposed to an explicit activity.</p>
Meeting CII Agreement due diligence requirements	<p>13/13 sampled awards represent projects consistent with the constitution of the Conservation Foundation.</p> <p>13/13 sampled awards appear to be eligible under CII Agreement.</p> <p>13/13 sampled awards appear to be well conceived and appropriately administered.</p> <p>Testing for meeting obligations under the Income Tax Act was not conducted.</p> <p>Testing to ensure awards received all statutory permits was not conducted.</p> <p>Conservation Fund's projects are reviewed to ensure the applicant has considered the management and technical requirements to successfully execute the project.</p>

**Table 10: Findings from the Conservation Fund's Sampled Awards**

Assessment Element	Conservation Fund Findings
	<p>However, the Conservation Foundation is not in a position to evaluate, and does not evaluate, the appropriateness of the applicant's personnel choices.</p> <p>Conservation Fund project applications appear to be well conceived in that they include objectives, description of people involved, project budgets, use of funds and work-plans.</p>
Efficiency of the approval processes	<p>Awards are approved on a quarterly basis aligned with quarterly Board and committee meetings. The result is the PRC receives all award applications for a given quarter at once. This results in a requirement for Board and Committee Members to review hundreds of pages of materials in a very short time frame.</p> <p>Management has no authority to approve awards. The CII Agreement requires the Board, or its subcommittee, approve all awards.</p>
Capacity requirements to complete applications	<p>In general, the Conservation Fund applications appear to be straightforward and rarely require the use of external resources to support the application process.</p>
Management to outcomes	<p>Review of applications, recommendations, Board minutes and final reports indicates there is no explicit discussion or acknowledgment of an award's impact on the Conservation Fund's outcomes.</p> <p>The majority of applications from participating First Nations include impacts on the community arising from completing funded project activities. The impacts contained in the sampled applications can be aligned with the stated objectives with CII Agreement outcomes. Aligning the impacts from the applicants with the stated CII Agreement objectives provides insight into possible impacts associated with the Conservation Fund's awards. A review of the 13 sampled projects indicates the Conservation Fund's awards contributed to the following outcomes:</p> <ul style="list-style-type: none"> <li>▪ At least 4 full time permanent positions were expected to be created across the 13 awards reviewed</li> <li>▪ At least 2 seasonal positions were expected to be created across the 13 awards reviewed</li> <li>▪ 1 integrated resource stewardship office created</li> <li>▪ 2 stewardship programs created</li> <li>▪ Improved access to and understanding of conservation data through 1 GIS project</li> <li>▪ Enhanced knowledge of conservation practices and needs across the majority of the awards</li> </ul>



## Appendix D: Economic Development Awards Review Findings

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### D.1 BACKGROUND

The Coast Economic Development Society (Economic Development Society) was incorporated under the Society Act on December 24, 2004. The Society commenced operations in September 2007 with the appointment of the Board of Directors.

The Society is a not-for-profit organization under the Income Tax Act. Its purpose is to fund sustainable economic development initiatives in the central and northern coastal regions of British Columbia and Haida Gwaii in collaboration with First Nations.

The Society follows the restricted fund method of accounting for contributions. The general fund is used to manage and report on revenue and expenses related to unrestricted contributions and grants. The restricted funds are the:

- Regional Economic Development Planning Fund: Represents funds that have been restricted for the funding of awards for regional economic development planning projects by First Nations in the central and northern coast of British Columbia and Haida Gwaii.
- Provincial Economic Development Fund: Represents contributions received from the Province of British Columbia and have been restricted for the funding of awards for economic development projects by First Nations in the project area over a seven year period ending in 2014.
- Federal Economic Development Fund: Represents contributions received from the Government of Canada and have been restricted for the funding of awards for economic development projects by First Nations in the project area over a seven year period ending in 2014.

Schedule G of the Conservation Investments and Incentives Agreement (CII Agreement) provides a notional allocation of funds to Participating Nations. The allocations for Nanwakolas and Nisga'a nations have been adjusted to reflect requests by these nations to specify allocations within their communities.

The Economic Development funds are invested by an investment manager with the expectation that the funds will earn average annual returns in the order of 3%. Since 2008, the earnings on the investments have exceeded expectations, with the rolling three average earnings at approximately 5.2%. In December 2011, the Board approved the allocation of 50% of the excess earnings on the Economic Development Fund's investment to Participating First Nations in accordance with the CII Agreement allocation formula. In addition, the Board resolved to revisit the remainder of the excess earnings allocation on an annual basis with the intention to fully allocate excess earnings by the end of 2014.

Table 11 summarizes the allocation of economic development funds to Participating First Nations excluding applications withdrawn or cancelled.

**Table 11: Summary of the Economic Development Fund's Allocations and Awards**

<b>Participating First Nation</b>	<b>Allocation</b>	<b>Allocation of Excess Earnings</b>	<b>Revised Allocation as at December 31, 2011</b>	<b>Approved Awards as at June 30, 2012</b>	<b>Award Payments to June 30, 2012</b>	<b>Allocation Remaining as at June 30, 2012</b>
Campbell River (Wei Wai Kum)	836,980	28,861	865,841	0	0	865,841
Council of the Haida Nation	10,679,433	368,256	11,047,689	6,729,308	5,579,308	4,318,381
Da'naxda'xw Awaetlala	1,039,955	35,861	1,075,816	166,535	166,535	909,281
Dzawada'enuxw	420,997	14,517	435,514	0	0	435,514
Gitanyow	6,312	218	6,530	0	0	6,530
Gwa'sala-Nakwaxda'xw	1,831,232	63,146	1,894,378	328,815	101,105	1,565,563
Gwawaenuk	144,694	4,989	149,683	0	0	149,683
Hartley Bay (Gitga'at)	2,875,819	99,166	2,974,985	798,300	670,800	2,176,685
Heiltsuk	7,830,895	270,031	8,100,926	3,237,325	2,397,325	4,863,601
Homalco	830,367	28,633	859,000	286,000	191,000	573,000
K'omoks	389,310	13,425	402,735	0	0	402,735
Kitamaat (Haisla)	3,938,130	135,798	4,073,928	148,738	148,738	3,925,190
Kitasoo	3,915,305	135,011	4,050,316	805,000	805,000	3,245,316
Kitkatla/Gitxaala	2,909,264	100,319	3,009,583	0	0	3,009,583
Kitselas	226,089	7,796	233,885	226,089	226,089	7,796
Kwiahah	421,391	14,531	435,922	0	0	435,922
Kwicksutaineuk-Ak-kwaw-ah-mish	355,131	12,246	367,377	0	0	367,377
Lax Kw'alaams	4,075,037	140,519	4,215,556	2,774,600	2,024,600	1,440,956
Mamallikulla-Que'Qua-Sot'Em	786,747	27,129	813,876	287,033	143,600	526,843
Metlakatla	2,716,691	93,679	2,810,370	797,475	797,475	2,012,895
'Namgis	170,271	5,871	176,142	0	0	176,142
Nisga'a	1,180,445	75,188	1,255,633	56,125	56,125	1,199,508
Nisga'a Village of	250,000	0	250,000	25,000	25,000	225,000

**Table 11: Summary of the Economic Development Fund's Allocations and Awards**

Participating First Nation	Allocation	Allocation of Excess Earnings	Revised Allocation as at December 31, 2011	Approved Awards as at June 30, 2012	Award Payments to June 30, 2012	Allocation Remaining as at June 30, 2012
Ginglox						
Nisga'a Village of Gitlaxt'aamiks	250,000	0	250,000	0	0	250,000
Nisga'a Village of Gitwinksihlkw	250,000	0	250,000	0	0	250,000
Nisga'a Village of Laxgalts'ap	250,000	0	250,000	250,000	0	0
Nuxalk	4,536,860	156,443	4,693,303	342,265	180,000	4,351,038
Other	1,504,037	51,863	1,555,900	0	0	1,555,900
Tlowitsis	416,207	14,352	430,559	100,000	100,000	330,559
Ulkatcho	576,901	19,893	596,794	0	0	596,794
We Wai Kai (Cape Mudge)	244,285	8,424	252,709	244,285	244,285	8,424
Wuikinuxw	2,141,215	73,835	2,215,050	185,864	185,864	2,029,186
<b>Regional</b>						
Coastal First Nations (GBIS)	1,267,437	0	1,267,437	1,205,953	1,205,953	61,484
Nanwakolas Council Society	425,152	0	425,152	425,152	324,811	0
NC Skeena FN Stewardship Society	194,937	0	194,937	76,142	46,000	118,795
Other	112,474	0	112,474	0	0	112,474
<b>Totals</b>	<b>60,000,000</b>	<b>2,000,000</b>	<b>62,000,000</b>	<b>19,496,004</b>	<b>15,619,613</b>	<b>42,503,996</b>

## D.2 OVERVIEW OF AWARDS APPROVAL PROCESS

Section 7 of the CII Agreement identifies activities eligible and not eligible for funding. Eligibility is aligned with the intent of creating sustainable economic development and conservation programs.

Section 8 of the CII Agreement identifies the Project Approval Process. Responsibility for project approvals is assigned to the Society. The CII Agreement requires a Project Review Committee (PRC) be responsible for awards approval. The Economic Development Fund's Board may delegate approvals limits to the PRC for awards up to a maximum of \$500,000. Awards in excess of \$500,000 must be approved by the full Board. The Economic

Development Fund's policy has been implemented to enable PRC approval for all projects less than \$250,000, with all projects over \$250,000 require full Board approval.

The Economic Development Fund's staff reviews the award applications for completeness and clarity, assists the applicants with improving the quality of the application, assures administrative processes are followed and provides referrals to external assistance as appropriate.

Section 10 of the CII Agreement provides the Grant and Funding Due Diligence expectations for the Economic Development Fund. Section 10.2 stipulates that prior to funding a grant or other funding application, the Society must ensure:

- The project is consistent with the constitution of the Society
- The project is eligible under this Agreement
- If the funding is for a business, the business appears to have a viable and comprehensive business plan and appropriate management in place to execute the plan
- If the funding is for the development of infrastructure or business capacity, the project has tangible and measurable benefits and appropriate management controls
- The project appears to have appropriate technical assistance to ensure its success
- The project has received any required statutory permits or approvals

The outcomes to be achieved by the Economic Development Fund's awards are provided in Schedule E of the CII Agreement and Schedule E of the PAFA. These outcomes are:

- Growing Participating First Nations' economic share of commercial activities, such as shellfish aquaculture, tourism, and culture products
- Increasing the number of businesses owned by First Nations communities or individuals living in the Project Area
- Increasing investment in First Nations sustainable business partnerships (i.e. leverage)
- Contributing towards a stable or increasing population in the Project Area and its communities
- Increasing participation in, and contributions towards, the provincial economy
- Improving employment levels and decreasing unemployment rates
- Increasing average annual incomes
- Increasing the capacity of Aboriginal communities to realize sustainable economic development or diversification opportunities (including increased access to skills development/training)
- Enhancing the economic infrastructure of the North and Central Coast to support Aboriginal business within the Project Area

### D.3 AWARDS REVIEW

Purposive sampling was used to selecting items from the Economic Development Fund's award population. Table 12 describes the awards population, sampling criteria and awards sampled.

**Table 12: Summary of the Economic Development Fund's Awards Population**

Criteria	Population	Sample
# of Awards	73	26
Dollar Size	Range of \$6,750 to 2,100,000	Range of \$23,000 to \$2,100,000
Applicant	27 Participating Nations <sup>3</sup>	14 Participating Nations
Status	32 Active Awards 35 Completed Awards 2 Cancelled or Withdrawn 4 Pending	15 Active Awards 9 Completed Awards 1 Pending 1 Canceled or Withdrawn
Start Date	2 Awards from 2008 23 Awards from 2009 16 Awards from 2010 15 Awards from 2011 17 Awards from 2012	1 Awards from 2008 5 Awards from 2009 8 Awards from 2010 6 Awards from 2011 6 Awards from 2012
Sector	2 Awards in Energy 9 Awards in ED Corporation Set-up 3 Awards in Value-Added Processing 15 Awards in Aquaculture 9 Awards in Regional Planning 1 Award in Small Business 13 Awards in Tourism 5 Awards in Planning/Implementation 3 Awards in Real Estate 6 Awards in Forestry 3 Awards in Industrial 4 Awards in Loan Loss Reserve	2 Awards from Energy 4 Awards from ED Corporation 4 Awards from Value-Add Processing 5 Awards from Aquaculture 3 Awards from Regional Planning 0 Award in Small Business 3 Awards from Tourism 2 Awards from Planning/Implementation 1 Award from Real Estate 2 Awards from Forestry 0 Awards in Industrial 0 Awards in Loan Loss Reserve
Funding	11 Regional 62 Individual	1 Regional 25 Individual

Sampled awards were reviewed relative to the following elements:

- Assessment of planned outcomes
- Tracking of achieved outcomes

<sup>3</sup> 27 First Nations who are recognized as Participating First Nations in the governing documents. Four First Nations have not completed Land Use Planning Agreements therefore they are not eligible for the Provincial Funds.

- Participation of other Funders
- Timing of award approvals
- Completeness of approvals
- Administration of awards
- Meeting the CII Agreement due diligence requirements
- Uptake of funds
- Efficiency of the approval processes
- Capacity requirements to complete applications
- Management to outcomes

#### D.4 SUMMARY OF FINDINGS

Following are the key findings of the Economic Development Fund sampled awards relative to the review elements:

- There are no observed compliance issues in the sample population.
- The Board, and its subcommittee the PRC, are responsible for all award approvals with approvals being done on a strict quarterly basis.
- The majority of applications from participating First Nations include impacts on the community arising from projects, including number of businesses started or acquired. However, there is no evidence in the sampled awards indicating the Economic Development Fund considers or monitors planned outcomes at any stage of the award process.
- The application process does not appear to be noticeably complex. However, the Economic Development Fund's applications contemplating the acquisition or start-up of a new business require the development of a business plan. Many applications reference the use of external consultants to prepare the business plan supporting the application, as well as participating in other business development activities.

Following are the key findings associated with the uptake of the Economic Development Fund's awards during the period May 2008 and April 2012:

- The 27 Participating First Nations, 70% have accessed their Economic Development Fund's allocations. 30% of Participating First Nations have not accessed their Economic Development Fund's allocations.
- The primary sectors of economic development activity are:
  - Tourism at \$5.2 million representing 28% of total awards granted
  - Economic Development Corporation set-up at \$3.2 million representing 17% of total awards granted
  - Aquaculture at \$2.6 million representing 14% of total awards granted
  - Value added processing at \$1.9 million representing 10% of total awards granted

- Uptake in terms of application numbers (volume) peaked in 2009. Based on the number of awards approved to date and the application pipeline, 2012 is tracking to a similar awards volume as that of 2009.
- Uptake in terms of application dollars peaked in 2010. Based on the number of awards approved to date and the application pipeline, 2012 is tracking to exceed awards dollars approved in 2010.

## D.5 FINDINGS FROM AWARDS REVIEW

Table 13 provides the findings for sampled Economic Development Fund's awards relative to the review elements.

**Table 13: Summary of the Economic Development Fund's Awards Findings**

Assessment Element	Economic Development Fund Findings
Assessment of planned outcomes	<p>All applications reviewed included objectives aligned with the CII Agreement outcomes.</p> <p>Review of the sampled awards and related documents indicates there is no formalized documentation for the Economic Development Fund to discuss or evaluate the planned outcomes as provided in the award applications.</p> <p>Review of the sampled awards approval processes and policies indicates there are no formalized activities within the Economic Development Fund approval processes to explicitly highlight or acknowledge which outcomes are being impacted and in what manner.</p>
Tracking of achieved outcomes	<p>There is no evidence to suggest there is a place in the Economic Development Fund's documentation that tracks final outcomes. Conversely, final and interim reports submitted by the Participating First Nation for their particular project does provide evidence of achieved outcomes.</p>
Participation of other Funders	<p>The Economic Development Fund's mandate includes the objective of leveraging their funds by partnering with other Funders on projects. The sample indicated active participation from other sources, with contributions from numerous sources including other trusts and funds, band councils, and the federal and provincial government.</p> <p>The sample reviewed 26 projects with an Economic Development Fund award value of approximately \$9.4 million. Sampled material indicates twenty (20) of these awards attracted approximately \$24.5 million from other Funders. This creates an estimated Economic Development Fund leverage ratio of 2.61 to 1.</p>
Timing of award approvals	Awards are approved on a quarterly basis.
Completeness of approvals	No approvals are missing.
Administration of Awards	<p>Of the 26 awards reviewed:</p> <ul style="list-style-type: none"> <li>▪ 8 awards are pending</li> <li>▪ 2 awards have been cancelled or withdrawn</li> <li>▪ 16 awards have been fully paid out with no payments pending or remaining</li> <li>▪ Of these fully paid-out awards, 11 included a final report with 5 pending final reports</li> </ul>

**Table 13: Summary of the Economic Development Fund's Awards Findings**

Assessment Element	Economic Development Fund Findings
Meeting the CII Agreement due diligence requirements <sup>4</sup>	<p>26/26 awards are consistent with the constitution of the Society.</p> <p>26/26 awards are eligible under this Agreement.</p> <p>20/26 awards (3 of these were eventually withdrawn or cancelled) are to fund a business or to support a business start-up. As appropriate, applications included business plans where a business was being started. Alternatively, many were seeking funding to develop a business plan or conduct feasibility studies on a new venture.</p> <p>6/26 awards are to fund infrastructure or business capacity. A majority of the applications indicated tangible and measurable benefits and appropriate management controls.</p> <p>The project appears to have appropriate technical assistance to ensure its success.</p> <p>Awards were not tested for statutory approvals and permits.</p> <p>Economic Development Fund projects are reviewed to ensure the applicant has considered the management and technical requirements to successfully execute the project. However, the Economic Development Fund is not in a position to evaluate, and does not evaluate, the appropriateness of the applicant's personnel choices.</p> <p>There is no evidence to suggest there is a formalized place in the Economic Development Fund documentation to explicitly highlight which outcomes are being impacted and in what manner, regardless of funding purpose.</p> <p>The Economic Development Fund has a formalized risk framework for projects in excess of \$500,000. The risk framework identifies issues that impact project success generally described as schedule, supplier, financial, technical, regulatory, legal and people risks. In addition to the risk assessment for large projects, all projects are reviewed for suitability to funding tranches dependent on achieving project milestones. Performance tranches are a mechanism implemented by the Economic Development Fund to increase the likelihood of achieving critical path milestones and overall project success.</p> <p>Management controls are considered when reviewing project budgets, use of funds and work-plans.</p>
Efficiency of the approval processes	<p>Awards are approved on a quarterly basis aligned with quarterly Board and committee meetings. The result is the PRC receives all award applications for a given quarter at once. This results in a requirement for Board and committee members to review hundreds of pages of materials in a very short time frame.</p> <p>Management has no authority to approve awards. The CII Agreement requires the Board, or its subcommittee, approve all awards.</p>
Capacity requirements to complete applications	<p>The application process does not appear to be unduly complex. The level of effort required depends on the complexity of the project. The majority of applications appear to follow a similar structure with consistent requirements to provide a project description, objectives, deliverables, list of activities or a work-plan, budget and the people involved in the project.</p> <p>Although the process does not appear to be complex, there are 8 applications out of the 26 reviewed that reference the use of external consultants to write the application; providing insight into possible capacity shortfalls in the communities. In addition to application support, there are 11 examples of external or third party consultants retained by the First Nation to develop business</p>

<sup>4</sup> Section 10.2 of the CII Agreement provides due diligence requirements to be met prior to providing funding approval



**Table 13: Summary of the Economic Development Fund's Awards Findings**

Assessment Element	Economic Development Fund Findings
Management to outcomes	<p data-bbox="527 378 1484 495">plans or other business development activities, such as feasibility studies and market assessments. Overall, evidence of third party consultants is more commonly seen in business or economic development start-ups rather than project applications requesting funds to support ongoing business operations.</p> <p data-bbox="527 520 1484 730">The applications and final reports provide information on the number businesses to be acquired or started, representing indicators of economic development impacts for the Economic Development Fund, given the Economic Development Society is a direct project contributor. Of the 26 awards reviewed, 19 applications sought funding to support activities around the acquisition or start-up of a business. Of these 19 applications, 3 were withdrawn or cancelled. A review of the 16 approved projects indicates the Economic Development Fund's awards have contributed to the following economic development activities:</p> <ul data-bbox="574 743 1398 1005" style="list-style-type: none"> <li>▪ 7 business start-ups</li> <li>▪ 1 expansion project</li> <li>▪ 2 economic development corporation start-ups</li> <li>▪ 1 acquisition</li> <li>▪ 4 feasibility studies and business plans for possible future business start-ups</li> <li>▪ 1 application was funded through both the Economic Development Fund and the Conservation Foundation, demonstrating working towards a common vision</li> </ul>

## Appendix E: Organization & Management Review Findings

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### E.1 VISION & STRATEGIC PLAN

Section 5.3 of the CII Agreement requires each of the Conservation Foundation and the Economic Development Society prepare their respective strategic plans within accordance of the CII Agreement. Annual reports and audited financial statements are to be released no later than four months following the fiscal year end. The annual reports are to report on goals, outcomes and performance measures.

While the Conservation Foundation and the Economic Development Society have different goals, their vision, mission and work are integrally linked. As a result, the work of the Conservation Foundation and the Economic Development Society is undertaken jointly under the banner of Coast Funds. The work is driven by the shared vision:

*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.*

The vision has been in place since 2008 with goals and outcomes updated annually as part of the strategic planning process. The strategic plans and annual reports are available on the Coast Funds website dating back to the Conservation Foundation and the Economic Development Society's inception.

Schedule E of the CII Agreement provide sample performance measures for each of the Conservation Foundation and the Economic Development Fund. Schedule E of the PAFA provides expected outcomes of the Economic Development Fund's awards.

#### E.1.1 Observations

With the exception of financial performance, Coast Funds strategic plans do not include performance measures and targets. Rather, the strategic plan is oriented to provide a list of activities to be completed within the upcoming fiscal year and to set the foundation for activities in future years. For example, following represents the quoted awards goal, related objectives and targets as provided in the 2012 – 2014 strategic plan:

- Goal: High quality successful applications through continued proactive and focused communication and interaction with First Nations, provide advice and mentorship to:
  - The Economic Development Society: Generate inquiries for eligible economic development projects which lead to sound, high quality applications geared for success, with minimal risk of noncompliance with the goals of Coast Funds; support development of sound, high quality applications through access to funding and technical resources, including ongoing access to ISIS/Mitacs resources and expansion of the partnership to other institutional resources; and, support development of plans and a schedule for the utilization of the balance of allocations.
  - The Conservation Foundation: Develop plans with each First Nation and regional body detailing the proposed use of their conservation allocation over time, with a resulting increase in numbers of high quality applications; by Q1 2012, expect plans to be developed for each allocation; end of 2012 have 8 comprehensive applications submitted to the Foundation; and, the end of 2013 have 12 comprehensive applications submitted to the Foundation.
- Awards:

- The Economic Development Fund to approve awards in a range between: 2012, \$4.8 to \$8.0 million; 2013, \$6.3 to \$9.9 million; and 2014, \$6.3 to \$9.9 million.
- The Conservation Fund to approve awards of: 2012, \$3.3 million; 2013, \$3.0 million; and 2014, \$3.0 million.
- Loan Loss Reserve Facility: By end of 2012, develop low-cost loan loss reserve facility with commercial bank/financial partners for community, business, and individual loans through access to Aboriginal Affairs and Northern Development Canada's loan.

While these activities need to be undertaken by Coast Funds, the completion of these activities does not indicate whether Coast Funds is achieving its vision. These targets indicate whether or not the funds are being accessed, but these activities do not indicate contributions to the key elements of the vision, namely:

- Empowerment of aboriginal peoples and communities
- Achievement of meaningful economic development and community health
- Conservation of the integrity of the ecosystems in which they live

The governing documents provide sample performance measures. However, the sample performance measures do not reflect that Coast Funds is a contributor, as opposed to a driver, of the sample measures. For example, CII Agreement proposes the number of jobs created as a potential or sample measure for both the Conservation Fund and the Economic Development Fund. However, Coast Funds does not create the job as a result of approving an award. Coast Funds contributes to the community's or project's job creation goal by providing an award.

In addition, the strategic plan does not have measures or targets in place to indicate efficiency of plan execution. Measures and targets not only serve as a scorecard for performance, they also serve as the foundation for shareholder/member communication. All organizations experience times where success or failure is unexpected. If measures and targets are understood, they can work as proactive communication tools to manage (un)expected performance. For example:

- The Economic Development Society and the Conservation Foundation spend approximately half of the allowable maximum overhead and administrative budget. Understanding the impact of spending less than the allowable budget may be useful information for the members.
- The Economic Development Society and the Conservation Foundation investment management performance exceeds expectations. Understanding the impact of surplus or deficit fund earnings may be useful information for the members.

## E.2 ORGANIZATION STRUCTURE

Coast Funds has eight people on staff comprised of two full-time CEOs, one full-time Director of Projects, one part-time Director of Finance and Administration, one part-time communications consultant, one part-time office administrator, one part-time accounting administrator and one full-time projects administrator. Finance, administrative and project resources report into the CEO of the Economic Development Society, however, resources are shared with the Conservation Foundation through a cost-sharing agreement.

Coast Funds has a Board of Directors comprised of nine Directors, including the Chair. The Board of Directors succession plan is driven from a four-year term of office and assumes two Directors step down every year, creating an opportunity for a complete refresh every four years, depending on the number of consecutive terms

held by any Director<sup>5</sup>. Directors are recruited through a process of identifying gaps in the Board's competency matrix, soliciting nominee recommendations from members, working with a recruitment firm to identify nominee recommendations, and interviewing nominees. A slate of nominated Directors is presented to the Members as part of the Annual General Meeting (AGM) package 14 days in advance of the AGM. Discussion and voting of the Directors occurs at the AGM. The Board of Directors is elected by the voting Members. Coast Funds has six voting and two non-voting Members.

Part 5 of the By-Laws of both the Economic Development Society and the Conservation Foundation require a common Board.

Roles and responsibilities for key positions are:

### **Board**

The By-Laws for each of the Conservation Foundation and the Economic Development Society provide Board Responsibilities. Responsibilities are stated as responsible for establishing the strategic vision and for assessing, compensating, retaining, and if necessary, replacing senior management staff with the commensurate skills to assist the Board in implementing its strategic vision. The Board is also responsible for the creation of policies and procedures which identify and manage risk - both financial and otherwise - which govern funding relationships, which establish performance expectations for the Conservation Foundation and the Economic Development Society and their employees, and which, subject to the Board's fiduciary obligations and obligations pursuant to the Society Act, communicate its performance to Members, Founders and Participating First Nations.

The Board must have governance policies and procedures that establish expectations for the Board and appropriate codes of conduct. The Board must also have audit policies and procedures that require the review of financial information, systems and controls. The Board must review the governance and audit policies and procedures annually and ensure compliance.

The Board must also create a director competency matrix with which the Board will assess potential candidates for election.

### **Chair**

The By-Laws of the Conservation Foundation / Economic Development Society state the Board Chair will supervise the other officers in the execution of their duties and will preside at all meetings of the Society/Foundation and of the Board. In addition, The Board Charter for the Conservation Foundation / Economic Development Society describes the role of The Board Chair as, working with the Vice Chair, is responsible for managing Board affairs and ensuring effective Board performance with specific responsibility to:

- Manage effective meetings (establish agenda, control discussion appropriately, work towards consensus)

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<sup>5</sup> Section 5.8 of the By Laws states that directors cannot hold more than three consecutive terms.

- Foster the development of a Board culture characterized by active and constructive Board engagement, commitment to transparency, and commitment to practicing good governance
- Provide leadership to Board development
- Manage conflicts of interest as well as breaches or suspected breaches of the Standards of Ethical Conduct for Directors
- Build and maintain an effective working relationship with the CEO
- Periodically review CEO performance and compensation
- Serve as a spokesperson for the Society
- Periodically review Board governance practices
- Recommend the criteria and potential candidates the Board should consider when filling Board vacancies

### **Officers**

The By-Laws of the Conservation Foundation / Economic Development Society stated the Secretary is responsible for making the necessary arrangements for:

- Issuance of notices of meetings
- The keeping of meeting minutes
- The custody of records and documents except those required by the treasurer
- The maintenance of the register of Members
- The conduct of the correspondence

Treasurer is responsible for making the necessary arrangements for:

- The keeping of such financial records, reports and returns including books of account as are necessary to comply with the Society Act and the Income Tax Act
- The rendering of financial statements to the Directors, Members and others when required

### **Chief Executive Officers**

Coast Funds has a position description describing the role purpose, responsibilities and qualifications. Following represents the purpose of each CEO as stated in the position description for each organization

- The Conservation Foundation: Reporting to the Board of Directors, the CEO shall have responsibility and accountability for the general management and affairs of the Conservation Foundation. In particular, the Conservation Foundation's CEO is responsible for: steering and implementing the mandate of the Foundation; building successful relationships with First Nation communities, the Board of Directors, government and other key stakeholders; and management of the financial performance of the Foundation.

- The Economic Development Society: Reporting to the Board of Directors, the CEO shall have responsibility and accountability for the general management and affairs of the Economic Development Society and strategic management of Coast Funds administrative activities. In particular, the Economic Development Society's CEO is responsible for: steering and implementing the mandate of the Society; building successful relationships with First Nation communities, the Board of Directors, government and other key stakeholders; management of the financial performance of the Society; and management of financial and administrative staff.

The Board Charter identifies the separation between the Board and the CEOs as:

- The Board is responsible for setting the strategic direction of the Society, establishing goals and objectives for management and monitoring the achievement of these goals and objectives.
- The CEO is responsible to the Board for the day-to-day management of the Society with all powers, discretions and delegations authorized, from time to time by the Board.

### E.2.1 Observations

Observations with respect to the organizational structure are:

- The governing documents require a common Board with the intent of working towards a common vision. The Board has developed a single vision.
- The Director nomination and election process aligns with the governing documents and aligns with common practice.
- The Board charter suggests the Board is responsible for strategic issues and the CEOs are responsible for day-to-day management issues. There appears to be a conflict between the Board charter and the CII Agreement driven by the absence of an ability to delegate authority to management to manage the core business activity of awards approval.
- The Board is an operational Board, driven in part by the governing documents. Specifically, the CII Agreement requires the Board approve all awards and there is no apparent provision to delegate authority to management – regardless of dollar size. This requires the Board to be hands-on in the core activities of the business.
- The CII Agreement requires two committees – PRC and IFAC. These two committees are responsible for the project approval process and the finance and audit processes. In addition to these committees, the Board has formed three additional committees, namely, Capacity, Communication and Strategic Advisory Committee. The result is Coast Funds appears to be managed by the Board and Committees of the Board as opposed to managed by management.
- There is no Human Resource (HR) and Compensation committee. Given the size and age of the organization, this is not unexpected. Additionally, given the intended term life of the Economic Development Fund, it is expected there would be no need for an HR and Compensation committee.
- There is no clear evaluation framework for either the Board or the CEOs. It is understood evaluation frameworks were developed and have been approved by the Board in September 2012.

- There is an annual staff review process in place. However, the review process appears to be work-plan focused with little emphasis on professional development and growth.
- There is no succession plan for the CEOs. It is understood a succession plan for management and staff is being developed.
- The Board succession plan is implicit in the Directors term and renewal process.
- There are two CEOs executing on a single vision.
- The organization is well administered with information easy to access and easy to find.

### E.3 MANAGEMENT REPORTING

Management reporting is provided on a quarterly basis to the Board. The management report consists of the following separate reports:

- The CEO's Report: This is one report from both the Conservation Foundation and the Economic Development Society's CEO's. Typically, the report reflects both the Conservation Foundation and the Economic Development Society business activities and includes the following discussion areas:
  - Describes the dollar value and volume of applications approved by the PRC and the award and dollar value of awards submitted to the Board for approval. The comments on awards are limited to dollars and volume of approvals and requests. For example, "5 applications reviewed by the PRC had a combined total request of \$1.319 million; 4 projects approved by the PRC and 1 project recommended to the board."
  - A list of activities carried forward from previous meetings.
  - Discussion of other business activities being considered or currently underway. For example, the Comprehensive Review, communications and the new capacity initiative.
  - Updates on special activities including presentations delivered and meetings attended by CEOs.
- Investment Management Report: This is provided by the external investment management consulting group and details the valuation of the funds and provides comparisons to industry benchmarks. The report is reviewed and discussed by the IFAC committee.
- Budget report: This is provided by IFAC detailing the budget, actuals and forecast financial performance. Processes have been established to ensure CEOs sign the financials prior to IFAC review and Board submission.

#### E.3.1 Observations

With the exception of the Investment Management Report, management reporting appears focused on tactical accomplishments associated with a work-plan. Management reporting lacks discussion on impacts and outcomes, as well as trends and themes.

## Appendix F: Financial Review Findings

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### F.1 DESCRIPTION OF FINANCIAL MANDATE

#### F.1.1 Investment Management

Revenues for each of the Conservation Foundation and the Economic Development Society are derived from investment income earned on all assets. Section 4 of the CII Agreement, Section 4.01 and Section 5.01 of PAFA and Parts 5.18 through to Part 5.22 of the By Laws provide the governance framework for investment of the Conservation Foundation and the Economic Development Society's funds. In addition, Coast Funds has developed a policy statement and investment guidelines. The funds are invested by external investment management firms and managed by an independent consultant. All funds investment decisions are the responsibility of the Board and the related committee IFAC.

#### F.1.2 Operating Expenses & Budgeting

The operating expense mandate provided by the CII Agreement states the combined operational and administrative costs of the two entities for any given year cannot exceed 2% of the funds under management at the outset of the fiscal year. In addition, the Conservation Foundation's operating and administrative costs cannot exceed 1% of the original capital contribution.

Operating expenses are budgeted one year in advance and approved by the Board. The Board approves both the envelope as well as the category of expense. The Board requires the budget to be managed within both the envelope and the category. For example, the Finance Policy requires the IFAC to approve all re-allocations for items exceeding \$10,000; management is not able to trade budget items within the budget envelope without Board approval.

#### F.1.3 Awards Targets

The PAFA provides the term mandate for the Economic Development Fund. Both PAFA and CII Agreement have a best efforts clause for the Economic Development Society to expend its funds within the 7 year period ending June 2014. The award mandate for the Economic Development Society indicated a granting requirement of approximately \$8M to \$9M each year to achieve the full spend-down mandate of June 30, 2014.

The Conservation Fund's target for annual awards is a minimum of \$2.3 million. This target equals approximately 3.75% of the Foundation's investments under management which exceeds Canada Revenue Agency's minimum distribution of 3.5% of the total assets, determined by a formula based upon a 24-month rolling average.

### F.2 OBSERVATIONS

#### F.2.1 Investment Management

Review of investment management and compliance activities through Board materials, IFAC meeting agendas and minutes, IFAC policy statements, briefing notes to IFAC on compliance, annual reports and investment management reports, indicates the Conservation Foundation and the Economic Development Society meet the governance requirements of the governing documents. The accessibility, availability and content of financial



management documentation makes it clear that investment management of the Conservation Foundation's and the Economic Development Society's funds is a priority for the Board and staff. And, it is important to note that during a period of global financial instability, the investment management of the Conservation Foundation and the Economic Development Society was such that both funds earned significant returns, creating the need to identify and allocate excess earnings.

- The Conservation Foundation: as at the investment management report of May 2012, the Conservation Fund had earned an average of 10.8% per year over the past three years.
- The Economic Development Society: as at the investment management report of May 2012, the Economic Development Society earned an average of 5.2% per year over the past three years.

The excess earnings on fund investment resulted in the need for IFAC and the Board to consider options for managing the impact on the Economic Development Fund and mandate. However, the governing documents do not provide clear direction, requiring the Board to seek a legal opinion to address the issue of contractual restrictions on the use of income earned by the Economic Development Fund. The legal opinion states that: *"the Society has considerable latitude in the effective discharge of its mandate. Accordingly, in our opinion the CII Agreement authorizes the Society to incur the costs of providing value added services to Participating First Nations."*

Discussion for managing and distributing excess earnings occurred in both the September and December Board meetings. In the September Board meeting, the Board approved the use of excess earnings to December 31, 2011 for awards in accordance with the CII Agreement allocation formula. Projections of future year operating and administrative costs indicate that the Economic Development Society has sufficient financial resources to fulfill its mandate. After reviewing these projections the Board determined that it had sufficient financial resources to designate \$2 million (50%) of earnings to date for additional awards to Participating First Nations. In the December 2011 Board meeting, the Board resolved to distribute 50% of the excess earnings, net of future operating costs, to the Participating Nations in accordance with the CII Agreement allocation formula. Additionally, the Board resolved to revisit the remainder of the excess earnings allocation on an annual basis with the intention to fully allocate excess earnings by the end of 2014.

No policy has been developed to address excess earnings or losses in future years on the Economic Development Fund.

The Conservation Foundation's policy is included in the Finance Policy and establishes a target allocation and a reserve balance. The reserve is sufficient to fund the target allocation in the event that there are two consecutive years of capital losses. If there is a drawdown on the reserve balance, future year earnings must be used to top up/ replenish the balance. If the reserve balance is fully funded, all earnings will be allocated for First Nation awards.

## F.2.2 Operating Expenses & Budgeting

Review of the Conservation Foundation and the Economic Development Society's operating and administrative expenses indicates all expenses are managed within the terms of the CII Agreement:

- The Conservation Foundation: Operating expenses in 2011 were \$0.4 million, representing a slight increase from \$0.3 million in the prior year.

- The Economic Development Society: Operating expenses in 2011 were \$1.0 million, representing a slight increase from \$0.9 million in the prior year.
- The combined limit for operating expenses for 2011 was \$2.5 million. The Conservation Foundation and the Economic Development Society's operating expenses for 2011 represent 53% of maximum allowable operating expenditures.
- Expenditures fall within the intent and guidelines of the governing documents.

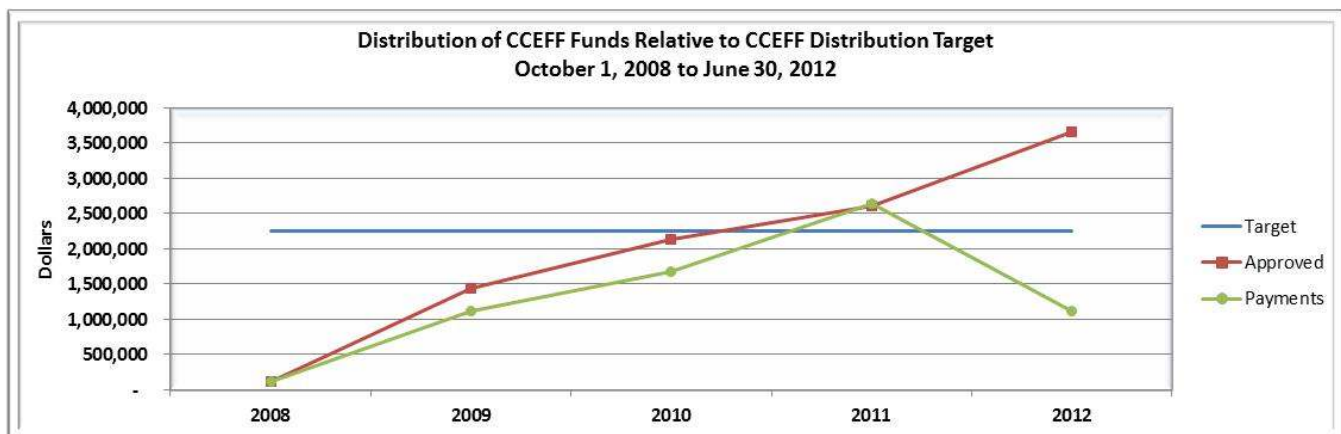
To date the Economic Development Society and the Conservation Foundation have been in compliance with operating expense limits. Projections of future year funds under management and operational and administrative costs indicate that both organizations will continue to be in compliance.

The process established for budget management and re-allocations requires the Board to participate in ongoing decisions regarding core operating activities of the business.

### F.2.3 Awards Targets

The award funding mandate for the Conservation Foundation is to approve and fund approximately \$2.25 million in awards per year. The first year the Conservation Fund achieved its awards funding mandate in 2011, with 2012 tracking to achieving target. Figure 7 illustrates the Conservation Fund approvals and payments have steadily increased since inception and since 2011, the Conservation Foundation is tracking to exceed mandate. The 2012 allocation is abnormally high as the amount includes a catch-up from prior years. The ability to increase the allocation is included in the Finance Policy.

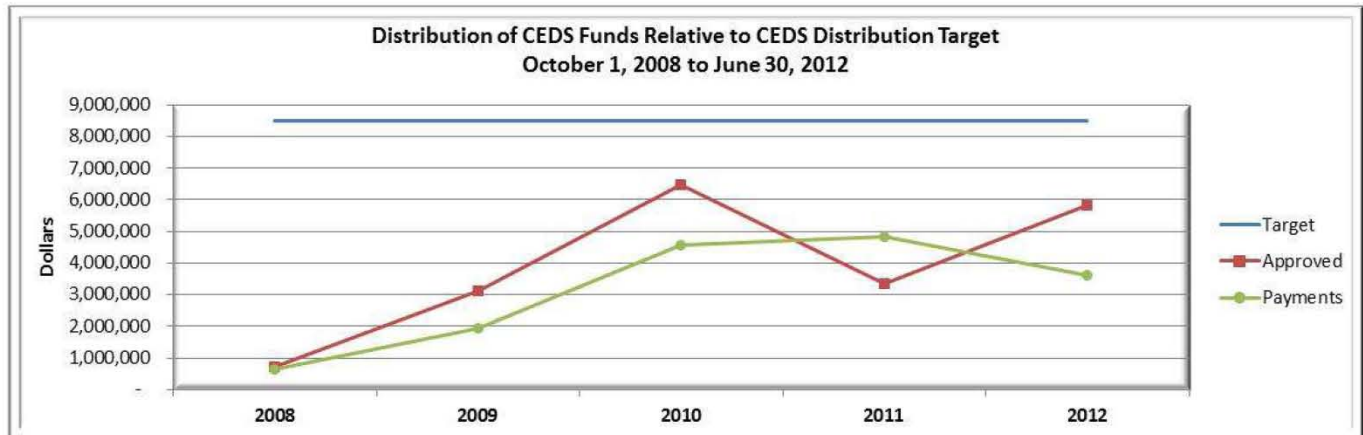
**Figure 7: Illustration of the Conservation Fund's Distributions**



To achieve the full spend down target of June 2014, the Economic Development Fund requires an annual award approval and payment amount of approximately \$8.5 million, representing a total paid target of \$42 million for June 2012. To date, the Economic Development Society has not met its award funding mandate. Figure 8 illustrates the Economic Development Society has approved approximately \$19 million in awards since inception, with approximately \$17 million in awards paid-out. The Economic Development Society was founded with the assumption that funds would be fully paid-out by June 2014.

The Economic Development Fund is at 44% of target, requiring pay-outs of approximately \$20 million in each of 2013 and 2014 in order to achieve the full spend down mandate.

**Figure 8: Illustration of Economic Development Fund's Distributions**



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Greg Curnoe  
*Spokes & Nipples*, (detail on cover), 1974  
Watercolour  
75 cm x 75 cm

This work is drawn from the contemporary Canadian art collection of Roy L. Heenan, O.C., Ad.E.

HBdocs - 13748851v1

## Morrison, Trevor FLNR:EX

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**From:** Annett, Rory K FLNR:EX  
**Sent:** Monday, April 8, 2013 1:27 PM  
**To:** MacKnight, Heather FLNR:EX  
**Subject:** RE: Coast Funds: Comprehensive Review - Final Report

You didn't, but thanks!

Cheers, Rory.

---

**From:** MacKnight, Heather FLNR:EX  
**Sent:** Monday, April 8, 2013 9:14 AM  
**To:** Annett, Rory K FLNR:EX  
**Subject:** FW: Coast Funds: Comprehensive Review - Final Report

Double checking...not sure if I forwarded this to you. If not, I apologize.

---

**From:** Sutherland, Craig FLNR:EX [<mailto:Craig.Sutherland@gov.bc.ca>]  
**Sent:** Friday, March 22, 2013 4:07 PM  
**To:** MacKnight, Heather FLNR:EX  
**Subject:** FW: Coast Funds: Comprehensive Review - Final Report

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**From:** davemannix[[SMTP:DAVEMANNIX@COASTFUNDS.CA](mailto:SMTP:DAVEMANNIX@COASTFUNDS.CA)]  
**Sent:** Friday, March 22, 2013 4:02:36 PM  
**To:** Sutherland, Craig FLNR:EX  
**Subject:** Coast Funds: Comprehensive Review - Final Report  
**Auto forwarded by a Rule**

Dear Craig,

As you know, last year the Coast Funds Board decided to commission a comprehensive independent organizational review, which was undertaken by HB Consulting Ltd. A copy of the Final Report is attached, accompanied by a letter from the Chair, Merv Child, with the Board's response to the recommendations. Please note that s.22 but I would be happy to answer any questions you may have, and will return calls or emails immediately upon my return.

Dave Mannix  
Executive Director

**Coast Opportunity Funds**  
T: 250-755-9594/ 250-323-3235  
[www.coastopportunityfunds.ca](http://www.coastopportunityfunds.ca)

## Morrison, Trevor FLNR:EX

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**From:** MacKnight, Heather FLNR:EX  
**Sent:** Monday, April 8, 2013 9:14 AM  
**To:** Annett, Rory K FLNR:EX  
**Subject:** FW: Coast Funds: Comprehensive Review - Final Report  
**Attachments:** Letter from Chair re Comprehensive Review Report - C Sutherland.pdf; Coast Funds Comprehensive Organizational Review - FINAL REPORT.pdf

Double checking...not sure if I forwarded this to you. If not, I apologize.

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**From:** Sutherland, Craig FLNR:EX [<mailto:Craig.Sutherland@gov.bc.ca>]  
**Sent:** Friday, March 22, 2013 4:07 PM  
**To:** MacKnight, Heather FLNR:EX  
**Subject:** FW: Coast Funds: Comprehensive Review - Final Report

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**From:** davemannix[[SMTP:DAVEMANNIX@COASTFUNDS.CA](mailto:SMTP:DAVEMANNIX@COASTFUNDS.CA)]  
**Sent:** Friday, March 22, 2013 4:02:36 PM  
**To:** Sutherland, Craig FLNR:EX  
**Subject:** Coast Funds: Comprehensive Review - Final Report  
**Auto forwarded by a Rule**

Dear Craig,

As you know, last year the Coast Funds Board decided to commission a comprehensive independent organizational review, which was undertaken by HB Consulting Ltd. A copy of the Final Report is attached, accompanied by a letter from the Chair, Merv Child, with the Board's response to the recommendations. Please note that s.22  
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## Morrison, Trevor FLNR:EX

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**From:** MacKnight, Heather FLNR:EX  
**Sent:** Monday, April 8, 2013 8:40 AM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** de Bree, Jennifer FLNR:EX  
**Subject:** FW: Coast Funds: Request for Director Nominations  
**Attachments:** 13-04-05 2013 Director Nominee Recruitment Brief - FINAL.pdf

Rory,

Is this something you would provide Craig with advice on? Note the due date.

Heather

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**From:** Sutherland, Craig FLNR:EX [<mailto:Craig.Sutherland@gov.bc.ca>]  
**Sent:** Friday, April 5, 2013 2:38 PM  
**To:** MacKnight, Heather FLNR:EX  
**Subject:** FW: Coast Funds: Request for Director Nominations

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**From:** davemannix[[SMTP:DAVEMANNIX@COASTFUNDS.CA](mailto:SMTP:DAVEMANNIX@COASTFUNDS.CA)]  
**Sent:** Friday, April 05, 2013 2:36:27 PM  
**To:** Sutherland, Craig FLNR:EX  
**Subject:** Coast Funds: Request for Director Nominations  
**Auto forwarded by a Rule**

Dear Craig,

Coast Opportunity Funds is currently seeking to fill 3 Board positions. At this time, we invite you to submit the name or names of potential nominees (for each nominee, please also provide contact information and curriculum vitae). The call for nominations will be open until **Tuesday, April 30<sup>th</sup>**. The attached recruitment brief provides detailed information about the position and qualifications; if you have any further questions, please feel free to contact me at [dave@coastfunds.ca](mailto:dave@coastfunds.ca) or 250-323-3235.

Thank you,

**Dave Mannix**  
**Executive Director**





# **RECRUITMENT BRIEF**

Search for Nominees to Board of Directors

## **COAST OPPORTUNITY FUNDS**

**COAST ECONOMIC DEVELOPMENT FUNDS and  
COAST CONSERVATION ENDOWMENT FUND FOUNDATION**

**April 2013**



# RECRUITMENT BRIEF

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## Introduction

Coast Opportunity Funds (or Coast Funds) is currently seeking to fill three Board positions. This brief is to provide information to individuals interested in serving as a Director on our Board. It includes an overview of Coast Funds, our governance practices, nominee profile, and the recruitment process.

Attachment A includes a description of our funds, vision, mission statement, and strategic goals.

## Governance

The Board embraces and aspires to best practices in the area of governance. The Board's practices include:

- Adoption of a Board Charter which includes position descriptions for the Board, Chair and Directors;
- Development of a self-evaluation process for the Board and Directors;
- Development of a position description and evaluation framework for the Executive Director; and
- Development of a competency matrix to confirm minimum collective skills of the Board.

### *Role of the Board*

The Board consists of nine Directors elected by the voting Members of Coast Economic Development Society and Coast Conservation Endowment Foundation.

The Board provides leadership with specific responsibility for:

- Executive Director appointment and evaluation;
- Development and approval of strategic plan;
- Oversight of financial performance, risk management and communications;
- Thorough scrutiny and decision-making on award applications for use of the Funds

### *Role of the Chair*

As a presiding Director, the Board Chair provides leadership in guiding the Board and coordinating its activities in the best interest of Coast Funds. In performing this role, the Chair manages the affairs of the Board, works closely with the Executive Director, including ensuring effective relations with First Nations, government, the private funders, and other stakeholders.

It is anticipated that there will be a vacancy in the Chair position in the near future and that the new Chair will be one of the other Directors. Accordingly, a key quality we are looking for in new Directors is the ability to fulfill the Chair role.

### *Director Duties and Responsibilities*

The Coast Funds Board is a proactive, working Board with active committees. Board members are expected to be active, working members of the Board in carrying out its functions during and between Board meetings. The responsibilities of each Director include:

- Understanding and complying with his or her legal duties and obligations as a Board member. These include:



# RECRUITMENT BRIEF

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- i. Acting in good faith and in the best interests of Coast Funds;
  - ii. Acting with the care, skill and diligence of a reasonably prudent person;
  - iii. Complying with Coast Fund's Code of Conduct; and
  - iv. Keeping up to date with current governance issues and practices.
- Contributing to the definition and accomplishment of Coast Funds' strategies, goals and objectives;
  - Understanding Coast Funds' activities, its strategic plans, the context in which the Coast Funds operates, the risks and challenges involved in achieving its objectives, and the Coast Funds' organizational structure and its culture and the Board's oversight role of these issues; and
  - Making best efforts to attend Board meetings, participating actively in Board meetings and expressing his or her views frankly and fully.

## ***Board Committees***

There are five Board committees: Investment, Finance and Audit, Project Review, Communications, Strategic Advisory, and Capacity. The Board has established terms of reference for each committee. These are active committees with substantive roles.

In his or her first year, a Director will serve on at least one committee. In subsequent years, a Director may be asked to serve on at least two committees.

## ***Compensation***

In addition to reimbursement of eligible business expenses, Directors will be paid a meeting fee.

Directors who attend Board and committee meetings are entitled to a per diem meeting fee of \$850 per day and \$425 per half day. The full day rate applies to all meetings that last four hours or longer. The half day rate applies to all meetings less than four hours.

Travel day fees per Board or committee meeting, based on \$500 per full day and \$250 per half day, are payable as follows:

- |  |                    |
|--|--------------------|
| ○ From northern British Columbia         | Two days (\$1,000) |
| ○ From out of province east of Manitoba  | Two days (\$1,000) |
| ○ From Vancouver Island                  | Half day (\$250)   |
| ○ From within the Greater Vancouver Area | Nil                |

## ***Indemnity***

The organization carries a Directors and Officers insurance policy with a \$5 million limit.

## ***Time Commitment***

It is expected that Directors spend about on average about 12 hours per month to prepare for and attend meetings as well as participate in education and development sessions. In a month when both a committee and Board meeting have been scheduled, the time commitment may range up to 16 hours. These estimates do not include travel time.



# RECRUITMENT BRIEF

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The Board meets approximately five times per year including:

- Three regular full day meetings;
- One half day meeting; and
- One regular full day meeting scheduled during a three day trip to one of our First Nation coastal communities.

The Board meetings are generally held in Vancouver during business hours. Directors are encouraged to attend in person but have the option of attending via conference call. Time needed to prepare for Board meetings is estimated to be at least one half day per meeting.

Committees meet approximately four to five times per year. These meetings are usually between one to three hours in duration. Most committee meetings are held via conference call. Time needed to prepare for committee meetings is estimated to be at about 3 hours per meeting.

In 2013 the Board will be holding a three day meeting in Haida Gwaii in September and a one day strategic planning session in late October. Additional Board and committee meetings may be scheduled.

The term of office of Directors will normally be four years. Directors may be elected for up to three consecutive terms.

## Nominee Profile

The eligibility of all nominees is subject to the bylaws including the requirement to use a competency matrix for the determination of the minimum collective skill sets and experience of the Board. Attachment B includes a description of the competencies and a rating key.

The specific skills, experience and background sought in nominees is as follows:

### *Personal Attributes*

Nominees must demonstrate adherence to high ethical standards, wisdom, and strong interpersonal skills. They must be committed to Coast Fund's values and vision and be able to commit the time required to prepare for and attend meetings and participate in Director education and development sessions.

### *Minimum Requirements*

All nominees must possess:

- Minimum of three years Board experience; and
- An expert rating in at least three of the competencies outlined in the Attachment B.

### *Specific Skills and Experience*

Based on an assessment of the optimal collective skills of the Board, the following are the main areas of experience sought in the three new Board members:

Corporate/ Business/ Finance	Experience with or knowledge of general business practices including investment in start-ups, deal analysis and financing, marketing. Experience working in sustainable sectors is highly valued
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## RECRUITMENT BRIEF

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	Experience is commensurate with minimum seven years experience in a leadership role for a business or directly responsible for business/ economic development
Conservation	<p>Experience with or knowledge of ecological conservation practices (planning, management, research, sources of funding) and matters impacting ecological conservation</p> <p>Experience is commensurate with minimum seven years in a senior management role responsible for conservation initiatives</p>
Communications and Public Affairs	<p>Experience with or knowledge of communications best practices, experience dealing with the media, government, understanding of stakeholder engagement and First Nation communication issues</p> <p>Experience is commensurate with minimum seven years in a senior management role with responsibility for external communications for a relatively complex organization</p>
Human Resources Management	<p>Experience with or knowledge of human resource management best practices</p> <p>Experience is commensurate with minimum of seven years responsibility for HR management for at least ten personnel in a relatively complex environment</p>

## Recruitment Process

The Great Bear Initiative Society, Nanwakolas Council, North Coast Skeena First Nations Stewardship Society and Council of the Haida Nation are entitled to each nominate an individual for election to the Board from time to time. In 2013 it is anticipated that the Council of the Haida Nation will provide a list of nominees for one of the three vacancies.

The process for identifying and selecting other nominees is to ask all Directors, Members, private and public funders to provide recommendations for potential nominees:

- All potential nominees, including those nominated by Haida, must provide a resume or curriculum vitae. Additional information may be required to confirm the existence of real or perceived conflicts of interest.
- The Nominations Committee will screen these candidates based on:
  - i. Alignment with the above noted nominee profile;
  - ii. Identification and review of conflicts of interest; and
  - iii. Eligibility criteria outlined in the bylaws.
- Provided a Haida nominee satisfies the criteria for appointment, the Nominations Committee will recommend their election.
- With respect to the other vacancies, the Nominations Committee will interview a short list of candidates. This is an opportunity for members of the Board and the candidate to discuss



## RECRUITMENT BRIEF

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background information relevant to the Director position as well as determine if there is an appropriate “fit” with Coast Funds’ vision and culture.

- All preferred candidates will be subject to a background check.
- Members will vote on the appointment of Directors at the Annual General Meeting in June 2013.

Nominees who are elected to the Board will be supported with a comprehensive orientation program tailored to their specific needs.

## Additional Information

For more information including biographies of current Directors and staff, copies of the governing documents, policies, and financial statements, please visit our website at [www.coastfunds.ca](http://www.coastfunds.ca) or contact our Executive Director Dave Mannix at [dave@coastfunds.ca](mailto:dave@coastfunds.ca) or 250-323-3235.

## Attachments

- A Overview of Coast Funds
- B Competency Matrix - Description and Ratings Key



# RECRUITMENT BRIEF

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## Attachment A – Overview of Coast Funds

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 is vital to a sustainable environment in the Central Coast, North Coast and Haida Gwaii areas of coastal British Columbia.

### *Why Is This So Important?*

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

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

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

### *Structure of Coast Funds*

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

CCEFF is a registered Canadian charity (with US 501c3 equivalency) responsible for managing a permanent endowment fund of approximately \$56 million. The income generated from this fund will provide ongoing funding to First Nations to support conservation science, resource planning, capacity development and related conservation management activities. Funding is 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.

CEDS is a not-for-profit corporation responsible for managing a \$60 million economic development fund for First Nation communities and businesses. The capital in this fund is invested in job creation and business development initiatives over a finite term, targeting economic sectors identified as having good potential for sustainable development in the region.



# RECRUITMENT BRIEF

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## *Vision and Mission Statements*

**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 of the Great Bear Rainforest and Haida Gwaii to support sustainable economic development and conservation management in the Central Coast, North Coast and Haida Gwaii areas of coastal British Columbia.

## *Strategic Goals*

Coast Funds' core strategic goals are:

- To promote robust and diverse community economies throughout the region. Over the long term, this work will catalyze a shift to a more sustainable regional economy based on preserving ecological integrity of the coastal temperate rainforest.
- To contribute to conservation goals that include a substantial network of well-managed protected areas and the adoption of ecosystem-based management (EBM) practices.
- To increase the capacity in First Nations' communities to realize sustainable economic development opportunities and participate in conservation management, project development and job development.
- To build relationships and support partnerships and integrated regional planning and collaboration with non-government organizations and agencies, local governments and business groups involved in sustainable economic and community development in the region.
- To exchange information, knowledge, expertise, and lessons with conservation and sustainable economic development investment programs in BC, Canada and world wide; and
- To ensure that Coast Funds has the capacity and capability as an organization to support First Nations' efforts throughout the region.

## *Our Work*

We understand that the way in which First Nations manage and control the environment and the economy of the Great Bear Rainforest will determine not only their own future, but the future of the Great Bear Rainforest as a whole. It is fundamental for Coast Funds to support First Nations as they lead the way towards fulfilling the vision. That understanding has helped guide decisions in our work:

- We partner with First Nations to develop successful applications that fund sound, high quality projects. To that end, we endeavour to provide the highest level of support to the First Nations, making consistent, responsible decisions, and adhering to principles of transparency, accountability and responsiveness.
- We support First Nations in their capacity strengthening efforts and the development of relationships with other 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.





# RECRUITMENT BRIEF

## Coast Opportunity Funds ATTACHMENT B - Competency Matrix - Description and Ratings Key

Competency	Description	Expert = 3	Strong = 2	Basic Working Knowledge = 1	Minimal or No Experience = 0
Board and Governance	Experience with or knowledge of governance best practices, roles and responsibilities of members, Directors and staff, experience with strategic planning and risk management	Minimum 7 years Board experience for a relatively complex organization	Minimum 3 years Board experience for a relatively complex organization	Minimum 3 years Board experience	0 rating is not acceptable, candidate must have a minimum 3 years Board experience
Corporate/ Business/ Finance	Experience with or knowledge of general business practices including investment in startups, deal analysis and financing, marketing. Experience working in sustainable sectors is highly valued	Minimum 7 years experience in a leadership role for a business or directly responsible for business/ economic development	Minimum 3 years experience either directly responsible for economic development or as a member of a senior management team	Minimum 3 years working experience in a corporate environment in at least a middle management role	Minimal or no experience in a corporate environment
Conservation	Experience with or knowledge of ecological conservation practices (planning, management, research, sources of funding) and matters impacting ecological conservation	Minimum 7 years in a senior management role responsible for conservation initiatives	Minimum 3 years experience directly responsible for conservation initiatives	Minimum 3 years working in an entity focused on conservation initiatives in at least a middle management role	Minimal or no experience working on conservation initiatives
Communications and Public Affairs	Experience with or knowledge of communications best practices, experience dealing with the media, government, understanding of stakeholder engagement and First Nation communication issues	Minimum 7 years in a senior management role with responsibility for external communications for a relatively complex organization	Minimum 3 years experience in a senior role with responsibility for external communications	Minimum 3 years experience in a role with requires significant oral and written communication skills	Minimal or no direct responsibility for managing either internal or external communications



# RECRUITMENT BRIEF

## Coast Opportunity Funds ATTACHMENT B - Competency Matrix - Description and Ratings Key

Competency	Description	Expert = 3	Strong = 2	Basic Working Knowledge = 1	Minimal or No Experience = 0
BC First Nations Culture, History, Governance and Administration	Experience with or knowledge of history, legislation impacting First Nations, politics, how First Nation organizations operate from both a political and organizational perspective	Minimum 7 years in a role with senior level responsibility either in a First Nations organization or in an organization working with First Nations	Minimum 3 years experience in a senior role either in a First Nations organization or in an organization working with First Nations	Minimum 3 years in a role where a general knowledge of BC First Nations is required	Minimal or no direct experience with First Nations or First Nation organizations
Government Relations	Experience with or knowledge of provincial and federal political and bureaucratic systems and priorities	Minimum 7 years in a senior role either in government or in an organization focused on relationships with government	Minimum of 3 years in a senior role either in government or in an organization focused on relationships with government	Minimum 3 years in a role where a general knowledge of provincial and federal government is required	Minimal or no direct experience with government
Accounting/ Auditing/ Tax	Experience with or knowledge of generally accepted accounting practices, auditing, tax legislation and the practices of Canada Revenue Agency	Minimum 7 years experience with responsibility for managing accounting/ auditing/ tax for a relatively complex organization, academic qualifications include an accounting designation	Minimum 3 years experience with responsibility for managing accounting/ auditing/ tax for a relatively complex organization, academic qualifications include an accounting designation	Minimum 3 years in a role where a general knowledge of accounting, auditing and tax is required	Minimal or no direct experience with accounting, auditing and tax



# RECRUITMENT BRIEF

## Coast Opportunity Funds ATTACHMENT B - Competency Matrix - Description and Ratings Key

Competency	Description	Expert = 3	Strong = 2	Basic Working Knowledge = 1	Minimal or No Experience = 0
Investments	Experience with or knowledge of best practices for investment management.	Minimum 7 years experience in a decision making capacity for the determination of investment policies and ongoing monitoring of performance and compliance	Minimum 3 years experience in a decision making capacity for the determination of investment policies and ongoing monitoring of performance and compliance	Minimum 3 years in a role where a general knowledge of the management of investments in accordance with best practices is required	Minimal or no direct experience with investment management
Legal	Experience with or knowledge of the law, having earned a law degree in British Columbia	Minimum 7 years practice in British Columbia	Minimum 3 years practice in British Columbia	Minimum of 7 years in a role where a general knowledge of the law is required	No direct experience with the law and legal concepts
Not for Profit	Experience with or knowledge of operating, financial and regulatory environment in British Columbia for non-profit societies and foundations	Minimum 7 years experience in a leadership role for a not for profit	Minimum 3 years experience in a senior management role for a not for profit	Minimum 3 years working experience in a not for profit environment in at least a middle management role	Minimal or no experience in not for profit environment
Human Resources Management	Experience with or knowledge of human resource management best practices	Minimum of 7 years responsibility for HR management for at least 10 personnel in a relatively complex environment	Minimum 3 years responsibility for HR management for at least 5 personnel	Minimum 3 years in a role where a general knowledge of human resource management is required	Minimal or no direct experience with human resource management

## Morrison, Trevor FLNR:EX

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**From:** Sutherland, Craig FLNR:EX  
**Sent:** Sunday, April 7, 2013 8:32 PM  
**To:** Annett, Rory K FLNR:EX  
**Subject:** Fwd: Coast Funds: Request for Director Nominations  
**Attachments:** 13-04-05 2013 Director Nominee Recruitment Brief - FINAL.pdf; ATT00001.htm

Can you think of any potential nominees?

Craig Sutherland  
Coast Area ADM, MFLNR  
Victoria, BC  
Cell: 250-886-5857

Begin forwarded message:

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**Date:** 5 April, 2013 2:36:27 PM PDT  
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Thank you,

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**Executive Director**



# **RECRUITMENT BRIEF**

Search for Nominees to Board of Directors

## **COAST OPPORTUNITY FUNDS**

**COAST ECONOMIC DEVELOPMENT FUNDS and  
COAST CONSERVATION ENDOWMENT FUND FOUNDATION**

**April 2013**



# RECRUITMENT BRIEF

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# RECRUITMENT BRIEF

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- i. Acting in good faith and in the best interests of Coast Funds;
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## RECRUITMENT BRIEF

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All nominees must possess:

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Corporate/ Business/ Finance

Experience with or knowledge of general business practices including investment in start-ups, deal analysis and financing, marketing. Experience working in sustainable sectors is highly valued





## RECRUITMENT BRIEF

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	Experience is commensurate with minimum seven years experience in a leadership role for a business or directly responsible for business/ economic development
Conservation	<p>Experience with or knowledge of ecological conservation practices (planning, management, research, sources of funding) and matters impacting ecological conservation</p> <p>Experience is commensurate with minimum seven years in a senior management role responsible for conservation initiatives</p>
Communications and Public Affairs	<p>Experience with or knowledge of communications best practices, experience dealing with the media, government, understanding of stakeholder engagement and First Nation communication issues</p> <p>Experience is commensurate with minimum seven years in a senior management role with responsibility for external communications for a relatively complex organization</p>
Human Resources Management	<p>Experience with or knowledge of human resource management best practices</p> <p>Experience is commensurate with minimum of seven years responsibility for HR management for at least ten personnel in a relatively complex environment</p>

## Recruitment Process

The Great Bear Initiative Society, Nanwakolas Council, North Coast Skeena First Nations Stewardship Society and Council of the Haida Nation are entitled to each nominate an individual for election to the Board from time to time. In 2013 it is anticipated that the Council of the Haida Nation will provide a list of nominees for one of the three vacancies.

The process for identifying and selecting other nominees is to ask all Directors, Members, private and public funders to provide recommendations for potential nominees:

- All potential nominees, including those nominated by Haida, must provide a resume or curriculum vitae. Additional information may be required to confirm the existence of real or perceived conflicts of interest.
- The Nominations Committee will screen these candidates based on:
  - i. Alignment with the above noted nominee profile;
  - ii. Identification and review of conflicts of interest; and
  - iii. Eligibility criteria outlined in the bylaws.
- Provided a Haida nominee satisfies the criteria for appointment, the Nominations Committee will recommend their election.
- With respect to the other vacancies, the Nominations Committee will interview a short list of candidates. This is an opportunity for members of the Board and the candidate to discuss



## RECRUITMENT BRIEF

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background information relevant to the Director position as well as determine if there is an appropriate “fit” with Coast Funds’ vision and culture.

- All preferred candidates will be subject to a background check.
- Members will vote on the appointment of Directors at the Annual General Meeting in June 2013.

Nominees who are elected to the Board will be supported with a comprehensive orientation program tailored to their specific needs.

### Additional Information

For more information including biographies of current Directors and staff, copies of the governing documents, policies, and financial statements, please visit our website at [www.coastfunds.ca](http://www.coastfunds.ca) or contact our Executive Director Dave Mannix at [dave@coastfunds.ca](mailto:dave@coastfunds.ca) or 250-323-3235.

### Attachments

- A Overview of Coast Funds
- B Competency Matrix - Description and Ratings Key



# RECRUITMENT BRIEF

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## Attachment A – Overview of Coast Funds

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 is vital to a sustainable environment in the Central Coast, North Coast and Haida Gwaii areas of coastal British Columbia.

### *Why Is This So Important?*

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

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

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

### *Structure of Coast Funds*

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

CCEFF is a registered Canadian charity (with US 501c3 equivalency) responsible for managing a permanent endowment fund of approximately \$56 million. The income generated from this fund will provide ongoing funding to First Nations to support conservation science, resource planning, capacity development and related conservation management activities. Funding is 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.

CEDS is a not-for-profit corporation responsible for managing a \$60 million economic development fund for First Nation communities and businesses. The capital in this fund is invested in job creation and business development initiatives over a finite term, targeting economic sectors identified as having good potential for sustainable development in the region.



# RECRUITMENT BRIEF

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## *Vision and Mission Statements*

**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 of the Great Bear Rainforest and Haida Gwaii to support sustainable economic development and conservation management in the Central Coast, North Coast and Haida Gwaii areas of coastal British Columbia.

## *Strategic Goals*

Coast Funds' core strategic goals are:

- To promote robust and diverse community economies throughout the region. Over the long term, this work will catalyze a shift to a more sustainable regional economy based on preserving ecological integrity of the coastal temperate rainforest.
- To contribute to conservation goals that include a substantial network of well-managed protected areas and the adoption of ecosystem-based management (EBM) practices.
- To increase the capacity in First Nations' communities to realize sustainable economic development opportunities and participate in conservation management, project development and job development.
- To build relationships and support partnerships and integrated regional planning and collaboration with non-government organizations and agencies, local governments and business groups involved in sustainable economic and community development in the region.
- To exchange information, knowledge, expertise, and lessons with conservation and sustainable economic development investment programs in BC, Canada and world wide; and
- To ensure that Coast Funds has the capacity and capability as an organization to support First Nations' efforts throughout the region.

## *Our Work*

We understand that the way in which First Nations manage and control the environment and the economy of the Great Bear Rainforest will determine not only their own future, but the future of the Great Bear Rainforest as a whole. It is fundamental for Coast Funds to support First Nations as they lead the way towards fulfilling the vision. That understanding has helped guide decisions in our work:

- We partner with First Nations to develop successful applications that fund sound, high quality projects. To that end, we endeavour to provide the highest level of support to the First Nations, making consistent, responsible decisions, and adhering to principles of transparency, accountability and responsiveness.
- We support First Nations in their capacity strengthening efforts and the development of relationships with other 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.



# RECRUITMENT BRIEF

## Coast Opportunity Funds ATTACHMENT B - Competency Matrix - Description and Ratings Key

Competency	Description	Expert = 3	Strong = 2	Basic Working Knowledge = 1	Minimal or No Experience = 0
Board and Governance	Experience with or knowledge of governance best practices, roles and responsibilities of members, Directors and staff, experience with strategic planning and risk management	Minimum 7 years Board experience for a relatively complex organization	Minimum 3 years Board experience for a relatively complex organization	Minimum 3 years Board experience	0 rating is not acceptable, candidate must have a minimum 3 years Board experience
Corporate/ Business/ Finance	Experience with or knowledge of general business practices including investment in startups, deal analysis and financing, marketing. Experience working in sustainable sectors is highly valued	Minimum 7 years experience in a leadership role for a business or directly responsible for business/ economic development	Minimum 3 years experience either directly responsible for economic development or as a member of a senior management team	Minimum 3 years working experience in a corporate environment in at least a middle management role	Minimal or no experience in a corporate environment
Conservation	Experience with or knowledge of ecological conservation practices (planning, management, research, sources of funding) and matters impacting ecological conservation	Minimum 7 years in a senior management role responsible for conservation initiatives	Minimum 3 years experience directly responsible for conservation initiatives	Minimum 3 years working in an entity focused on conservation initiatives in at least a middle management role	Minimal or no experience working on conservation initiatives
Communications and Public Affairs	Experience with or knowledge of communications best practices, experience dealing with the media, government, understanding of stakeholder engagement and First Nation communication issues	Minimum 7 years in a senior management role with responsibility for external communications for a relatively complex organization	Minimum 3 years experience in a senior role with responsibility for external communications	Minimum 3 years experience in a role with requires significant oral and written communication skills	Minimal or no direct responsibility for managing either internal or external communications



# RECRUITMENT BRIEF

## Coast Opportunity Funds ATTACHMENT B - Competency Matrix - Description and Ratings Key

Competency	Description	Expert = 3	Strong = 2	Basic Working Knowledge = 1	Minimal or No Experience = 0
BC First Nations Culture, History, Governance and Administration	Experience with or knowledge of history, legislation impacting First Nations, politics, how First Nation organizations operate from both a political and organizational perspective	Minimum 7 years in a role with senior level responsibility either in a First Nations organization or in an organization working with First Nations	Minimum 3 years experience in a senior role either in a First Nations organization or in an organization working with First Nations	Minimum 3 years in a role where a general knowledge of BC First Nations is required	Minimal or no direct experience with First Nations or First Nation organizations
Government Relations	Experience with or knowledge of provincial and federal political and bureaucratic systems and priorities	Minimum 7 years in a senior role either in government or in an organization focused on relationships with government	Minimum of 3 years in a senior role either in government or in an organization focused on relationships with government	Minimum 3 years in a role where a general knowledge of provincial and federal government is required	Minimal or no direct experience with government
Accounting/ Auditing/ Tax	Experience with or knowledge of generally accepted accounting practices, auditing, tax legislation and the practices of Canada Revenue Agency	Minimum 7 years experience with responsibility for managing accounting/ auditing/ tax for a relatively complex organization, academic qualifications include an accounting designation	Minimum 3 years experience with responsibility for managing accounting/ auditing/ tax for a relatively complex organization, academic qualifications include an accounting designation	Minimum 3 years in a role where a general knowledge of accounting, auditing and tax is required	Minimal or no direct experience with accounting, auditing and tax



# RECRUITMENT BRIEF

## Coast Opportunity Funds ATTACHMENT B - Competency Matrix - Description and Ratings Key

Competency	Description	Expert = 3	Strong = 2	Basic Working Knowledge = 1	Minimal or No Experience = 0
Investments	Experience with or knowledge of best practices for investment management.	Minimum 7 years experience in a decision making capacity for the determination of investment policies and ongoing monitoring of performance and compliance	Minimum 3 years experience in a decision making capacity for the determination of investment policies and ongoing monitoring of performance and compliance	Minimum 3 years in a role where a general knowledge of the management of investments in accordance with best practices is required	Minimal or no direct experience with investment management
Legal	Experience with or knowledge of the law, having earned a law degree in British Columbia	Minimum 7 years practice in British Columbia	Minimum 3 years practice in British Columbia	Minimum of 7 years in a role where a general knowledge of the law is required	No direct experience with the law and legal concepts
Not for Profit	Experience with or knowledge of operating, financial and regulatory environment in British Columbia for non-profit societies and foundations	Minimum 7 years experience in a leadership role for a not for profit	Minimum 3 years experience in a senior management role for a not for profit	Minimum 3 years working experience in a not for profit environment in at least a middle management role	Minimal or no experience in not for profit environment
Human Resources Management	Experience with or knowledge of human resource management best practices	Minimum of 7 years responsibility for HR management for at least 10 personnel in a relatively complex environment	Minimum 3 years responsibility for HR management for at least 5 personnel	Minimum 3 years in a role where a general knowledge of human resource management is required	Minimal or no direct experience with human resource management

## Morrison, Trevor FLNR:EX

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**From:** Annett, Rory K FLNR:EX  
**Sent:** Thursday, February 7, 2013 12:16 PM  
**To:** Hadway, Sharon L FLNR:EX  
**Subject:** Re: Coast Opportunity Funds - Special Consent Resolution re: Board Nomination

Thx

Rory Annett  
Executive Director-Coastal Projects  
sent from my iPhone 250-203-0114

On 2013-02-07, at 12:08 PM, "Hadway, Sharon L FLNR:EX" <[Sharon.Hadway@gov.bc.ca](mailto:Sharon.Hadway@gov.bc.ca)> wrote:

Fyi

Sent from my iPhone

Begin forwarded message:

**From:** "Sutherland, Craig FLNR:EX" <[Craig.Sutherland@gov.bc.ca](mailto:Craig.Sutherland@gov.bc.ca)>  
**Date:** 7 February, 2013 10:27:10 AM PST  
**To:** "Hadway, Sharon L FLNR:EX" <[Sharon.Hadway@gov.bc.ca](mailto:Sharon.Hadway@gov.bc.ca)>  
**Subject:** FW: Coast Opportunity Funds - Special Consent Resolution re: Board Nomination

-----  
From: M Child[SMTP: s.22  
Sent: Thursday, February 07, 2013 10:27:01 AM  
To: Ross McMillan; Richard Jeo; Marilyn Slett;  
April Churchill ([April.Churchill@haidanation.net](mailto:April.Churchill@haidanation.net)); DW Smith;  
Bruce Watkinson; Sutherland, Craig FLNR:EX; Paine, Julian C CSCD:EX  
Cc: Dave Mannix; Mary Speer  
Subject: Update: Coast Opportunity Funds - Special Consent Resolution re: Board Nomination  
Auto forwarded by a Rule  
Hello Coast Funds Members,

Here is a quick update on the status of the special consent resolutions changing the process used to nominate candidates to the COF Board.

As of today, we have received signed copies of the resolutions from 5 of the 6 voting Members. Unfortunately, we cannot proceed with the resolutions until all voting Members endorse them as our bylaws require unanimity for written resolutions. Efforts are underway to gather the last remaining signature and I will advise once, or if, this occurs.

Regards,  
Merv Child, Chair  
Coast Opportunity Funds



---

**From:** M Child < s.22 >  
**Date:** Wednesday, 9 January, 2013 8:17 PM  
**To:** Ross McMillan <[ross@tidescanada.org](mailto:ross@tidescanada.org)>, Richard Jeo <[rjeo@tnc.org](mailto:rjeo@tnc.org)>, Marilyn Slett <[MSlett@heiltsuknation.ca](mailto:MSlett@heiltsuknation.ca)>, "April Churchill" ([April.Churchill@haidanation.net](mailto:April.Churchill@haidanation.net)) <[April.Churchill@haidanation.net](mailto:April.Churchill@haidanation.net)>, DW Smith <[president@nanwakolas.com](mailto:president@nanwakolas.com)>, Bruce Watkinson <[watkinson@citytel.net](mailto:watkinson@citytel.net)>, Craig Sutherland <[craig.sutherland@gov.bc.ca](mailto:craig.sutherland@gov.bc.ca)>, "Paine, Julian C CSCD:EX" <[Julian.Paine@gov.bc.ca](mailto:Julian.Paine@gov.bc.ca)>  
**Cc:** Dave Mannix <[dave@coastfunds.ca](mailto:dave@coastfunds.ca)>, Mary Speer <[mary@coastfunds.ca](mailto:mary@coastfunds.ca)>  
**Subject:** Coast Opportunity Funds - Special Consent Resolution re: Board Nomination

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Attached you will find a background memorandum and two special consent resolutions – one for CEDS and the other for CCEFF. I would ask that Ross, Richard, Dallas, Marilyn, Craig and Julian each sign both resolutions and then forward them to Mary Speer at Coast Funds (her contact information is set out in the memorandum).

Should you have any questions please feel free to contact me.

Thanks for your attention to this matter.

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**Cc:** Dave Mannix <[dave@coastfunds.ca](mailto:dave@coastfunds.ca)>, Mary Speer <[mary@coastfunds.ca](mailto:mary@coastfunds.ca)>

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Should you have any questions please feel free to contact me.

Thanks for your attention to this matter.

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Coast Opportunity Funds

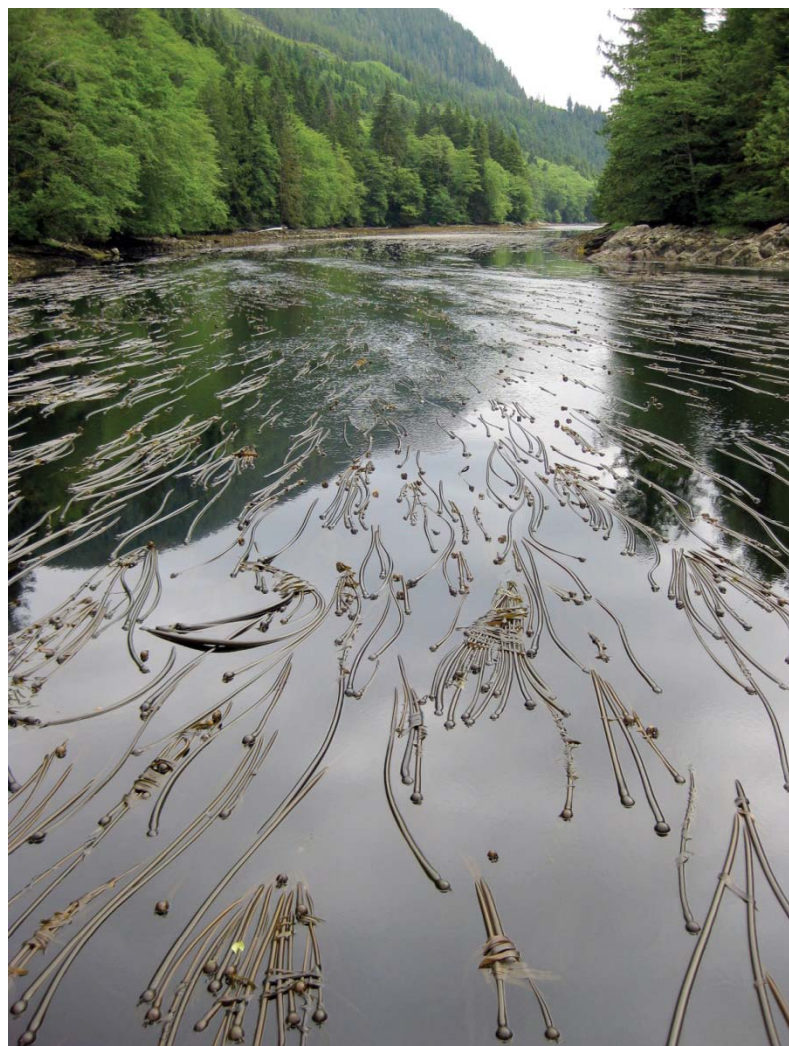
## Morrison, Trevor FLNR:EX

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**From:** Annett, Rory K FLNR:EX  
**Sent:** Wednesday, January 16, 2013 1:57 PM  
**To:** Dyck, Heinz ABR:EX  
**Attachments:** 193011 IN Coast Opportunity Funds.doc; 193011 Coast Opportunity Funds Presentation January 2013.pptx

Background, if you don't have it...

Rory Annett, RPF  
Executive Director, Coastal Projects  
Ministry of Forests, Lands and Natural Resource Operations  
phone: (250) 286-9330  
facsimile: (250) 286-9490  
cell: s.17



# COAST OPPORTUNITY FUNDS: 2007—2012

## MAKING A DIFFERENCE





## Creation of Coast Funds

Two funds created– goal to work collaboratively with 27 First Nations on the coast of BC to support sustainable economic development and conservation management.

### **Economic Development (\$60M):**

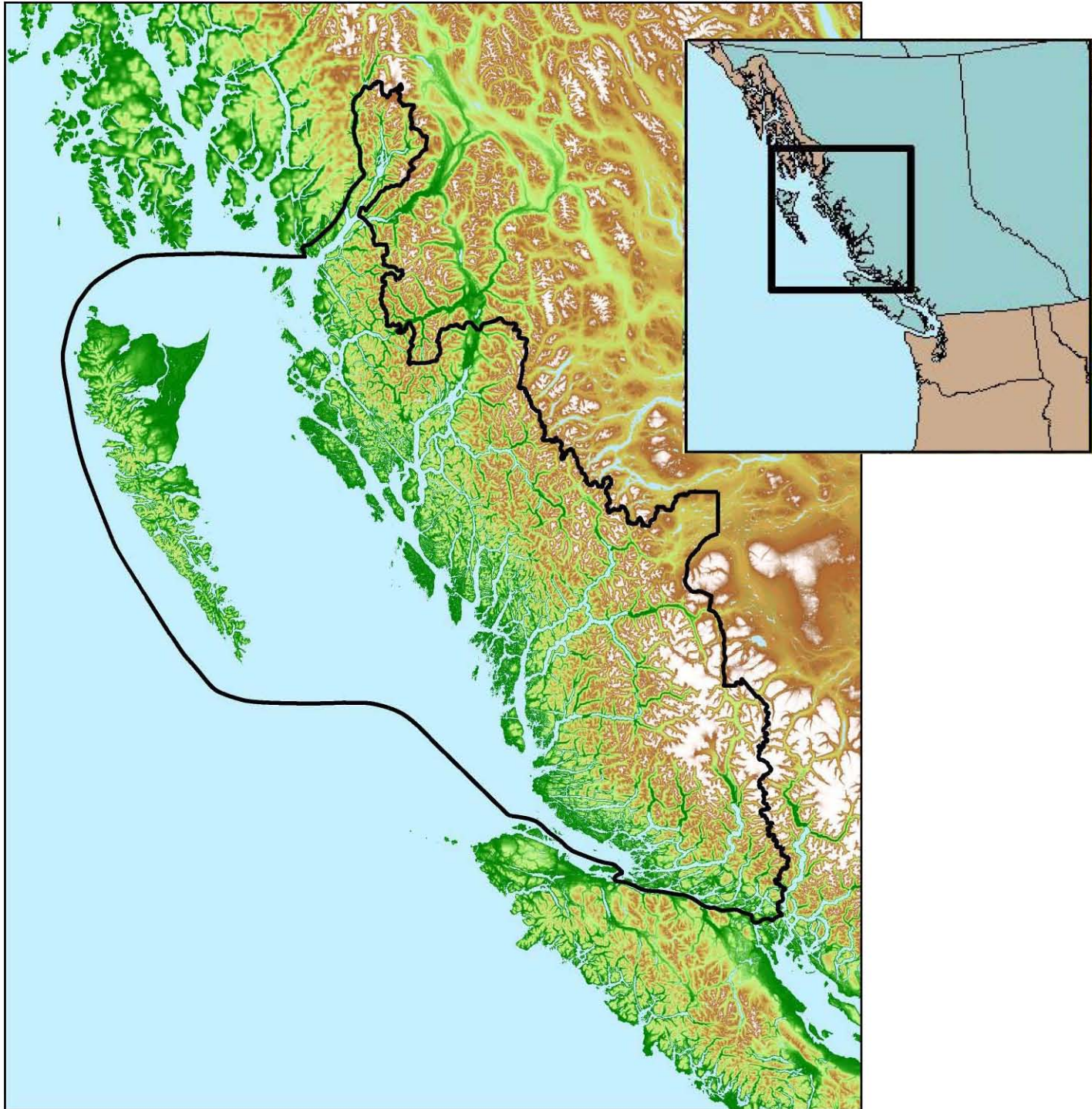
- Fund to be fully granted out over 7 years – to date, \$20.39 million approved, \$17.54 million invested

### **Conservation Endowment Fund (\$58M):**

- Permanent endowment fund – to date, \$10.87 million approved, \$8.15 million invested









## History: the War in the Woods (1990s)

- Industrial exploitation of Great Bear Rainforest, especially logging
- Significant concern for environmental groups working to protect the unique ecology of the Great Bear Rainforest and for many of the First Nations
- Logging also represented one of the few economic opportunities available to remote communities in the region
- Provincial government desire for coordinated land use planning process and sustainable economy
- Emerging First Nations legal and political power
- Environmental markets campaign push for change







## A unique solution was required

- In 2000 environmental groups, private foundations and some North Coast First Nations began discussing how to attract funding for conservation and sustainable economic development initiatives, based on conservation commitments by all parties
- Discussions led to commitments from the BC and Canadian Federal governments to provide \$30 million each to match the \$60 million committed by the private funders
- Strategic Land Use Planning Agreements signed
- Coast Funds setup in 2007; Operational 2008





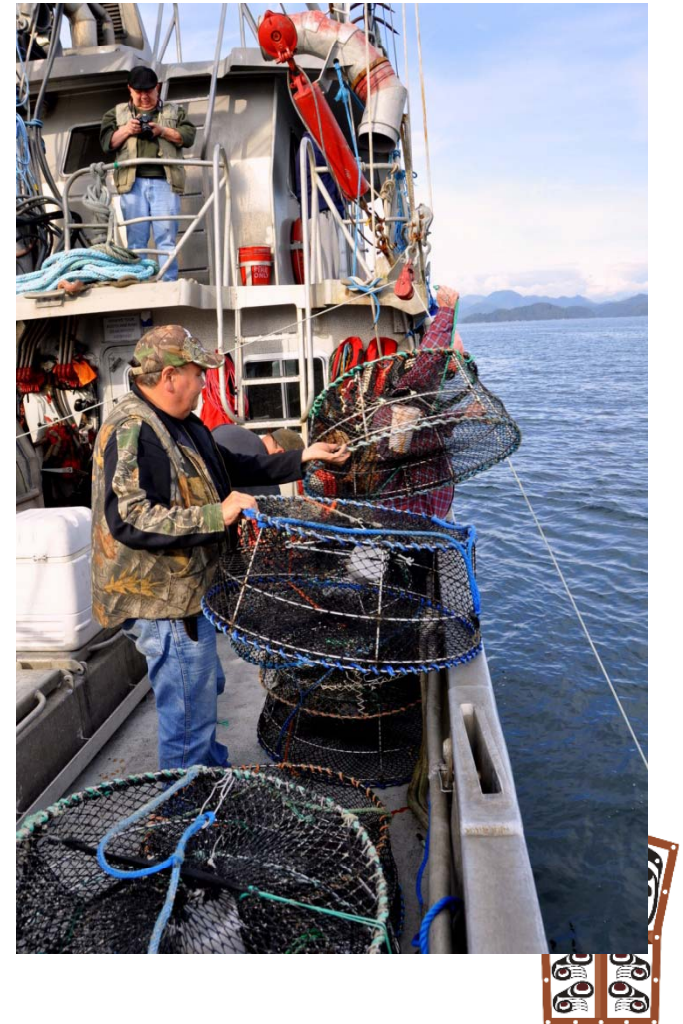
## Unique Funding Model

- Individual preset allocations for each First Nation: certainty about entitlement to funds
- Have to apply for allocations to fund proposed projects
- Role of Coast Funds: partner with First Nations to develop successful applications for funding sound, high quality projects. Coast Funds provides:
  - Help with application process
  - Support for capacity-strengthening through the award process
  - Information on other sources of funding
  - Facilitation of relationships with potential investment and business partners
  - Due diligence/risk assessment of proposed projects to maximize best use of allocations
- Process is non-competitive



## Economic Funding

- Primary criterion for eligibility is sustainability
- Projects funded include:
  - Business ventures in sectors such as shellfish aquaculture, tourism, non-timber forest products, transportation, etc.
  - Economic development corporations and other platforms for long-term growth
  - Strategic planning and capacity building

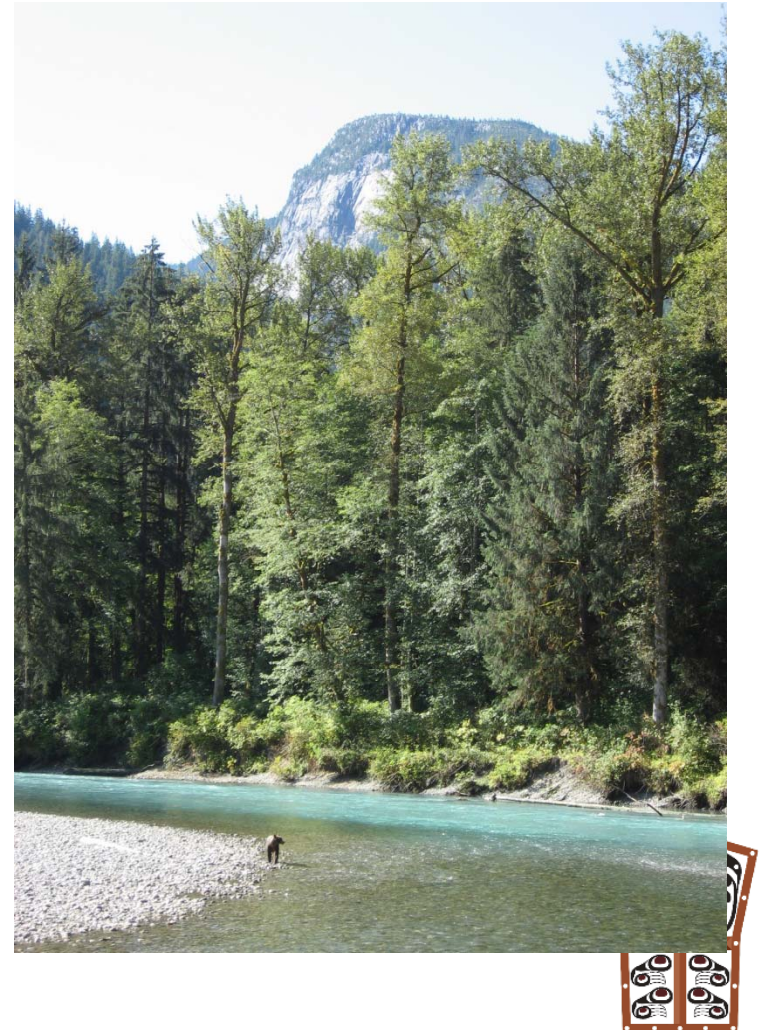




## Conservation Funding

Range of projects funded include:

- Integrated stewardship office set up, capital costs, and core operations
- Guardian Watchmen programs
- Project funding such as:
  - GIS mapping
  - Archaeology programs
  - Salmon enumeration
- Regional planning, collaboration and networking







## Positive Results

- By 2012, 80+ projects already showing positive and substantial results





## Outcomes to date

- \$31.3 million in approved awards – leverage ratio of 2.49:1
- Projects aligned with expected outcomes in founding agreements
- Business and job creation
- Institutional capacity growth
- Loan Loss Reserve Facility
- Increased sustainability of resources





# Challenges

- Capacity of Participating First Nations varies
- Global economy limiting alternative financing opportunities
- Coast Funds contributes with support in award process, facilitation of beneficial relationships (e.g. LLRF)
- Despite the challenges, First Nations are putting awards to effective use and building institutional capacity.





## Taking the long view

- Building critical mass
- Growing the investment
- Win-win scenario:
  - Sustainable, local economic development
  - Healthy ecosystems and communities
  - “Peace in the Woods”
- Continued supporting role of government key:
  - Increasing numbers of SEAs, reconciliation protocols







## Contact Information

### COAST OPPORTUNITY FUNDS

[www.coastfunds.ca](http://www.coastfunds.ca)

Suite 1455-409 Granville St  
Vancouver BC V6C 1T2

1.888.684.5223

[info@coastfunds.ca](mailto:info@coastfunds.ca)





# Thank You

# **MINISTRY OF FORESTS, LANDS AND NATURAL RESOURCE OPERATIONS**

## **INFORMATION NOTE**

Date: January 8, 2013

Date of previous note: N/A

File: ILMB-VR-SI 280 -20

CLIFF/tracking #: 193011

**PREPARED FOR: Honourable Steve Thomson, Minister of Forests, Lands and Natural Resource Operations, and Honourable Terry Lake, Minister of Environment**

**ISSUE: Information and questions about the Coast Opportunity Fund - Progress and Outcomes**

### **BACKGROUND:**

- Established in 2007, Coast Opportunity Funds (COF) was conceived to support the twin goals of Ecosystem Based Management (EBM) on the North and Central Coast and Haida Gwaii, improvements in human well being and improvements in ecological integrity. COF is comprised of two separate organizations namely the Coast Economic Development Society (CEDS) and the Coast Conservation Endowment Fund Foundation (CCEFF).
- The CEDS manages a \$60 million fund that came from \$30 million contributions from each of the British Columbia and Federal governments. The CEDS was established to support First Nations' economic development over a period of 7 years, with funds fully expended by the end of 2014.
- As of December 2012, \$18 million of the \$60 million from the CEDS has been distributed to 19 of the 27 First Nations with traditional territories within the EBM area.
- To date, the majority of the payments from the CEDS have supported projects in aquaculture, tourism, economic development corporation setup and operations, forestry, regional planning, value added processing, and energy.
- The CCEFF was established to maintain or improve the conservation values of the Great Bear Rainforest utilizing investment income from the fund over the long term. The original capital of \$58.6 million was contributed by private foundations.
- As of December 2012, CCEFF has distributed over \$8.6 million of the \$13.8 million in investment income to participating First Nations.
- The majority of the payments from the CCEFF have supported stewardship programs, regional planning, and guardian watchman programs.
- BC has committed to a full review of the EBM orders that established EBM on the North and Central Coast by March 2014. The intent of the review of the orders is to make incremental improvements to both human well being and ecological integrity. The evaluation of the progress of COF in meeting its objectives is of considerable interest as it is a key component of the EBM implementation framework.

## EVALUATING OUTCOMES:

- In 2012, a third party independent reviewer, HB Global, was chosen to conduct an independent, comprehensive and organizational review of Coast Funds.
- The review is complete and the results of the review were presented to the Coast Funds Board of Directors in December 2012. As of January 2013, the review is not publicly available.
- According to COF, the independent review includes an evaluation framework that describes criteria for evaluation, measures for success and reporting process, and measuring progress towards long term goals. COF intends to finalize and implement this framework in 2013.

## SUGGESTED QUESTIONS FOR DISCUSSION:

- It sounds like the evaluation framework is complete but not released. Will the BC Government have an opportunity to review and provide comment?
- When will the BC Government, Canadian Government, stakeholders and First Nations expect to see the results of a formalized evaluation of program success?
- Does the evaluation framework include the potential benefits of economic development funding to human well being factors such as human health, population stabilization, employment and income growth and community development?
- What criteria or indicators are being used to measure trends or progress on economic development and conservation goals?
- What is the general feedback from First Nations regarding the ease of accessing the funding, and the impact that the funding may be having on their communities?
- There are certain First Nations who have not accessed the funding opportunities. What are the reasons for this and can the BC Government facilitate any solutions?
- Are the short term annual goals of COF being met?
- Have any requests for funding been denied and if so for what reason?

### Contact:

*ADM: Craig Sutherland*

*Div: Coast Operations*

*Phone:250 387-0600*

### Alternate Contact:

*Rory Annett, Executive Director*

*Div/Region/Branch:*

*Coastal Projects*

*Phone:250 286-9330*

### Prepared by:

*Dave Donald*

*Branch/Region: Resource Initiatives,*

*West Coast Region*

*Phone:250 286 9313*

Reviewed by	Initials	Date
DM	DK	01/09/13
DMO		
ADM	CS	01/08/13
ED	RA	01/08/13
Author	DD	01/08/13

## Morrison, Trevor FLNR:EX

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**From:** Vessey, Claire FLNR:EX  
**Sent:** Monday, January 14, 2013 4:19 PM  
**To:** Mason, Shanna JTST:EX; Annett, Rory K FLNR:EX  
**Cc:** Paulson, Aleesa JTST:EX  
**Subject:** Meeting-Coast Opportunity Funds - Jan 16th in Vancouver 1.30- 2.15pm  
**Attachments:** 1315\_BN\_Coast Opportunity Fund.pdf

Attached is the BN I received from Hon. Chong's office re the meeting/conference call on Wed., Jan. 16<sup>th</sup>, 1:15 pm pre-brief & 1:30 pm meeting with Coast Opportunity Funds.

1:15 pm – pre-brief by Rory Annett, FLNRO, Charles Porter, ADM, ABR & Shanna Mason, ADM, JTST & Bruce Strongitharm, MA to Minister Thomson

1:30 pm – meeting- Merv Child, Chair, Paul Richardson, Merran Smith & Dave Mannix, CEOs, Coast Opportunity Funds

If you require any further details, let me know and I will provide same. Thanks.

*Claire Vessey*

Claire Vessey  
Administrative Co-ordinator to the  
Honourable Steve Thomson  
Minister of Forests, Lands & Natural Resource Operations  
Rm. 248, Parliament Buildings, Victoria, BC V8V 1X4  
Phone: (250) 356-6211  
Fax: (250) 387-1040  
claire.vessey@gov.bc.ca

---

**From:** Roberts, Connie A ABR:EX  
**Sent:** Monday, January 14, 2013 2:33 PM  
**To:** Vessey, Claire FLNR:EX  
**Subject:** FW: 193011-Coast Opportunity Funds - Jan 16th in Vancouver 1.30- 2.15pm

Hi Claire,

I am attaching our BN for this meeting.

*Thanks,*

*Connie Roberts*

Administrative Coordinator to the  
Honourable Ida Chong  
Minister of Aboriginal Relations and Reconciliation  
Room #323, Parliament Buildings  
Victoria, BC V8V 1X4  
Phone: 250-387-0680

---

**From:** Vessey, Claire FLNR:EX  
**Sent:** Wednesday, January 9, 2013 10:06 AM  
**To:** Roberts, Connie A ABR:EX; Dawson, Gail C ABR:EX  
**Subject:** 193011-Coast Opportunity Funds - Jan 16th in Vancouver 1.30- 2.15pm

Background info re meeting with Ministers Thomson & Chong on Jan. 16<sup>th</sup> at 1:30 pm

*Claire Vessey*

Claire Vessey  
Administrative Co-ordinator to the  
Honourable Steve Thomson  
Minister of Forests, Lands & Natural Resource Operations  
Rm. 248, Parliament Buildings, Victoria, BC V8V 1X4  
Phone: (250) 356-6211  
Fax: (250) 387-1040  
[claire.vessey@gov.bc.ca](mailto:claire.vessey@gov.bc.ca)

---

**From:** Lind, Catharina FLNR:EX  
**Sent:** Wednesday, January 9, 2013 9:46 AM  
**To:** Vessey, Claire FLNR:EX  
**Cc:** Goad, Jennifer FLNR:EX; de Bree, Jennifer FLNR:EX  
**Subject:** 193011-Coast Opportunity Funds - Jan 16th in Vancouver 1.30- 2.15pm

Good Morning Claire,  
Please see attached material for the below meeting. Same material as attached have been forwarded to MOE today as Minister Lake is meeting with same tomorrow January 10<sup>th</sup>.

Material is also uploaded to SP under Ministers Meetings – January 16

**Rory Annett** will participate in the Minister Thomson's pre-brief (1:15 pm to 1:30 pm) and meeting (1:30 pm to 2:15 pm) on January 16, 2013 by telephone using below call in details.

***Cheers!!***

**Catharina M Lind** - Executive Operations - Deputy Ministers Office  
Ministry of Forests, Lands and Natural Resource Operations  
780 Blanshard Street, Victoria BC  
P: 250-387-1526 E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)

Not Responsive

Not Responsive

Not Responsive

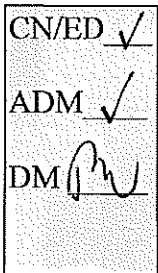


MINISTRY OF ABORIGINAL RELATIONS  
AND RECONCILIATION  
BRIEFING NOTE

File: 280-20

Date: January 8, 2013  
Ref. No. 31156

- I Prepared for the **INFORMATION** of Honourable Ida Chong, Minister
- II ISSUE: Meeting with members of the Coast Opportunity Funds
- III BACKGROUND:



Coast Opportunity Funds (COF) is a unique non government organization established in 2007, primarily designed to support Ecosystem Based Management (EBM) on the north and central coast, and Haida Gwaii (EBM defined as improvements in human well being and improvements in ecological integrity). It was created by the Coastal Incentives and Development Initiative (CII). COF is comprised of two separate organizations; the Coast Economic Development Society (CEDS) and the Coast Conservation Endowment Fund Foundation (CCEFF).

The CEDS manages a \$60 million fund, with equal contributions from each of the British Columbia and Federal Governments. The CEDS was established to support First Nations economic development over a period of seven years, with funds to fully expended by the end of 2014.

As of December 2012, \$18 million of the \$60 million from the CEDS has been distributed to 19 of the 27 First Nations with traditional territories within the EBM area.

To date, the majority of the payments from the CEDS have supported projects in aquaculture, tourism, economic development corporation setup and operations, forestry, regional planning, value added processing, and energy.

The CCEFF was established to maintain or improve the conservation values of the Great Bear Rainforest utilizing investment income from the fund over the long term. The original capital of \$58.6 million was contributed by private foundations.

As of December 2012, CCEFF has distributed over \$8.6 million of the \$13.8 million in investment income to participating First Nations.

- IV DISCUSSION:

The COF has been in operation for approximately five years and has recently completed an independent review of its operations. It is understood that the Chair, Mr. Merv Child, will be providing a short presentation which highlights both the

organization and achievements to date.

Although there were some initial start-up challenges, based on the available information the COF appears to be well supported within the relevant First Nations communities.

The provincially lead EBM initiative has met numerous commitments that relate to maintaining ecological integrity, which can be demonstrated with the establishment of new protected areas (i.e. conservancies) as well as establishment of legal objectives which govern forest practices.

s.16

s.16

## V CONCLUSION:

It is recommended that Minister Chong meet with the COF. The tenor of the meeting will likely be very cordial and informative.

As EBM is under the mandate of FLNR, any request for commitments should be redirected to the Honourable Steve Thomson, the Minister responsible.

The attached presentation, forwarded by the COF, provides some informative background material that may be of interest and help formulate any questions.

### Attachment: Coast Opportunity Funds Presentation January 2013

Luigi Sposato, Manager – West Coast, 250-751-7264

G:\Negotiations & Regional Operations Division\Coast Team\280-20 Briefing Notes\Information Notes\31156 Coast Opportunity Funds.docx

## Morrison, Trevor FLNR:EX

---

**From:** Jakobsen, Dorthe FLNR:EX  
**Sent:** Thursday, January 10, 2013 9:29 AM  
**To:** Donald, David FLNR:EX; Annett, Rory K FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Ha ha, sadly no, I missed that!



Regards,  
Dorthe

---

**From:** Donald, David FLNR:EX  
**Sent:** Wednesday, January 9, 2013 8:29 AM  
**To:** Jakobsen, Dorthe FLNR:EX; Annett, Rory K FLNR:EX  
**Subject:** FW: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Thanks for correcting the spelling of Thomson! Was that you Dorthe?

Regards,  
Dave

---

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 4:52 PM  
**To:** Lind, Catharina FLNR:EX  
**Cc:** Goad, Jennifer FLNR:EX; Ostashek, Lynda FLNR:EX; Annett, Rory K FLNR:EX; Donald, David FLNR:EX; Jakobsen, Dorthe FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi there.

Assistant Deputy Minister Craig Sutherland approved the attached Briefing Note for Information 193011. Please note that this Briefing Note can be used for both Minister Lake's briefing on January 10, 2013 and Minister Thomson's briefing on January 16, 2013. I have completed the ADM Coast referral line, embedded document and updated cliff log notes.

As discussed, Rory Annett will participate in the Minister Thomson's pre-brief (1:15 pm to 1:30 pm) and briefing (1:30 pm to 2:15 pm) on January 16, 2013 by telephone. Craig will not be participating.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

**From:** Sutherland, Craig FLNR:EX  
**Sent:** Tuesday, January 8, 2013 4:25 PM  
**To:** de Bree, Jennifer FLNR:EX  
**Subject:** FW: 193011 Coast Opportunity Funds - Jan 16th 1-1.45pm  
**Importance:** High

I approve.

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 4:18 PM  
**To:** Sutherland, Craig FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds - Jan 16th 1-1.45pm  
**Importance:** High

Hi Craig.

For your review and approval. Please note this Briefing Note for Information will be used by Minister Lake for his briefing on January 10, 2013 and Minister Thomson for his briefing on January 16, 2013.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

**From:** Ostashek, Lynda FLNR:EX  
**Sent:** Tuesday, January 8, 2013 4:09 PM  
**To:** de Bree, Jennifer FLNR:EX  
**Cc:** Annett, Rory K FLNR:EX; Donald, David FLNR:EX; Jakobsen, Dorthe FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds - Jan 16th 1-1.45pm  
**Importance:** High

Jennifer, attached is the final BN. Can you please confirm if you will be updating CLIFF and attaching this document or is this something I need to be doing? Perhaps after it has been initialled off you could scan and upload it. Just my thoughts and thanks.

**Lynda Ostashek**  
**Administrative Assistant to the Executive Director, Coastal Projects**  
**Ministry of Forests, Lands and Natural Resource Operations**  
**Campbell River | 250-286-9325 direct line | s.17 cell**

**From:** Lind, Catharina FLNR:EX  
**Sent:** Tuesday, January 8, 2013 1:12 PM  
**To:** de Bree, Jennifer FLNR:EX; Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Please note that the meeting is **1.30pm – 2.15pm!!**

***Cheers!!***

**Catharina M Lind** - Deputy Ministers Office - Executive Operations  
Ministry of Forests, Lands & Natural Resource Operations  
3rd Floor 780 Blanshard Street, Victoria  
P: 250-387-1772 F: 250-387-3291  
E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)

---

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 1:03 PM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Lind, Catharina FLNR:EX; Ostashek, Lynda FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi Rory.

Thanks for letting me know that you will participate in the pre-brief (1:15 pm to 1:30 pm) and meeting (1:30 pm to 2:00 pm) on Wednesday, January 16, 2013 by telephone.

Please note the details in your calendar as you will not be receiving a calendar invite. Craig will not be participating in the pre-brief or meeting.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

---

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 12:50 PM  
**To:** de Bree, Jennifer FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

**From:** Lind, Catharina FLNR:EX  
**Sent:** Tuesday, January 8, 2013 12:11 PM  
**To:** Annett, Rory K FLNR:EX; de Bree, Jennifer FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds

Here are the details ☺

The meeting is scheduled Wednesday January 16<sup>th</sup> **pre-brief from 1:15 pm – 1.30pm, meeting 1:30 pm – 2.15pm** in Vancouver PVO Executive Boardroom.

The attendees will be:  
Katherine Gordon (confirming)  
Chair Merv Child  
Vice-Chair Paul Richardson  
CEOs Dave Mannix and Merran Smith  
Hon. Minister Chong  
ADM Charles Porter

Conference Call details are:

Access codes:

Moderator Conference ID: Minister Thomson  
Participant Conference ID: s.15, s.17

Dial-in Phone Numbers:

s.15, s.17

***Cheers!!***

***Catharina M Lind*** - Executive Operations - Deputy Ministers Office  
Ministry of Forests, Lands and Natural Resource Operations  
780 Blanshard Street, Victoria BC

**From:** Annett, Rory K FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:48 AM  
**To:** de Bree, Jennifer FLNR:EX; Lind, Catharina FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds

I'll have it to you all today... I will attend the meeting by phone on the 16<sup>th</sup>. Jennifer, Cat, I need the call in information.

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:30 AM  
**To:** Lind, Catharina FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Annett, Rory K FLNR:EX; Donald, David FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds

Hi Cat.

I have sent an email to staff this morning requesting the Briefing Note for Information 193011 re: Coast Opportunity Funds Ministers' meetings for today.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

**From:** Lind, Catharina FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:27 AM  
**To:** de Bree, Jennifer FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds

Status?

MoE is asking for the material... ☺

*Cheers!!*

**Catharina M Lind** - Executive Operations - Deputy Ministers Office  
Ministry of Forests, Lands and Natural Resource Operations  
780 Blanshard Street, Victoria BC  
P: 250-387-1526 E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)

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**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 8:59 AM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi there.

Attached is the Coast Opportunity Fund's presentation for the upcoming Ministers' meetings.

I look forward to receiving Briefing Note for Information 193011 today. Please confirm whether or not the same Briefing Note will be used for both Minister's meetings.

Many thanks for your assistance.

Jennifer de Bree  
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Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

---

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Wednesday, January 2, 2013 1:24 PM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; deMunck, Elizabeth FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi there.

Minister Lake is now also meeting with the Coast Opportunity Funds on January 10, 2013. Their Minister's office has asked us to provide them with material for their meeting.

Please provide me with this Briefing Material by January 8, 2013. Please also confirm whether or not this briefing material will be the same for both Ministers' meetings.

Many thanks for your assistance. I look forward to hearing from you.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

---

Not Responsive

Not Responsive



Not Responsive

Not Responsive

## Morrison, Trevor FLNR:EX

---

**From:** Sutherland, Craig FLNR:EX  
**Sent:** Wednesday, January 9, 2013 12:35 PM  
**To:** 'Merv Child'  
**Cc:** 'Dave Mannix'; Paine, Julian C CSCD:EX; Annett, Rory K FLNR:EX  
**Subject:** RE: Coast Opportunity Funds Update Briefings with Minister Thompson and others

Yes - thanks Merv, I was aware of this meeting and I've asked Rory to join in by phone. I'm sure it will be a good mtg.

-----Original Message-----

From: Merv Child [<mailto:s.22>]  
Sent: Tuesday, January 8, 2013 9:53 AM  
To: Sutherland, Craig FLNR:EX; Paine, Julian C CSCD:EX  
Cc: Dave Mannix  
Subject: Coast Opportunity Funds Update Briefings with Minister Thompson and others

Craig and Julian,

Happy New Year guys. I trust that you both had a nice Christmas.

In the event that you have not already heard about this through your channels, I just wanted to give you both a heads up that a small group of us from Coast Opportunity Funds are meeting with Minister Thompson and possibly Minister Chong on January 16th to provide them with an update briefing on the work of Coast Opportunity Funds. This will strictly be an update only - and will be fairly high at that. The Board felt that making an offer to meet with relevant Ministers to provide them with an update was something that should be pursued given the significant role the the Province played in the establishment of COF.

In addition to the briefing on the 16th, we are also having one with Minister Lake on January 10th.

If you have any questions I would be happy to answer them.

Regards,  
Merv

## Morrison, Trevor FLNR:EX

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**Sent:** Tuesday, January 8, 2013 4:52 PM  
**To:** Lind, Catharina FLNR:EX  
**Cc:** Goad, Jennifer FLNR:EX; Ostashek, Lynda FLNR:EX; Annett, Rory K FLNR:EX; Donald, David FLNR:EX; Jakobsen, Dorthe FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm  
**Attachments:** Coast Opportunity Funds presentation to Minister Thompson January 16 at 1 pm; IN 193011 re Meeting with Coast Opportunity Funds.doc

Hi there.

Assistant Deputy Minister Craig Sutherland approved the attached Briefing Note for Information 193011. Please note that this Briefing Note can be used for both Minister Lake's briefing on January 10, 2013 and Minister Thomson's briefing on January 16, 2013. I have completed the ADM Coast referral line, embedded document and updated cliff log notes.

As discussed, Rory Annett will participate in the Minister Thomson's pre-brief (1:15 pm to 1:30 pm) and briefing (1:30 pm to 2:15 pm) on January 16, 2013 by telephone. Craig will not be participating.

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**From:** Ostashek, Lynda FLNR:EX  
**Sent:** Tuesday, January 8, 2013 4:09 PM

**To:** de Bree, Jennifer FLNR:EX  
**Cc:** Annett, Rory K FLNR:EX; Donald, David FLNR:EX; Jakobsen, Dorthie FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds - Jan 16th 1-1.45pm  
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**Lynda Ostashek**  
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**Ministry of Forests, Lands and Natural Resource Operations**  
**Campbell River | 250-286-9325 direct line | s.17 cell**

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**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Please note that the meeting is **1.30pm – 2.15pm!!**

*Cheers!!*

**Catharina M Lind** - Deputy Ministers Office - Executive Operations  
Ministry of Forests, Lands & Natural Resource Operations  
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Hi Rory.

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Please note the details in your calendar as you will not be receiving a calendar invite. Craig will not be participating in the pre-brief or meeting.

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**Subject:** 193011 Coast Opportunity Funds

Here are the details ☺

The meeting is scheduled Wednesday January 16<sup>th</sup> **pre-brief from 1:15 pm – 1.30pm, meeting 1:30 pm – 2.15pm** in Vancouver PVO Executive Boardroom.

The attendees will be:  
Katherine Gordon (confirming)  
Chair Merv Child  
Vice-Chair Paul Richardson  
CEOs Dave Mannix and Merran Smith  
Hon. Minister Chong  
ADM Charles Porter

Conference Call details are:

Access codes:

Moderator Conference ID: Minister Thomson  
Participant Conference ID: s.15, s.17

Dial-in Phone Numbers:

s.15, s.17

***Cheers!!***

***Catharina M Lind*** - Executive Operations - Deputy Ministers Office  
Ministry of Forests, Lands and Natural Resource Operations  
780 Blanshard Street, Victoria BC  
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**Subject:** RE: 193011 Coast Opportunity Funds

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**Subject:** RE: 193011 Coast Opportunity Funds

Hi Cat.

I have sent an email to staff this morning requesting the Briefing Note for Information 193011 re: Coast Opportunity Funds Ministers' meetings for today.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

**From:** Lind, Catharina FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:27 AM  
**To:** de Bree, Jennifer FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds

Status?  
MoE is asking for the material... ☺

*Cheers!!*

**Catharina M Lind** - Executive Operations - Deputy Ministers Office  
Ministry of Forests, Lands and Natural Resource Operations  
780 Blanshard Street, Victoria BC  
P: 250-387-1526 E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)

---

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 8:59 AM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi there.

Attached is the Coast Opportunity Fund's presentation for the upcoming Ministers' meetings.

I look forward to receiving Briefing Note for Information 193011 today. Please confirm whether or not the same Briefing Note will be used for both Minister's meetings.

Many thanks for your assistance.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

---

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**Sent:** Wednesday, January 2, 2013 1:24 PM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; deMunck, Elizabeth FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi there.

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Please provide me with this Briefing Material by January 8, 2013. Please also confirm whether or not this briefing material will be the same for both Ministers' meetings.

Many thanks for your assistance. I look forward to hearing from you.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

Not Responsive



Not Responsive

Not Responsive

Not Responsive

## Morrison, Trevor FLNR:EX

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**From:** Lind, Catharina FLNR:EX  
**Sent:** Monday, January 7, 2013 1:38 PM  
**To:** de Bree, Jennifer FLNR:EX  
**Cc:** Goad, Jennifer FLNR:EX  
**Subject:** Coast Opportunity Funds presentation to Minister Thompson January 16 at 1 pm  
**Attachments:** Coast Opportunity Funds Presentation January 2013.pptx

FYI... this presentation was provided by COF for the upcoming meeting.

*Cheers!!*

**Catharina M Lind** - Deputy Ministers Office - Executive Operations  
Ministry of Forests, Lands & Natural Resource Operations  
3rd Floor 780 Blanshard Street, Victoria  
P: 250-387-1772 F: 250-387-3291  
E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)

---

**From:** Vessey, Claire FLNR:EX  
**Sent:** Monday, January 7, 2013 12:03 PM  
**To:** Lind, Catharina FLNR:EX  
**Cc:** Strongitharm, Bruce FLNR:EX; Harrison, Scott FLNR:EX  
**Subject:** Coast Opportunity Funds presentation to Minister Thompson January 16 at 1 pm

CLIFF #: 193011

Attached is the background info that will be discussed at the meeting on Wed., Jan. 16<sup>th</sup> at 1 pm. Please have staff prepare a BN on same. Thank you.

*Claire Vessey*

Claire Vessey  
Administrative Co-ordinator to the  
Honourable Steve Thomson  
Minister of Forests, Lands & Natural Resource Operations  
Rm. 248, Parliament Buildings, Victoria, BC V8V 1X4  
Phone: (250) 356-6211  
Fax: (250) 387-1040  
[claire.vessey@gov.bc.ca](mailto:claire.vessey@gov.bc.ca)

---

**From:** Katherine Gordon [[mailto:](mailto:katherine.gordon@gov.bc.ca)] s.22  
**Sent:** Monday, January 7, 2013 11:55 AM  
**To:** Vessey, Claire FLNR:EX  
**Subject:** Coast Opportunity Funds presentation to Minister Thompson January 16

Good morning, Claire,  
Please find attached a copy of the presentation our Chair will be making to the Minister on Thursday. He will briefly cover the contents of the presentation and then use the time to bring the Minister up to date with our activities and answer his questions.

Thanks very much for your help in getting this arranged. If there is any last minute issue of any kind, please telephone CEO Dave Mannix on his cell at (250) 755-9594.

Thank you,  
Katherine Gordon  
Coast Funds Communications

# **MINISTRY OF FORESTS, LANDS AND NATURAL RESOURCE OPERATIONS**

## **INFORMATION NOTE**

Date: January 8, 2013  
Date of previous note: N/A  
File: ILMB-VR-SI 280 -20  
CLIFF/tracking #: 193011

**PREPARED FOR: Honourable Steve Thomson, Minister of Forests, Lands and Natural Resource Operations, and Honourable Terry Lake, Minister of Environment**

**ISSUE: Information and questions about the Coast Opportunity Fund - Progress and Outcomes**

### **BACKGROUND:**

- Established in 2007, Coast Opportunity Funds (COF) was conceived to support the twin goals of Ecosystem Based Management (EBM) on the North and Central Coast and Haida Gwaii, improvements in human well being and improvements in ecological integrity. COF is comprised of two separate organizations namely the Coast Economic Development Society (CEDS) and the Coast Conservation Endowment Fund Foundation (CCEFF).
- The CEDS manages a \$60 million fund that came from \$30 million contributions from each of the British Columbia and Federal governments. The CEDS was established to support First Nations' economic development over a period of 7 years, with funds fully expended by the end of 2014.
- As of December 2012, \$18 million of the \$60 million from the CEDS has been distributed to 19 of the 27 First Nations with traditional territories within the EBM area.
- To date, the majority of the payments from the CEDS have supported projects in aquaculture, tourism, economic development corporation setup and operations, forestry, regional planning, value added processing, and energy.
- The CCEFF was established to maintain or improve the conservation values of the Great Bear Rainforest utilizing investment income from the fund over the long term. The original capital of \$58.6 million was contributed by private foundations.
- As of December 2012, CCEFF has distributed over \$8.6 million of the \$13.8 million in investment income to participating First Nations.
- The majority of the payments from the CCEFF have supported stewardship programs, regional planning, and guardian watchman programs.
- BC has committed to a full review of the EBM orders that established EBM on the North and Central Coast by March 2014. The intent of the review of the orders is to make incremental improvements to both human well being and ecological integrity. The evaluation of the progress of COF in meeting its objectives is of considerable interest as it is a key component of the EBM implementation framework.

## EVALUATING OUTCOMES:

- In 2012, a third party independent reviewer, HB Global, was chosen to conduct an independent, comprehensive and organizational review of Coast Funds.
- The review is complete and the results of the review were presented to the Coast Funds Board of Directors in December 2012. As of January 2013, the review is not publicly available.
- According to COF, the independent review includes an evaluation framework that describes criteria for evaluation, measures for success and reporting process, and measuring progress towards long term goals. COF intends to finalize and implement this framework in 2013.

## SUGGESTED QUESTIONS FOR DISCUSSION:

- It sounds like the evaluation framework is complete but not released. Will the BC Government have an opportunity to review and provide comment?
- When will the BC Government, Canadian Government, stakeholders and First Nations expect to see the results of a formalized evaluation of program success?
- Does the evaluation framework include the potential benefits of economic development funding to human well being factors such as human health, population stabilization, employment and income growth and community development?
- What criteria or indicators are being used to measure trends or progress on economic development and conservation goals?
- What is the general feedback from First Nations regarding the ease of accessing the funding, and the impact that the funding may be having on their communities?
- There are certain First Nations who have not accessed the funding opportunities. What are the reasons for this and can the BC Government facilitate any solutions?
- Are the short term annual goals of COF being met?
- Have any requests for funding been denied and if so for what reason?

### Contact:

*ADM: Craig Sutherland*

*Div: Coast Operations*

*Phone: 250 387-0600*

### Alternate Contact:

*Rory Annett, Executive Director*

*Div/Region/Branch: Coastal Projects*

*Phone: 250 286-9330*

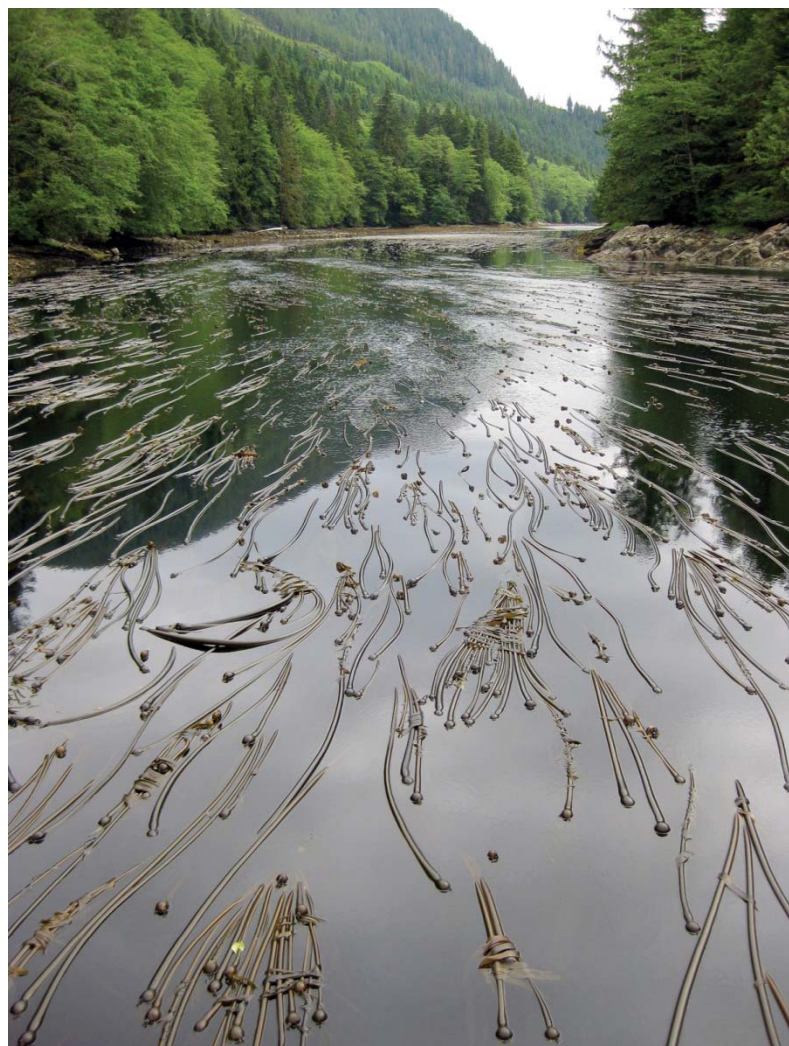
### Prepared by:

*Dave Donald*

*Branch/Region: Resource Initiatives, West Coast Region*

*Phone: 250 286 9313*

Reviewed by	Initials	Date
DM		
DMO		
ADM	CS	01/08/13
ED	RA	01/08/13
Author	DD	01/08/13



# COAST OPPORTUNITY FUNDS: 2007—2012

## MAKING A DIFFERENCE





## Creation of Coast Funds

Two funds created– goal to work collaboratively with 27 First Nations on the coast of BC to support sustainable economic development and conservation management.

### **Economic Development (\$60M):**

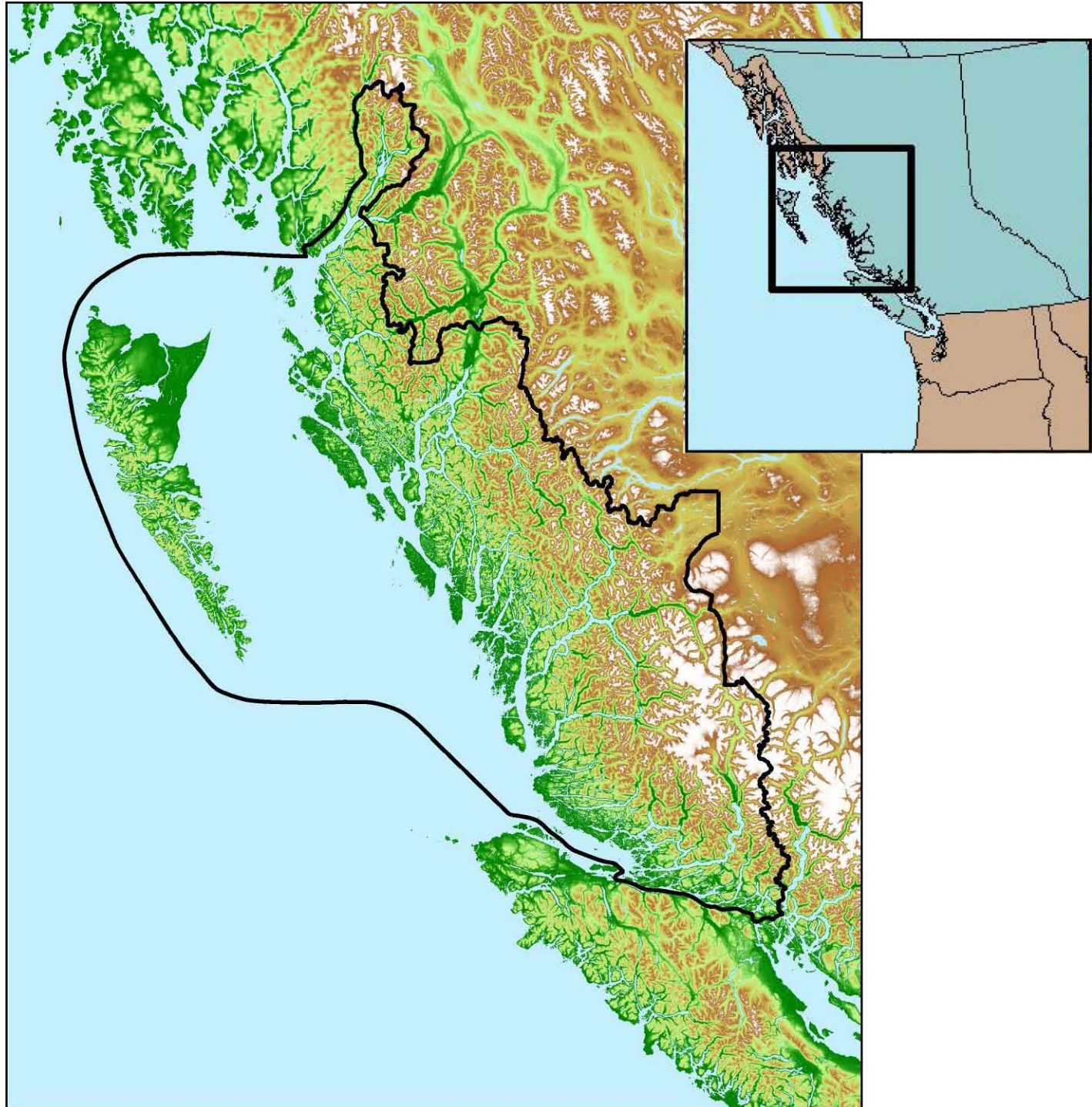
- Fund to be fully granted out over 7 years – to date, \$20.39 million approved, \$17.54 million invested

### **Conservation Endowment Fund (\$58M):**

- Permanent endowment fund – to date, \$10.87 million approved, \$8.15 million invested









## History: the War in the Woods (1990s)

- Industrial exploitation of Great Bear Rainforest, especially logging
- Significant concern for environmental groups working to protect the unique ecology of the Great Bear Rainforest and for many of the First Nations
- Logging also represented one of the few economic opportunities available to remote communities in the region
- Provincial government desire for coordinated land use planning process and sustainable economy
- Emerging First Nations legal and political power
- Environmental markets campaign push for change





## A unique solution was required

- In 2000 environmental groups, private foundations and some North Coast First Nations began discussing how to attract funding for conservation and sustainable economic development initiatives, based on conservation commitments by all parties
- Discussions led to commitments from the BC and Canadian Federal governments to provide \$30 million each to match the \$60 million committed by the private funders
- Strategic Land Use Planning Agreements signed
- Coast Funds setup in 2007; Operational 2008





## Unique Funding Model

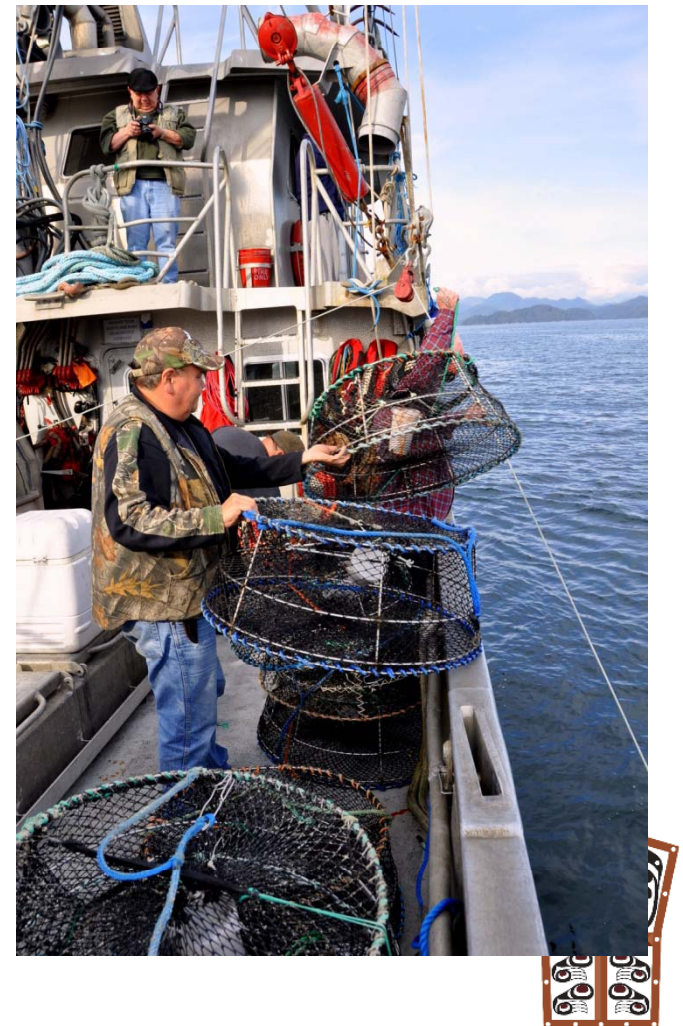
- Individual preset allocations for each First Nation: certainty about entitlement to funds
- Have to apply for allocations to fund proposed projects
- Role of Coast Funds: partner with First Nations to develop successful applications for funding sound, high quality projects. Coast Funds provides:
  - Help with application process
  - Support for capacity-strengthening through the award process
  - Information on other sources of funding
  - Facilitation of relationships with potential investment and business partners
  - Due diligence/risk assessment of proposed projects to maximize best use of allocations
- Process is non-competitive





## Economic Funding

- Primary criterion for eligibility is sustainability
- Projects funded include:
  - Business ventures in sectors such as shellfish aquaculture, tourism, non-timber forest products, transportation, etc.
  - Economic development corporations and other platforms for long-term growth
  - Strategic planning and capacity building

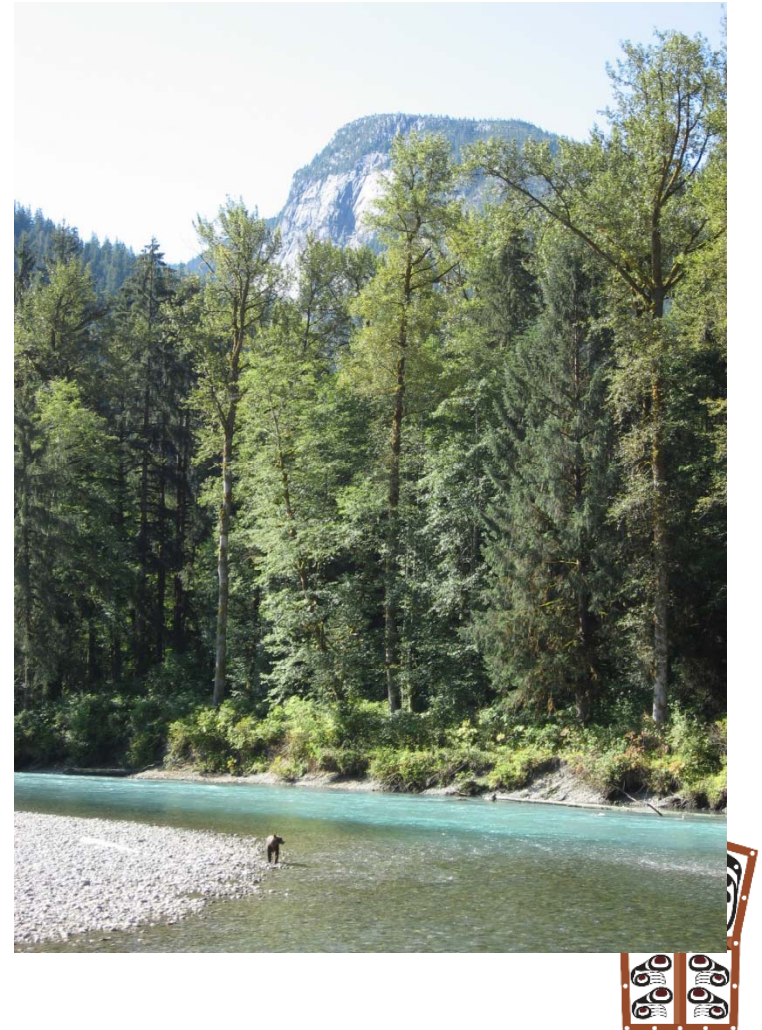




## Conservation Funding

Range of projects funded include:

- Integrated stewardship office set up, capital costs, and core operations
- Guardian Watchmen programs
- Project funding such as:
  - GIS mapping
  - Archaeology programs
  - Salmon enumeration
- Regional planning, collaboration and networking







## Positive Results

- By 2012, 80+ projects already showing positive and substantial results





## Outcomes to date

- \$31.3 million in approved awards – leverage ratio of 2.49:1
- Projects aligned with expected outcomes in founding agreements
- Business and job creation
- Institutional capacity growth
- Loan Loss Reserve Facility
- Increased sustainability of resources







# Challenges

- Capacity of Participating First Nations varies
- Global economy limiting alternative financing opportunities
- Coast Funds contributes with support in award process, facilitation of beneficial relationships (e.g. LLRF)
- Despite the challenges, First Nations are putting awards to effective use and building institutional capacity.





## Taking the long view

- Building critical mass
- Growing the investment
- Win-win scenario:
  - Sustainable, local economic development
  - Healthy ecosystems and communities
  - “Peace in the Woods”
- Continued supporting role of government key:
  - Increasing numbers of SEAs, reconciliation protocols





## Contact Information

### COAST OPPORTUNITY FUNDS

[www.coastfunds.ca](http://www.coastfunds.ca)

Suite 1455-409 Granville St  
Vancouver BC V6C 1T2

1.888.684.5223

[info@coastfunds.ca](mailto:info@coastfunds.ca)





# Thank You

## Morrison, Trevor FLNR:EX

---

**From:** Ostashek, Lynda FLNR:EX  
**Sent:** Tuesday, January 8, 2013 4:09 PM  
**To:** de Bree, Jennifer FLNR:EX  
**Cc:** Annett, Rory K FLNR:EX; Donald, David FLNR:EX; Jakobsen, Dorthe FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds - Jan 16th 1-1.45pm  
**Attachments:** COF info\_note\_Jan 8 2013\_DJ.docx

**Importance:** High

Jennifer, attached is the final BN. Can you please confirm if you will be updating CLIFF and attaching this document or is this something I need to be doing? Perhaps after it has been initialled off you could scan and upload it. Just my thoughts and thanks.

**Lynda Ostashek**

**Administrative Assistant to the Executive Director, Coastal Projects**  
**Ministry of Forests, Lands and Natural Resource Operations**  
**Campbell River | 250-286-9325 direct line | S.17 cell**

---

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 8:59 AM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi there.

Attached is the Coast Opportunity Fund's presentation for the upcoming Ministers' meetings.

I look forward to receiving Briefing Note for Information 193011 today. Please confirm whether or not the same Briefing Note will be used for both Minister's meetings.

Many thanks for your assistance.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

---

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Wednesday, January 2, 2013 1:24 PM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; deMunck, Elizabeth FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi there.

Minister Lake is now also meeting with the Coast Opportunity Funds on January 10, 2013. Their Minister's office has asked us to provide them with material for their meeting.

Please provide me with this Briefing Material by January 8, 2013. Please also confirm whether or not this briefing material will be the same for both Ministers' meetings.

Many thanks for your assistance. I look forward to hearing from you.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

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Not Responsive

Not Responsive

Not Responsive



Not Responsive

# **MINISTRY OF FORESTS, LANDS AND NATURAL RESOURCE OPERATIONS**

## **INFORMATION NOTE**

Date: January 8, 2013  
Date of previous note: N/A  
File: ILMB-VR-SI 280 -20  
CLIFF/tracking #: 193011

**PREPARED FOR: Ministers Stephen Thomson and Terry Lake**

### **ISSUE: INFORMATION AND QUESTIONS ABOUT THE COAST OPPORTUNITY FUND - PROGRESS AND OUTCOMES**

#### **BACKGROUND:**

- Established in 2007, Coast Opportunity Funds (COF) was conceived to support the twin goals of Ecosystem Based Management (EBM) on the North and Central Coast and Haida Gwaii, improvements in human well being and improvements in ecological integrity. COF is comprised of two separate organizations namely the Coast Economic Development Society (CEDS) and the Coast Conservation Endowment Fund Foundation (CCEFF).
- The CEDS manages a \$60 million fund that came from \$30 million contributions from each of the British Columbia and Federal governments. The CEDS was established to support First Nations' economic development over a period of 7 years, with funds fully expended by the end of 2014.
- As of December 2012, \$18 million of the \$60 million from the CEDS has been distributed to 19 of the 27 First Nations with traditional territories within the EBM area.
- To date, the majority of the payments from the CEDS have supported projects in aquaculture, tourism, economic development corporation setup and operations, forestry, regional planning, value added processing, and energy.
- The CCEFF was established to maintain or improve the conservation values of the Great Bear Rainforest utilizing investment income from the fund over the long term. The original capital of \$58.6 million was contributed by private foundations.
- As of December 2012, CCEFF has distributed over \$8.6 million of the \$13.8 million in investment income to participating First Nations.
- The majority of the payments from the CCEFF have supported stewardship programs, regional planning, and guardian watchman programs.
- BC has committed to a full review of the EBM orders that established EBM on the North and Central Coast by March 2014. The intent of the review of the orders is to make incremental improvements to both human well being and ecological integrity. The evaluation of the progress of COF in meeting its objectives is of considerable interest as it is a key component of the EBM implementation framework.

#### **EVALUATING OUTCOMES:**

- In 2012, a third party independent reviewer, HB Global, was chosen to conduct an independent, comprehensive and organizational review of Coast Funds.

- The review is complete and the results of the review were presented to the Coast Funds Board of Directors in December 2012. As of January 2013, the review is not publicly available.
- According to COF, the independent review includes an evaluation framework that describes criteria for evaluation, measures for success and reporting process, and measuring progress towards long term goals. COF intends to finalize and implement this framework in 2013.

#### **SUGGESTED QUESTIONS FOR DISCUSSION:**

- It sounds like the evaluation framework is complete but not released. Will the BC Government have an opportunity to review and provide comment?
- When will the BC Government, Canadian Government, stakeholders and First Nations expect to see the results of a formalized evaluation of program success?
- Does the evaluation framework include the potential benefits of economic development funding to human well being factors such as human health, population stabilization, employment and income growth and community development?
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- There are certain First Nations who have not accessed the funding opportunities. What are the reasons for this and can the BC Government facilitate any solutions?
- Are the short term annual goals of COF being met?
- Have any requests for funding been denied and if so for what reason?

#### **Contact:**

*ADM: Craig Sutherland*

*Div: Coast Operations*

*Phone: 250 387-0600*

#### **Alternate Contact:**

*Rory Annett, Executive Director*

*Div/Region/Branch: Coastal Projects*

*Phone: 250 286-9330*

#### **Prepared by:**

*Dave Donald*

*Branch/Region: Resource Initiatives, West Coast Region*

*Phone: 250 286 9313*

<b>Reviewed by</b>	<b>Initials</b>	<b>Date</b>
DM		
DMO		
ADM		
Dir./Mgr.		
Author		

## Morrison, Trevor FLNR:EX

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**From:** Annett, Rory K FLNR:EX  
**Sent:** Tuesday, January 8, 2013 3:59 PM  
**To:** Donald, David FLNR:EX; Jakobsen, Dorte FLNR:EX  
**Subject:** COF note...  
**Attachments:** COF info\_note\_Jan 8 2013\_DJ.DOCX

Rory Annett, RPF  
Executive Director, Coastal Projects  
Ministry of Forests, Lands and Natural Resource Operations  
phone: (250) 286-9330  
facsimile: (250) 286-9490  
cell: s.17

# **MINISTRY OF FORESTS, LANDS AND NATURAL RESOURCE OPERATIONS**

## **INFORMATION NOTE**

Date: January 8, 2013

Date of previous note: N/A

File: ILMB-VR-SI 280 -20

CLIFF/tracking #: 193011

**PREPARED FOR: Ministers Stephen Thomson and Terry Lake**

### **ISSUE: INFORMATION AND QUESTIONS ABOUT THE COAST OPPORTUNITY FUND - PROGRESS AND OUTCOMES**

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#### **Contact:**

*ADM: Craig Sutherland*

*Div: Coast Operations*

*Phone: 250 387-0600*

#### **Alternate Contact:**

*Name: Rory Annett,  
Executive Director*

*Div/Region/Branch:  
Coastal Projects*

*Phone: 250 286-9330*

#### **Prepared by:**

*Name: Dave Donald*

*Branch/Region: Resource Initiatives,  
West Coast Region*

*Phone: 250 286 9313*

<b>Reviewed by</b>	<b>Initials</b>	<b>Date</b>
DM		
DMO		
ADM		
Dir./Mgr.		
Author		

## Morrison, Trevor FLNR:EX

---

**From:** Donald, David FLNR:EX  
**Sent:** Tuesday, January 8, 2013 1:18 PM  
**To:** Jakobsen, Dorte FLNR:EX; Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** RE: COF Info Note Jan 8 version  
**Attachments:** Q4 2012 - Allocation Summary.pdf

Hi Dorte, Re the numbers that you mention below. I made a distinction between the amount paid to date and the amount approved. The COF ppt refers to the amount approved whereas I quoted the amount paid to date according to the Q4 2012 attachment above from Elisa Kreller.

We could express the numbers either way in the info note. Is total approved or total paid out to date  
Do you have a preference?

Regards,  
Dave

---

**From:** Jakobsen, Dorte FLNR:EX  
**Sent:** Tuesday, January 8, 2013 12:30 PM  
**To:** Donald, David FLNR:EX; Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** RE: COF Info Note Jan 8 version

Hi Dave and Rory:

A couple of thoughts in the attached. Also, I wonder if we could discuss the Conservation funding that is unavailable to those 5 nations that did not sign SLUPAs in 2007, what happens with their fund allocations and can we change this so that they could access it upon signing?

In the ppt and BN the numbers aren't consistent, it states that CEDS approved 20.39 and the Conservation fund approved 8.6 which totals 28.45, yet they state 31.3 in the ppt, what gives?

Lastly I just have to say that in the ppt it states "The Great Bear Rainforest has been subject to 150 years of industrial exploitation", I think that is an incredible overstatement and gives a completely false picture of this, for the most part, incredibly remote and rugged area. Just my 2 cents worth ☺!



Regards,  
Dorte

---

**From:** Donald, David FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:11 AM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Jakobsen, Dorte FLNR:EX  
**Subject:** COF Info Note Jan 8 version

Rory I have incorporated your suggestions with some minor differences. I can discuss this with you in your office before noon if necessary.

I have three comments in the document for your information only - if you are satisfied with the content just delete my comments.

Regards,  
Dave

---

**From:** Annett, Rory K FLNR:EX  
**Sent:** Tuesday, January 8, 2013 9:11 AM

**To:** Donald, David FLNR:EX  
**Subject:** FW: 904061[1]

Dave, thanks for this. Please see my suggestions and questions imbedded. Can you turn this around by noon?

Cheers, Rory.

---

**From:** Donald, David FLNR:EX  
**Sent:** Monday, January 7, 2013 5:03 PM  
**To:** Annett, Rory K FLNR:EX; Jakobsen, Dorthe FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** FW: 904061[1]

Attached:

1. Original email from COF requesting a meeting with BC ministers from Lynda
2. Draft information note for Ministers

Rory,

Here is a first draft of the information note for Minister Thompson and Minister Lake in preparation for their meeting with COF. The data presented in this note is very current. It was provided today by Elisa Kreller from COF

Please edit as needed. I am unsure of our Ministries' future commitment? You may have other questions to pose on the Ministers' behalf ?

Regards,  
Dave

---

**From:** Ostashek, Lynda FLNR:EX  
**Sent:** Monday, January 7, 2013 4:28 PM  
**To:** Donald, David FLNR:EX  
**Subject:** 904061[1]





# Allocations

Period: October 01, 2008 to December 31, 2012

Sorted by: Project Area

## Coast Economic Development Society

## Coast Conservation Endowment Fund Foundation

Name	Allocation	% of Total	# of Awd	Final Award	% Alloc. Awarded	Payments To Date	% Alloc. Paid	Cumulative Allocation	% of Total	# of Awd	Final Award	% Alloc. Awarded	Payments To Date	% Alloc. Paid
<b>Regional</b>														
Coastal First Nations (GBIS)	1,267,437	63%	7	1,205,953	95%	1,205,953	95%	1,196,511	60%	4	1,117,011	93%	1,088,511	91%
Nanwakolas Council Society	425,152	21%	3	425,152	100%	425,152	100%	450,459	23%	2	450,459	100%	450,459	100%
NC Skeena FN Stewardship Societ	194,937	10%	1	76,142	39%	76,142	39%	284,011	14%	2	192,989	68%	114,214	40%
Other*	112,474	6%	0	0	0%	0	0%	69,019	3%	0	0	0%	0	0%
	<b>2,000,000</b>	<b>100%</b>	<b>11</b>	<b>1,707,247</b>	<b>85%</b>	<b>1,707,247</b>	<b>85%</b>	<b>2,000,000</b>	<b>100%</b>	<b>8</b>	<b>1,760,459</b>	<b>88%</b>	<b>1,653,184</b>	<b>83%</b>
<b>Individual</b>														
Campbell River (Wei Wai Kum)	865,841	1%	0	0	0%	0	0%	96,815	1%	4	96,815	100%	96,815	100%
Council of the Haida Nation	11,047,689	18%	12	6,729,308	61%	6,729,308	61%	2,434,276	21%	9	2,387,080	98%	928,577	38%
Da'naxda'xw Awaetlala	1,075,816	2%	3	226,535	21%	166,535	15%	139,794	1%	0	0	0%	0	0%
Dzawada'enuxw	435,514	1%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%
Gitanyow	6,530	0%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%
Gitxaala	3,009,583	5%	0	0	0%	0	0%	457,397	4%	0	0	0%	0	0%
Gwa'sala-'Nakwaxda'xw	1,894,378	3%	1	328,815	17%	101,105	5%	493,843	4%	5	489,553	99%	489,553	99%
Gwawaenuk	149,683	0%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%
Hartley Bay (Gitga'at)	2,974,985	5%	4	1,008,300	34%	670,800	23%	792,388	7%	5	770,648	97%	770,648	97%
Heiltsuk	8,100,926	14%	10	3,237,325	40%	3,147,325	39%	1,953,030	17%	6	1,780,805	91%	1,570,805	80%
Homalco (Xwemalhkwa)	859,000	1%	3	286,000	33%	286,000	33%	96,559	1%	0	0	0%	0	0%
Kitamaat (Haisla)	4,073,928	7%	1	148,738	4%	148,738	4%	793,768	7%	4	793,768	100%	793,768	100%
Kitasoo/Xaixais	4,050,316	7%	3	1,465,000	36%	805,000	20%	1,256,096	11%	4	519,612	41%	376,450	30%
Kitselas	233,885	0%	1	226,089	97%	226,089	97%	25,165	0%	1	9,277	37%	9,277	37%
K'omoks	402,735	1%	1	402,735	100%	402,735	100%	36,920	0%	0	0	0%	0	0%
Kwakwaka'wakw	435,922	1%	0	0	0%	0	0%	35,463	0%	1	11,374	32%	11,374	32%
Kwikwasut'inuxw Haxwa'mis	367,377	1%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%
Lax Kw'alaams	4,215,556	7%	8	2,774,600	66%	2,024,600	48%	690,563	6%	5	603,445	87%	603,445	87%
Mamalikulla-Qwe'Qwa'Sot'Em	813,876	1%	2	287,033	35%	263,600	32%	113,114	1%	0	0	0%	0	0%
Metlakatla	2,810,370	5%	4	797,475	28%	797,475	28%	460,376	4%	2	275,000	60%	275,000	60%
'Namgis	176,142	0%	1	175,000	99%	0	0%	12,338	0%	0	0	0%	0	0%
Nisga'a	1,255,633	2%	1	56,125	4%	56,125	4%	283,004	2%	1	64,900	23%	64,900	23%
Nisga'a Village of Gingolx	250,000	0%	1	25,000	10%	25,000	10%	0	0%	0	0	0%	0	0%
Nisga'a Village of Gitlaxt'aamiks	250,000	0%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%
Nisga'a Village of Gitwinksihlkw	250,000	0%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%

### Coast Economic Development Society

### Coast Conservation Endowment Fund Foundation

Name	Allocation	% of Total	# of Awds	Final Award	% Alloc. Awarded	Payments To Date	% Alloc. Paid	Cumulative Allocation	% of Total	# of Awds	Final Award	% Alloc. Awarded	Payments To Date	% Alloc. Paid
Nisga'a Village of Laxgalts'ap	250,000	0%	1	250,000	100%	0	0%	0	0%	0	0	0%	0	0%
Nuxalk	4,693,303	8%	3	760,978	16%	272,265	6%	980,691	8%	6	965,728	98%	637,728	65%
Tlowitsis	430,559	1%	1	100,000	23%	100,000	23%	59,487	1%	0	0	0%	0	0%
Ulkatcho	1,193,589	2%	2	700,000	59%	200,000	17%	0	0%	0	0	0%	0	0%
We Wai Kai	252,709	0%	1	244,285	97%	244,285	97%	27,390	0%	0	0	0%	0	0%
Wui'kinuxv	2,215,050	4%	3	300,514	14%	185,864	8%	561,523	5%	2	382,898	68%	382,898	68%
Other**	959,105	2%	0	0	0%	0	0%		%	0	0	%	0	%
	<b>60,000,000</b>	<b>100%</b>	<b>67</b>	<b>20,529,855</b>	<b>34%</b>	<b>16,852,849</b>	<b>28%</b>	<b>11,800,000</b>	<b>100%</b>	<b>55</b>	<b>9,150,903</b>	<b>78%</b>	<b>7,011,238</b>	<b>59%</b>
<b>Grand Totals:</b>	<b>62,000,000</b>		<b>78</b>	<b>22,237,102</b>		<b>18,560,096</b>		<b>13,800,000</b>		<b>63</b>	<b>10,911,362</b>		<b>8,664,422</b>	

## Morrison, Trevor FLNR:EX

---

**From:** Lind, Catharina FLNR:EX  
**Sent:** Tuesday, January 8, 2013 1:12 PM  
**To:** de Bree, Jennifer FLNR:EX; Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Please note that the meeting is **1.30pm – 2.15pm!!**

*Cheers!!*

**Catharina M Lind** - Deputy Ministers Office - Executive Operations  
Ministry of Forests, Lands & Natural Resource Operations  
3rd Floor 780 Blanshard Street, Victoria  
P: 250-387-1772 F: 250-387-3291  
E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)

---

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 1:03 PM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Lind, Catharina FLNR:EX; Ostashek, Lynda FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi Rory.

Thanks for letting me know that you will participate in the **pre-brief (1:15 pm to 1:30 pm) and meeting (1:30 pm to 2:00 pm) on Wednesday, January 16, 2013 by telephone.**

Please note the details in your calendar as you will not be receiving a calendar invite. Craig will not be participating in the pre-brief or meeting.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

---

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 12:50 PM  
**To:** de Bree, Jennifer FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

**From:** Lind, Catharina FLNR:EX  
**Sent:** Tuesday, January 8, 2013 12:11 PM  
**To:** Annett, Rory K FLNR:EX; de Bree, Jennifer FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds

Here are the details ☺

The meeting is scheduled Wednesday January 16<sup>th</sup> **pre-brief from 1:15 pm – 1.30pm, meeting 1:30 pm – 2.15pm** in Vancouver PVO Executive Boardroom.

The attendees will be:  
Katherine Gordon (confirming)  
Chair Merv Child  
Vice-Chair Paul Richardson  
CEOs Dave Mannix and Merran Smith  
Hon. Minister Chong  
ADM Charles Porter

Conference Call details are:

Access codes:

Moderator Conference ID: Minister Thomson  
Participant Conference ID: s.15, s.17

Dial-in Phone Numbers:

s.15, s.17

***Cheers!!***

***Catharina M Lind*** - Executive Operations - Deputy Ministers Office  
Ministry of Forests, Lands and Natural Resource Operations  
780 Blanshard Street, Victoria BC  
P: 250-387-1526 E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)

**From:** Annett, Rory K FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:48 AM  
**To:** de Bree, Jennifer FLNR:EX; Lind, Catharina FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds

I'll have it to you all today... I will attend the meeting by phone on the 16<sup>th</sup>. Jennifer, Cat, I need the call in information.

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:30 AM  
**To:** Lind, Catharina FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Annett, Rory K FLNR:EX; Donald, David FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds

Hi Cat.

I have sent an email to staff this morning requesting the Briefing Note for Information 193011 re: Coast Opportunity Funds Ministers' meetings for today.

Jennifer de Bree  
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Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

**From:** Lind, Catharina FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:27 AM

**To:** de Bree, Jennifer FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds

Status?  
MoE is asking for the material... ☺

*Cheers!!*

**Catharina M Lind** - Executive Operations - Deputy Ministers Office  
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780 Blanshard Street, Victoria BC  
P: 250-387-1526 E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)

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**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 8:59 AM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi there.

Attached is the Coast Opportunity Fund's presentation for the upcoming Ministers' meetings.

I look forward to receiving Briefing Note for Information 193011 today. Please confirm whether or not the same Briefing Note will be used for both Minister's meetings.

Many thanks for your assistance.

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**Sent:** Wednesday, January 2, 2013 1:24 PM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; deMunck, Elizabeth FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi there.

Minister Lake is now also meeting with the Coast Opportunity Funds on January 10, 2013. Their Minister's office has asked us to provide them with material for their meeting.

Please provide me with this Briefing Material by January 8, 2013. Please also confirm whether or not this briefing material will be the same for both Ministers' meetings.

Many thanks for your assistance. I look forward to hearing from you.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations

Phone: (250) 387-9773

Fax: (250) 356-2150

Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

Not Responsive

Not Responsive

Not Responsive



Not Responsive

## Morrison, Trevor FLNR:EX

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**From:** Annett, Rory K FLNR:EX  
**Sent:** Tuesday, January 8, 2013 12:43 PM  
**To:** Lind, Catharina FLNR:EX  
**Subject:** Re: 193011 Coast Opportunity Funds

Thanks, Cat!

---

**From:** Lind, Catharina FLNR:EX  
**Sent:** Tuesday, January 08, 2013 12:10 PM Pacific Standard Time  
**To:** Annett, Rory K FLNR:EX; de Bree, Jennifer FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds

Here are the details ☺

The meeting is scheduled Wednesday January 16<sup>th</sup> **pre-brief from 1:15 pm – 1.30pm, meeting 1:30 pm – 2.15pm** in Vancouver PVO Executive Boardroom.

The attendees will be:  
Katherine Gordon (confirming)  
Chair Merv Child  
Vice-Chair Paul Richardson  
CEOs Dave Mannix and Merran Smith  
Hon. Minister Chong  
ADM Charles Porter

Conference Call details are:

Access codes:

Moderator Conference ID: Minister Thomson  
Participant Conference ID: s.15, s.17

Dial-in Phone Numbers:

s.15, s.17

***Cheers!!***

***Catharina M Lind*** - Executive Operations - Deputy Ministers Office  
Ministry of Forests, Lands and Natural Resource Operations  
780 Blanshard Street, Victoria BC  
P: 250-387-1526 E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)

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**From:** Annett, Rory K FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:48 AM  
**To:** de Bree, Jennifer FLNR:EX; Lind, Catharina FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds

I'll have it to you all today... I will attend the meeting by phone on the 16<sup>th</sup>. Jennifer, Cat, I need the call in information.

---

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**Sent:** Tuesday, January 8, 2013 11:30 AM  
**To:** Lind, Catharina FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Annett, Rory K FLNR:EX; Donald, David FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds

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I have sent an email to staff this morning requesting the Briefing Note for Information 193011 re: Coast Opportunity Funds Ministers' meetings for today.

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Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

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**From:** Lind, Catharina FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:27 AM  
**To:** de Bree, Jennifer FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds

Status?  
MoE is asking for the material... ☺

*Cheers!!*

**Catharina M Lind** - Executive Operations - Deputy Ministers Office  
Ministry of Forests, Lands and Natural Resource Operations  
780 Blanshard Street, Victoria BC  
P: 250-387-1526 E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)

## Morrison, Trevor FLNR:EX

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**From:** Annett, Rory K FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:51 AM  
**To:** Paine, Julian C CSCD:EX; Sutherland, Craig FLNR:EX  
**Subject:** FW: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm  
**Attachments:** Coast Opportunity Funds presentation to Minister Thompson January 16 at 1 pm  
  
**Importance:** High

Gentlemen, here is a copy of the Ppt and speaking notes for the COF briefing of Ministers Thomson and Lake on the 16<sup>th</sup>. I will have the BN done today and will send it along. I intend to attend the meeting by phone. Do you intend to participate or have any ideas about who else should?

Cheers, Rory.

---

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 8:59 AM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

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I look forward to receiving Briefing Note for Information 193011 today. Please confirm whether or not the same Briefing Note will be used for both Minister's meetings.

Many thanks for your assistance.

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Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

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**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Wednesday, January 2, 2013 1:24 PM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; deMunck, Elizabeth FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi there.

Minister Lake is now also meeting with the Coast Opportunity Funds on January 10, 2013. Their Minister's office has asked us to provide them with material for their meeting.

Please provide me with this Briefing Material by January 8, 2013. Please also confirm whether or not this briefing material will be the same for both Ministers' meetings.

Many thanks for your assistance. I look forward to hearing from you.

Jennifer de Bree  
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Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

Not Responsive

Not Responsive

Not Responsive

Not Responsive



## Morrison, Trevor FLNR:EX

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**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:30 AM  
**To:** Lind, Catharina FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Annett, Rory K FLNR:EX; Donald, David FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds

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**From:** Lind, Catharina FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:27 AM  
**To:** de Bree, Jennifer FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds

Status?  
MoE is asking for the material... ☺

*Cheers!!*

**Catharina M Lind** - Executive Operations - Deputy Ministers Office  
Ministry of Forests, Lands and Natural Resource Operations  
780 Blanshard Street, Victoria BC  
P: 250-387-1526 E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)

## Morrison, Trevor FLNR:EX

---

**From:** Donald, David FLNR:EX  
**Sent:** Monday, January 7, 2013 5:03 PM  
**To:** Annett, Rory K FLNR:EX; Jakobsen, Dorthe FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** FW: 904061[1]  
**Attachments:** COF info\_note\_Jan 7, 2013.docx; 904061[1].pdf

Attached:

1. Original email from COF requesting a meeting with BC ministers from Lynda
2. Draft information note for Ministers

Rory,

Here is a first draft of the information note for Minister Thompson and Minister Lake in preparation for their meeting with COF. The data presented in this note is very current. It was provided today by Elisa Kreller from COF

Please edit as needed. I am unsure of our Ministries' future commitment? You may have other questions to pose on the Ministers' behalf ?

Regards,  
Dave

---

**From:** Ostashek, Lynda FLNR:EX  
**Sent:** Monday, January 7, 2013 4:28 PM  
**To:** Donald, David FLNR:EX  
**Subject:** 904061[1]

# **MINISTRY OF FORESTS, LANDS AND NATURAL RESOURCE OPERATIONS**

## **INFORMATION NOTE**

Date: January 7, 2013  
Date of previous note: N/A  
File: ILMB-VR-SI 280 -20  
CLIFF/tracking #: 193011

**PREPARED FOR: Ministers Stephen Thompson and Terry Lake**

### **ISSUE: INFORMATION AND QUESTIONS ABOUT THE COAST OPPORTUNITY FUND - PROGRESS AND OUTCOMES**

#### **BACKGROUND:**

- Established in 2007 the Coast Opportunity Funds, known less formally as Coast Funds, is comprised of two separate organizations namely the Coast Economic Development Society and the Coast Conservation Endowment Fund Foundation
- The Coast Economic Development Society was established to support First Nations economic development over 7 years and the Coast Conservation Endowment Fund Foundation was established to maintain or improve the conservation values of the Great Bear Rainforest
- The Coast Funds oversees and manages \$116 million, \$58 million of which came from private foundations
- The Coast Economic Development Society manages a \$60 million contribution from the British Columbia and Canadian Governments. As of December 2012, over \$18 million of the \$60 million has been distributed to 19 of the 27 participating First Nations

#### **CATEGORIES OF ECONOMIC DEVELOPMENT PAYMENTS:**

- To date the majority of the payments from the Coast Economic Development Society have supported projects in aquaculture, tourism, economic development corporation setup and operations, forestry, regional planning, value added processing, and energy

#### **EVALUATING OUTCOMES:**

- In 2012 a third party independent reviewer, HB Global, was chosen to conduct an independent, comprehensive and organizational review of Coast Funds
- The review is complete and the results of the review were presented to the Coast Funds Board of Directors in December, 2012. As of January, 2012 the review is not publicly available
- The independent review includes an evaluation framework that describes criteria for evaluation, measures for success and reporting process, and measuring progress towards long term goals

#### **QUESTIONS FOR DISCUSSION:**

- The evaluation framework is complete but not released –Will the BC Government have an opportunity to provide comment and review of the independent review?
- When will the BC Government, Canadian Government, stakeholders and First Nations expect to see the results of a formalized evaluation of program success?

- Does the evaluation framework include the potential benefits of economic development funding to human well being factors such as human health, population growth, employment and community/ecosystem sustainability?
- What is the general feedback from First Nations regarding the ease of attaining the funding, and the impact that the funding may be having on their communities?
- There are certain First Nations who have not accessed the funding opportunities- what are the reasons for this and can the BC Government facilitate any solutions?
- Are the short term annual goals of Coast Funds being met?
- Have any requests for funding been denied and if so for what reason?

#### **SUMMARY or MINISTRY RESPONSE:**

- Provide ministry review and comment upon the release of the independent review and the evaluation framework
- When available, review a formalized evaluation of outcomes and overall program success
- Continue to maintain close communication between Ministry representatives, funding recipients, stakeholders and Coast Funds
- Continue to facilitate solutions to maintain or enhance program delivery

**Attachments:** n/a

**Contact:**

*ADM:*

*Div:*

*Phone:*

**Alternate Contact:**

*Name:*

*Div/Region/Branch:*

*Phone:*

**Prepared by:**

*Name: Dave Donald*

*Branch/Region: Resource Initiatives,  
West Coast Region*

*Phone: 250 286 9313*

<b>Reviewed by</b>	<b>Initials</b>	<b>Date</b>
DM		
DMO		
ADM		
Dir./Mgr.		
Author		

Not Responsive

Not Responsive

## Morrison, Trevor FLNR:EX

---

**From:** Sutherland, Craig FLNR:EX  
**Sent:** Monday, January 7, 2013 12:50 PM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Paine, Julian C CSCD:EX  
**Subject:** RE: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Sure – as long as the questions are understandable and they fit into the Coast Opportunities fund discussion well.

---

**From:** Annett, Rory K FLNR:EX  
**Sent:** Monday, January 7, 2013 8:23 AM  
**To:** Paine, Julian C CSCD:EX; Sutherland, Craig FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Thanks, Gentlemen! I'll suggest the ministers ask a few pointed questions about Human Well Being...

---

**From:** Paine, Julian C CSCD:EX  
**Sent:** Wednesday, January 2, 2013 9:24 AM  
**To:** Annett, Rory K FLNR:EX; Sutherland, Craig FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

s.16

Cheers!

Julian C. Paine  
Assistant Deputy Minister Local Government  
Ministry of Community, Sport and Cultural Development  
(250) 387-5312

Not Responsive

Not Responsive



Not Responsive

Not Responsive

Not Responsive

## Morrison, Trevor FLNR:EX

---

**From:** Annett, Rory K FLNR:EX  
**Sent:** Monday, January 7, 2013 8:48 AM  
**To:** Donald, David FLNR:EX  
**Subject:** FW: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

---

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Wednesday, January 2, 2013 1:24 PM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; deMunck, Elizabeth FLNR:EX  
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Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

Not Responsive

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## Morrison, Trevor FLNR:EX

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**Sent:** Wednesday, January 2, 2013 1:24 PM  
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Hi there.

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Please provide me with this Briefing Material by January 8, 2013. Please also confirm whether or not this briefing material will be the same for both Ministers' meetings.

Many thanks for your assistance. I look forward to hearing from you.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: Jennifer.deBree@gov.bc.ca

Not Responsive



Not Responsive

Not Responsive

Not Responsive

## Morrison, Trevor FLNR:EX

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**From:** Paine, Julian C CSCD:EX  
**Sent:** Wednesday, January 2, 2013 9:24 AM  
**To:** Annett, Rory K FLNR:EX; Sutherland, Craig FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

s.16

Cheers!

Julian C. Paine  
Assistant Deputy Minister Local Government  
Ministry of Community, Sport and Cultural Development  
(250) 387-5312

Not Responsive

Not Responsive

Not Responsive

Not Responsive

**DeProy, Joyce CSNR:EX**

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**From:** Annett, Rory K FLNR:EX  
**Sent:** Monday, January 7, 2013 8:48 AM  
**To:** Donald, David FLNR:EX  
**Subject:** FW: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

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**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Wednesday, January 2, 2013 1:24 PM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; deMunck, Elizabeth FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi there.

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**From:** Annett, Rory K FLNR:EX  
**Sent:** Monday, January 7, 2013 8:48 AM  
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**Subject:** FW: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Not Responsive

Not Responsive

Not Responsive

Not Responsive



## DeProy, Joyce CSNR:EX

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**From:** Annett, Rory K FLNR:EX  
**Sent:** Monday, January 7, 2013 8:49 AM  
**To:** Donald, David FLNR:EX  
**Subject:** FW: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

We should prompt the ministers to ask some questions about HWB benefits in the communities...

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**From:** Paine, Julian C CSCD:EX  
**Sent:** Wednesday, January 2, 2013 9:24 AM  
**To:** Annett, Rory K FLNR:EX; Sutherland, Craig FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

s.16

Cheers!

Julian C. Paine  
Assistant Deputy Minister Local Government  
Ministry of Community, Sport and Cultural Development  
(250) 387-5312

Not Responsive

Not Responsive

Not Responsive

Not Responsive

Not Responsive

## DeProy, Joyce CSNR:EX

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**From:** Elisa Kreller [elisa@coastfunds.ca]  
**Sent:** Monday, January 7, 2013 12:16 PM  
**To:** Donald, David FLNR:EX  
**Cc:** Mary Speer  
**Subject:** Awards Summary  
**Attachments:** Q4 2012 - Allocation Summary.pdf; Q4 2012 - Awards Summary.pdf

Dave,

Happy New Year!

Let me know if the attached provides the information you require or if you have any questions.

Regards,

*Elisa*

**Elisa Kreller** | Director of Finance and Administration | **Coast Opportunity Funds**  
Suite 1455-409 Granville Street, Vancouver, BC V6C 1T2  
T: 604-684-0223, F: 604-684-0204  
C: 604-633-0535, Toll free: 1-888-684-5223  
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[www.coastopportunityfunds.ca](http://www.coastopportunityfunds.ca)



# Allocations

Period: October 01, 2008 to December 31, 2012

Sorted by: Project Area

## Coast Economic Development Society

## Coast Conservation Endowment Fund Foundation

Name	Allocation	% of Total	# of Awd	Final Award	% Alloc. Awarded	Payments To Date	% Alloc. Paid	Cumulative Allocation	% of Total	# of Awd	Final Award	% Alloc. Awarded	Payments To Date	% Alloc. Paid
<b>Regional</b>														
Coastal First Nations (GBIS)	1,267,437	63%	7	1,205,953	95%	1,205,953	95%	1,196,511	60%	4	1,117,011	93%	1,088,511	91%
Nanwakolas Council Society	425,152	21%	3	425,152	100%	425,152	100%	450,459	23%	2	450,459	100%	450,459	100%
NC Skeena FN Stewardship Societ	194,937	10%	1	76,142	39%	76,142	39%	284,011	14%	2	192,989	68%	114,214	40%
Other*	112,474	6%	0	0	0%	0	0%	69,019	3%	0	0	0%	0	0%
	<b>2,000,000</b>	<b>100%</b>	<b>11</b>	<b>1,707,247</b>	<b>85%</b>	<b>1,707,247</b>	<b>85%</b>	<b>2,000,000</b>	<b>100%</b>	<b>8</b>	<b>1,760,459</b>	<b>88%</b>	<b>1,653,184</b>	<b>83%</b>
<b>Individual</b>														
Campbell River (Wei Wai Kum)	865,841	1%	0	0	0%	0	0%	96,815	1%	4	96,815	100%	96,815	100%
Council of the Haida Nation	11,047,689	18%	12	6,729,308	61%	6,729,308	61%	2,434,276	21%	9	2,387,080	98%	928,577	38%
Da'naxda'xw Awaetlala	1,075,816	2%	3	226,535	21%	166,535	15%	139,794	1%	0	0	0%	0	0%
Dzawada'enuxw	435,514	1%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%
Gitanyow	6,530	0%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%
Gitxaala	3,009,583	5%	0	0	0%	0	0%	457,397	4%	0	0	0%	0	0%
Gwa'sala-'Nakwaxda'xw	1,894,378	3%	1	328,815	17%	101,105	5%	493,843	4%	5	489,553	99%	489,553	99%
Gwawaenuk	149,683	0%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%
Hartley Bay (Gitga'at)	2,974,985	5%	4	1,008,300	34%	670,800	23%	792,388	7%	5	770,648	97%	770,648	97%
Heiltsuk	8,100,926	14%	10	3,237,325	40%	3,147,325	39%	1,953,030	17%	6	1,780,805	91%	1,570,805	80%
Homalco (Xwemalhkwa)	859,000	1%	3	286,000	33%	286,000	33%	96,559	1%	0	0	0%	0	0%
Kitamaat (Haisla)	4,073,928	7%	1	148,738	4%	148,738	4%	793,768	7%	4	793,768	100%	793,768	100%
Kitasoo/Xaixais	4,050,316	7%	3	1,465,000	36%	805,000	20%	1,256,096	11%	4	519,612	41%	376,450	30%
Kitselas	233,885	0%	1	226,089	97%	226,089	97%	25,165	0%	1	9,277	37%	9,277	37%
K'omoks	402,735	1%	1	402,735	100%	402,735	100%	36,920	0%	0	0	0%	0	0%
Kwiakah	435,922	1%	0	0	0%	0	0%	35,463	0%	1	11,374	32%	11,374	32%
Kwikwasut'inuxw Haxwa'mis	367,377	1%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%
Lax Kw'alaams	4,215,556	7%	8	2,774,600	66%	2,024,600	48%	690,563	6%	5	603,445	87%	603,445	87%
Mamalilikulla-Qwe'Qwa'Sot'Em	813,876	1%	2	287,033	35%	263,600	32%	113,114	1%	0	0	0%	0	0%
Metlakatla	2,810,370	5%	4	797,475	28%	797,475	28%	460,376	4%	2	275,000	60%	275,000	60%
'Namgis	176,142	0%	1	175,000	99%	0	0%	12,338	0%	0	0	0%	0	0%
Nisga'a	1,255,633	2%	1	56,125	4%	56,125	4%	283,004	2%	1	64,900	23%	64,900	23%
Nisga'a Village of Gingolx	250,000	0%	1	25,000	10%	25,000	10%	0	0%	0	0	0%	0	0%
Nisga'a Village of Gitlaxt'aamiks	250,000	0%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%
Nisga'a Village of Gitwinksihlkw	250,000	0%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%

**Coast Economic Development Society**

**Coast Conservation Endowment Fund Foundation**

Name	Allocation	% of Total	# of Awds	Final Award	% Alloc. Awarded	Payments To Date	% Alloc. Paid	Cumulative Allocation	% of Total	# of Awds	Final Award	% Alloc. Awarded	Payments To Date	% Alloc. Paid
Nisga'a Village of Laxgalts'ap	250,000	0%	1	250,000	100%	0	0%	0	0%	0	0	0%	0	0%
Nuxalk	4,693,303	8%	3	760,978	16%	272,265	6%	980,691	8%	6	965,728	98%	637,728	65%
Tlowitsis	430,559	1%	1	100,000	23%	100,000	23%	59,487	1%	0	0	0%	0	0%
Ulkatcho	1,193,589	2%	2	700,000	59%	200,000	17%	0	0%	0	0	0%	0	0%
We Wai Kai	252,709	0%	1	244,285	97%	244,285	97%	27,390	0%	0	0	0%	0	0%
Wui'kinuxv	2,215,050	4%	3	300,514	14%	185,864	8%	561,523	5%	2	382,898	68%	382,898	68%
Other**	959,105	2%	0	0	0%	0	0%		%	0	0	%	0	%
	<b>60,000,000</b>	<b>100%</b>	<b>67</b>	<b>20,529,855</b>	<b>34%</b>	<b>16,852,849</b>	<b>28%</b>	<b>11,800,000</b>	<b>100%</b>	<b>55</b>	<b>9,150,903</b>	<b>78%</b>	<b>7,011,238</b>	<b>59%</b>
<b>Grand Totals:</b>	<b>62,000,000</b>		<b>78</b>	<b>22,237,102</b>		<b>18,560,096</b>		<b>13,800,000</b>		<b>63</b>	<b>10,911,362</b>		<b>8,664,422</b>	





# Awards

Coast Opportunity Funds

Period: October 01, 2008 to December 31, 2012

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
<b>COAST ECONOMIC DEVELOPMENT SOCIETY - REGIONAL AWARDS</b>						
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	<b>Approved *NEW*</b>
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	<b>Approved *NEW*</b>
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	<b>Approved *NEW*</b>
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
Kitselas Band Council	\$226,089	\$226,089	\$226,089	for the completion of key facilities and infrastructure for the Kitselas Canyon Project (App10)	2009 Nov 23	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	<b>Active *NEW*</b>
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
Kwiah Indian Band	\$421,391	\$0	\$0	to establish and operate Campbell River Marine Transportation (CRMT), a marine transportation company (App104)	2010 Sep 22	Cancelled
Lax Kw'alaams Indian Band	\$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	<b>Approved *NEW*</b>
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	<b>Approved *NEW*</b>
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 Kitasoo 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	<b>Active *NEW*</b>
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	<b>Approved *NEW*</b>
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	<b>Approved *NEW*</b>
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			
<b>Total Economic Development Awards (Regional and Individual):</b>	<b>\$30,662,777</b>	<b>\$22,237,102</b>	<b>\$18,560,096</b>			



Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
<b>COAST CONSERVATION ENDOWMENT FUND FOUNDATION - REGIONAL AWARDS</b>						
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	<b>Approved *NEW*</b>
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	<b>Approved *NEW*</b>

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
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Subtotal Regional:	\$2,031,598	\$1,760,459	\$1,653,184			
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**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	<b>Active *NEW*</b>
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	<b>Active *NEW*</b>
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	<b>Approved *NEW*</b>
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	<b>Active *NEW*</b>
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	<b>Approved *NEW*</b>
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
Wuikinuxv Nation	\$287,725	\$287,725	\$287,725	to support the launch of the Wuikinuxv Integrated Resource Stewardship Office (App214)	2012 Mar 27	Active
Wuikinuxv 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			
<b>Total Conservation Awards (Regional and Individual):</b>	<b>\$11,226,696</b>	<b>\$10,911,362</b>	<b>\$8,664,422</b>			
<b>Grand Total All Programs:</b>	<b>\$41,889,473</b>	<b>\$33,148,464</b>	<b>\$27,224,518</b>			

**MINISTRY OF FORESTS, LANDS AND NATURAL RESOURCE OPERATIONS  
INFORMATION NOTE**

Date: January 7, 2013  
Date of previous note: N/A  
File: ILMB-VR-SI 280 -20  
CLIFF/tracking #: 193011

**PREPARED FOR: Ministers Stephen Thompson and Terry Lake**

**ISSUE: INFORMATION AND QUESTIONS ABOUT THE COAST  
OPPORTUNITY FUND - PROGRESS AND OUTCOMES**

**BACKGROUND:**

- Established in 2007 the Coast Opportunity Funds, known less formally as Coast Funds, is comprised of two separate organizations namely the Coast Economic Development Society and the Coast Conservation Endowment Fund Foundation
- The Coast Economic Development Society was established to support First Nations economic development over 7 years and the Coast Conservation Endowment Fund Foundation was established to maintain or improve the conservation values of the Great Bear Rainforest
- The Coast Funds oversees and manages \$116 million, \$58 million of which came from private foundations
- The Coast Economic Development Society manages a \$60 million contribution from the British Columbia and Canadian Governments. As of December 2012, over \$18 million of the \$60 million has been distributed to 19 of the 27 participating First Nations

**CATEGORIES OF ECONOMIC DEVELOPMENT PAYMENTS:**

- To date the majority of the payments from the Coast Economic Development Society have supported projects in aquaculture, tourism, economic development corporation setup and operations, forestry, regional planning, value added processing, and energy

**EVALUATING OUTCOMES:**

- In 2012 a third party independent reviewer, HB Global, was chosen to conduct an independent, comprehensive and organizational review of Coast Funds
- The review is complete and the results of the review were presented to the Coast Funds Board of Directors in December, 2012. As of January, 2012 the review is not publicly available
- The independent review includes an evaluation framework that describes criteria for evaluation, measures for success and reporting process, and measuring progress towards long term goals

**QUESTIONS FOR DISCUSSION:**

- The evaluation framework is complete but not released –Will the BC Government have an opportunity to provide comment and review of the independent review?
- When will the BC Government, Canadian Government, stakeholders and First Nations expect to see the results of a formalized evaluation of program success?

- Does the evaluation framework include the potential benefits of economic development funding to human well being factors such as human health, population growth, employment and community/ecosystem sustainability?
- What is the general feedback from First Nations regarding the ease of attaining the funding, and the impact that the funding may be having on their communities?
- There are certain First Nations who have not accessed the funding opportunities- what are the reasons for this and can the BC Government facilitate any solutions?
- Are the short term annual goals of Coast Funds being met?
- Have any requests for funding been denied and if so for what reason?

#### **SUMMARY or MINISTRY RESPONSE:**

- Provide ministry review and comment upon the release of the independent review and the evaluation framework
- When available, review a formalized evaluation of outcomes and overall program success
- Continue to maintain close communication between Ministry representatives, funding recipients, stakeholders and Coast Funds
- Continue to facilitate solutions to maintain or enhance program delivery

**Attachments:** n/a

**Contact:**

*ADM:*

*Div:*

*Phone:*

**Alternate Contact:**

*Name:*

*Div/Region/Branch:*

*Phone:*

**Prepared by:**

*Name: Dave Donald*

*Branch/Region: Resource Initiatives,  
West Coast Region*

*Phone: 250 286 9313*

Reviewed by	Initials	Date
DM		
DMO		
ADM		
Dir./Mgr.		
Author		



**DeProy, Joyce CSNR:EX**

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**From:** Ostashek, Lynda FLNR:EX  
**Sent:** Monday, January 7, 2013 4:28 PM  
**To:** Donald, David FLNR:EX  
**Subject:** 904061[1]  
**Attachments:** 904061[1].pdf

Not Responsive

Not Responsive

## **DeProy, Joyce CSNR:EX**

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**From:** Annett, Rory K FLNR:EX  
**Sent:** Tuesday, January 8, 2013 9:11 AM  
**To:** Donald, David FLNR:EX  
**Subject:** FW: 904061[1]  
**Attachments:** COF info\_note\_Jan 7, 2013.docx; 904061[1].pdf

Dave, thanks for this. Please see my suggestions and questions imbedded. Can you turn this around by noon?

Cheers, Rory.

---

**From:** Donald, David FLNR:EX  
**Sent:** Monday, January 7, 2013 5:03 PM  
**To:** Annett, Rory K FLNR:EX; Jakobsen, Dorthe FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** FW: 904061[1]

Attached:

1. Original email from COF requesting a meeting with BC ministers from Lynda
2. Draft information note for Ministers

Rory,

Here is a first draft of the information note for Minister Thompson and Minister Lake in preparation for their meeting with COF. The data presented in this note is very current. It was provided today by Elisa Kreller from COF

Please edit as needed. I am unsure of our Ministries' future commitment? You may have other questions to pose on the Ministers' behalf?

Regards,  
Dave

---

**From:** Ostashek, Lynda FLNR:EX  
**Sent:** Monday, January 7, 2013 4:28 PM  
**To:** Donald, David FLNR:EX  
**Subject:** 904061[1]

Pages 305 through 307 redacted for the following reasons:

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Not Responsive

Not Responsive

## **DeProy, Joyce CSNR:EX**

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**From:** Annett, Rory K FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:48 AM  
**To:** de Bree, Jennifer FLNR:EX; Lind, Catharina FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds

I'll have it to you all today... I will attend the meeting by phone on the 16<sup>th</sup>. Jennifer, Cat, I need the call in information.

---

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:30 AM  
**To:** Lind, Catharina FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Annett, Rory K FLNR:EX; Donald, David FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds

Hi Cat.

I have sent an email to staff this morning requesting the Briefing Note for Information 193011 re: Coast Opportunity Funds Ministers' meetings for today.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

---

**From:** Lind, Catharina FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:27 AM  
**To:** de Bree, Jennifer FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds

Status?  
MoE is asking for the material... ☺

*Cheers!!*

**Catharina M Lind** - Executive Operations - Deputy Ministers Office  
Ministry of Forests, Lands and Natural Resource Operations  
780 Blanshard Street, Victoria BC  
P: 250-387-1526 E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)



## **DeProy, Joyce CSNR:EX**

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**From:** Jakobsen, Dorthe FLNR:EX  
**Sent:** Tuesday, January 8, 2013 12:30 PM  
**To:** Donald, David FLNR:EX; Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** RE: COF Info Note Jan 8 version  
**Attachments:** COF info\_note\_Jan 8 2013\_DJ.docx

Hi Dave and Rory:

A couple of thoughts in the attached. Also, I wonder if we could discuss the Conservation funding that is unavailable to those 5 nations that did not sign SLUPAs in 2007, what happens with their fund allocations and can we change this so that they could access it upon signing?

In the ppt and BN the numbers aren't consistent, it states that CEDS approved 20.39 and the Conservation fund approved 8.6 which totals 28.45, yet they state 31.3 in the ppt, what gives?

Lastly I just have to say that in the ppt it states "The Great Bear Rainforest has been subject to 150 years of industrial exploitation", I think that is an incredible overstatement and gives a completely false picture of this, for the most part, incredibly remote and rugged area. Just my 2 cents worth ☺!



Regards,  
Dorthe

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**From:** Donald, David FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:11 AM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Jakobsen, Dorthe FLNR:EX  
**Subject:** COF Info Note Jan 8 version

Rory I have incorporated your suggestions with some minor differences. I can discuss this with you in your office before noon if necessary.

I have three comments in the document for your information only - if you are satisfied with the content just delete my comments.

Regards,  
Dave

---

**From:** Annett, Rory K FLNR:EX  
**Sent:** Tuesday, January 8, 2013 9:11 AM  
**To:** Donald, David FLNR:EX  
**Subject:** FW: 904061[1]

Dave, thanks for this. Please see my suggestions and questions imbedded. Can you turn this around by noon?

Cheers, Rory.

---

**From:** Donald, David FLNR:EX  
**Sent:** Monday, January 7, 2013 5:03 PM  
**To:** Annett, Rory K FLNR:EX; Jakobsen, Dorthe FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** FW: 904061[1]

Attached:

1. Original email from COF requesting a meeting with BC ministers from Lynda
2. Draft information note for Ministers

Rory,

Here is a first draft of the information note for Minister Thompson and Minister Lake in preparation for their meeting with COF. The data presented in this note is very current. It was provided today by Elisa Kreller from COF

Please edit as needed. I am unsure of our Ministries' future commitment? You may have other questions to pose on the Ministers' behalf ?

Regards,

Dave

---

**From:** Ostashek, Lynda FLNR:EX

**Sent:** Monday, January 7, 2013 4:28 PM

**To:** Donald, David FLNR:EX

**Subject:** 904061[1]

Pages 313 through 315 redacted for the following reasons:

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## DeProy, Joyce CSNR:EX

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**From:** Donald, David FLNR:EX  
**Sent:** Tuesday, January 8, 2013 1:52 PM  
**To:** Sposato, Luigi ABR:EX  
**Cc:** Jakobsen, Dortha FLNR:EX  
**Subject:** COF information

Hi Luigi,

Re our tele conversation: When Rory is out of his meeting I will ask him if we can forward you the info note that we have drafted. In the meantime here is some current funding data from Elisa Kreller (COF)



Q4 2012 - Awards Summary.pdf    Q4 2012 -  
Location Summary.

As well:

- In 2012 a third party independent reviewer, HB Global, was chosen to conduct an independent, comprehensive and organizational review of Coast Funds
- The review is complete and the results of the review were presented to the Coast Funds Board of Directors in December, 2012. As of January, 2013 the review is not publicly available
- The independent review includes an evaluation framework that describes criteria for evaluation, measures for success and reporting process, and measuring progress towards long term goals

And their website describes the categories of spending in their 2011 annual report.

All the best Luigi,

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# Awards

Coast Opportunity Funds

Period: October 01, 2008 to December 31, 2012

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
<b>COAST ECONOMIC DEVELOPMENT SOCIETY - REGIONAL AWARDS</b>						
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	<b>Approved *NEW*</b>
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	<b>Approved *NEW*</b>
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	<b>Approved *NEW*</b>
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
Kitselas Band Council	\$226,089	\$226,089	\$226,089	for the completion of key facilities and infrastructure for the Kitselas Canyon Project (App10)	2009 Nov 23	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	<b>Active *NEW*</b>
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
Kw'akwaka 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 Kw'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	<b>Approved *NEW*</b>
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	<b>Approved *NEW*</b>
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 Kitasoo 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	<b>Active *NEW*</b>
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	<b>Approved *NEW*</b>
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	<b>Approved *NEW*</b>
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			
<b>Total Economic Development Awards (Regional and Individual):</b>	<b>\$30,662,777</b>	<b>\$22,237,102</b>	<b>\$18,560,096</b>			

Applicant	Original Award	Final Award	Payments To Date	Description	Date Approved	Status
<b>COAST CONSERVATION ENDOWMENT FUND FOUNDATION - REGIONAL AWARDS</b>						
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	<b>Approved *NEW*</b>
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	<b>Approved *NEW*</b>

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	<b>Active *NEW*</b>
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	<b>Active *NEW*</b>
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	<b>Approved *NEW*</b>
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 <b>*NEW*</b>
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	<b>Approved *NEW*</b>
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			
<b>Total Conservation Awards (Regional and Individual):</b>	<b>\$11,226,696</b>	<b>\$10,911,362</b>	<b>\$8,664,422</b>			
<b>Grand Total All Programs:</b>	<b>\$41,889,473</b>	<b>\$33,148,464</b>	<b>\$27,224,518</b>			



# Allocations

Period: October 01, 2008 to December 31, 2012

Sorted by: Project Area

## Coast Economic Development Society

## Coast Conservation Endowment Fund Foundation

Name	Allocation	% of Total	# of Awds	Final Award	% Alloc. Awarded	Payments To Date	% Alloc. Paid	Cumulative Allocation	% of Total	# of Awds	Final Award	% Alloc. Awarded	Payments To Date	% Alloc. Paid
<b>Regional</b>														
Coastal First Nations (GBIS)	1,267,437	63%	7	1,205,953	95%	1,205,953	95%	1,196,511	60%	4	1,117,011	93%	1,088,511	91%
Nanwakolas Council Society	425,152	21%	3	425,152	100%	425,152	100%	450,459	23%	2	450,459	100%	450,459	100%
NC Skeena FN Stewardship Societ	194,937	10%	1	76,142	39%	76,142	39%	284,011	14%	2	192,989	68%	114,214	40%
Other*	112,474	6%	0	0	0%	0	0%	69,019	3%	0	0	0%	0	0%
	<b>2,000,000</b>	<b>100%</b>	<b>11</b>	<b>1,707,247</b>	<b>85%</b>	<b>1,707,247</b>	<b>85%</b>	<b>2,000,000</b>	<b>100%</b>	<b>8</b>	<b>1,760,459</b>	<b>88%</b>	<b>1,653,184</b>	<b>83%</b>
<b>Individual</b>														
Campbell River (Wei Wai Kum)	865,841	1%	0	0	0%	0	0%	96,815	1%	4	96,815	100%	96,815	100%
Council of the Haida Nation	11,047,689	18%	12	6,729,308	61%	6,729,308	61%	2,434,276	21%	9	2,387,080	98%	928,577	38%
Da'naxda'xw Awaetlala	1,075,816	2%	3	226,535	21%	166,535	15%	139,794	1%	0	0	0%	0	0%
Dzawada'enuxw	435,514	1%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%
Gitanyow	6,530	0%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%
Gitxaala	3,009,583	5%	0	0	0%	0	0%	457,397	4%	0	0	0%	0	0%
Gwa'sala-'Nakwaxda'xw	1,894,378	3%	1	328,815	17%	101,105	5%	493,843	4%	5	489,553	99%	489,553	99%
Gwawaenuk	149,683	0%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%
Hartley Bay (Gitga'at)	2,974,985	5%	4	1,008,300	34%	670,800	23%	792,388	7%	5	770,648	97%	770,648	97%
Heiltsuk	8,100,926	14%	10	3,237,325	40%	3,147,325	39%	1,953,030	17%	6	1,780,805	91%	1,570,805	80%
Homalco (Xwemalhkwu)	859,000	1%	3	286,000	33%	286,000	33%	96,559	1%	0	0	0%	0	0%
Kitamaat (Haisla)	4,073,928	7%	1	148,738	4%	148,738	4%	793,768	7%	4	793,768	100%	793,768	100%
Kitasoo/Xaixais	4,050,316	7%	3	1,465,000	36%	805,000	20%	1,256,096	11%	4	519,612	41%	376,450	30%
Kitselas	233,885	0%	1	226,089	97%	226,089	97%	25,165	0%	1	9,277	37%	9,277	37%
K'omoks	402,735	1%	1	402,735	100%	402,735	100%	36,920	0%	0	0	0%	0	0%
Kwiakah	435,922	1%	0	0	0%	0	0%	35,463	0%	1	11,374	32%	11,374	32%
Kwikwasut'inuxw Haxwa'mis	367,377	1%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%
Lax Kw'alaams	4,215,556	7%	8	2,774,600	66%	2,024,600	48%	690,563	6%	5	603,445	87%	603,445	87%
Mamalilikulla-Qwe'Qwa'Sot'Em	813,876	1%	2	287,033	35%	263,600	32%	113,114	1%	0	0	0%	0	0%
Metlakatla	2,810,370	5%	4	797,475	28%	797,475	28%	460,376	4%	2	275,000	60%	275,000	60%
'Namgis	176,142	0%	1	175,000	99%	0	0%	12,338	0%	0	0	0%	0	0%
Nisga'a	1,255,633	2%	1	56,125	4%	56,125	4%	283,004	2%	1	64,900	23%	64,900	23%
Nisga'a Village of Gingolx	250,000	0%	1	25,000	10%	25,000	10%	0	0%	0	0	0%	0	0%
Nisga'a Village of Gitlaxt'aamiks	250,000	0%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%
Nisga'a Village of Gitwinksihlkw	250,000	0%	0	0	0%	0	0%	0	0%	0	0	0%	0	0%

# Coast Economic Development Society

# Coast Conservation Endowment Fund Foundation

Name	Allocation	% of Total	# of Awds	Final Award	% Alloc. Awarded	Payments To Date	% Alloc. Paid	Cumulative Allocation	% of Total	# of Awds	Final Award	% Alloc. Awarded	Payments To Date	% Alloc. Paid
Nisga'a Village of Laxgalts'ap	250,000	0%	1	250,000	100%	0	0%	0	0%	0	0	0%	0	0%
Nuxalk	4,693,303	8%	3	760,978	16%	272,265	6%	980,691	8%	6	965,728	98%	637,728	65%
Tlowitsis	430,559	1%	1	100,000	23%	100,000	23%	59,487	1%	0	0	0%	0	0%
Ulkatcho	1,193,589	2%	2	700,000	59%	200,000	17%	0	0%	0	0	0%	0	0%
We Wai Kai	252,709	0%	1	244,285	97%	244,285	97%	27,390	0%	0	0	0%	0	0%
Wui'kinuxv	2,215,050	4%	3	300,514	14%	185,864	8%	561,523	5%	2	382,898	68%	382,898	68%
Other**	959,105	2%	0	0	0%	0	0%		%	0	0	%	0	%
	60,000,000	100%	67	20,529,855	34%	16,852,849	28%	11,800,000	100%	55	9,150,903	78%	7,011,238	59%
Grand Totals:	62,000,000		78	22,237,102		18,560,096		13,800,000		63	10,911,362		8,664,422	

## **DeProy, Joyce CSNR:EX**

---

**From:** Annett, Rory K FLNR:EX  
**Sent:** Tuesday, January 8, 2013 3:56 PM  
**To:** Jakobsen, Dorthe FLNR:EX; Donald, David FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** RE: COF Info Note Jan 8 version

My due date was today, so I've tweaked it a bit and sent it up the pipe. Thanks for your help with this! We can share with MARR....

---

**From:** Jakobsen, Dorthe FLNR:EX  
**Sent:** Tuesday, January 8, 2013 1:27 PM  
**To:** Donald, David FLNR:EX; Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** RE: COF Info Note Jan 8 version

One other thought....I wonder if we shouldn't work with COF on developing appropriate indicators for monitoring, I imagine we would have a lot in common regarding HWB indicators.



Regards,  
Dorthe

---

**From:** Jakobsen, Dorthe FLNR:EX  
**Sent:** Tuesday, January 8, 2013 1:22 PM  
**To:** Donald, David FLNR:EX; Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** RE: COF Info Note Jan 8 version

Hi Dave:

Thanks for that clarification, I have no preference just that it be clear and consistent. I just got a call from Luigi and they have the same request and are preparing materials for their Minister, let's liase with him and perhaps we can all use the same materials???



Regards,  
Dorthe

---

**From:** Donald, David FLNR:EX  
**Sent:** Tuesday, January 8, 2013 1:18 PM  
**To:** Jakobsen, Dorthe FLNR:EX; Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** RE: COF Info Note Jan 8 version

Hi Dorthe, Re the numbers that you mention below. I made a distinction between the amount paid to date and the amount approved. The COF ppt refers to the amount approved whereas I quoted the amount paid to date according to the Q4 2012 attachment above from Elisa Kreller.

We could express the numbers either way in the info note. Ie toal approved or total paid out to date  
Do you have a preference?

Regards,  
Dave

---

**From:** Jakobsen, Dorthe FLNR:EX  
**Sent:** Tuesday, January 8, 2013 12:30 PM  
**To:** Donald, David FLNR:EX; Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** RE: COF Info Note Jan 8 version

Hi Dave and Rory:

A couple of thoughts in the attached. Also, I wonder if we could discuss the Conservation funding that is unavailable to those 5 nations that did not sign SLUPAs in 2007, what happens with their fund allocations and can we change this so that they could access it upon signing?

In the ppt and BN the numbers aren't consistent, it states that CEDS approved 20.39 and the Conservation fund approved 8.6 which totals 28.45, yet they state 31.3 in the ppt, what gives?

Lastly I just have to say that in the ppt it states "The Great Bear Rainforest has been subject to 150 years of industrial exploitation", I think that is an incredible overstatement and gives a completely false picture of this, for the most part, incredibly remote and rugged area. Just my 2 cents worth ☺!



Regards,  
Dorthe

---

**From:** Donald, David FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:11 AM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Jakobsen, Dorthe FLNR:EX  
**Subject:** COF Info Note Jan 8 version

Rory I have incorporated your suggestions with some minor differences. I can discuss this with you in your office before noon if necessary.

I have three comments in the document for your information only - if you are satisfied with the content just delete my comments.

Regards,  
Dave

---

**From:** Annett, Rory K FLNR:EX  
**Sent:** Tuesday, January 8, 2013 9:11 AM  
**To:** Donald, David FLNR:EX  
**Subject:** FW: 904061[1]

Dave, thanks for this. Please see my suggestions and questions imbedded. Can you turn this around by noon?

Cheers, Rory.

---

**From:** Donald, David FLNR:EX  
**Sent:** Monday, January 7, 2013 5:03 PM  
**To:** Annett, Rory K FLNR:EX; Jakobsen, Dorthe FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** FW: 904061[1]

Attached:

1. Original email from COF requesting a meeting with BC ministers from Lynda
2. Draft information note for Ministers

Rory,

Here is a first draft of the information note for Minister Thompson and Minister Lake in preparation for their meeting with COF. The data presented in this note is very current. It was provided today by Elisa Kreller from COF

Please edit as needed. I am unsure of our Ministries' future commitment? You may have other questions to pose on the Ministers' behalf?

Regards,  
Dave

---

**From:** Ostashek, Lynda FLNR:EX  
**Sent:** Monday, January 7, 2013 4:28 PM  
**To:** Donald, David FLNR:EX  
**Subject:** 904061[1]

193011 Coast Opportunity Funds- Jan 16th 1-1 45pm.txt

From: de Bree, Jennifer FLNR:EX  
Sent: Tuesday, January 8, 2013 4:52 PM  
To: Lind, Catharina FLNR:EX  
Cc: Goad, Jennifer FLNR:EX; Ostashek, Lynda FLNR:EX; Annett, Rory K FLNR:EX; Donald, David FLNR:EX; Jakobsen, Dorte FLNR:EX  
Subject: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm  
Attachments: Coast Opportunity Funds presentation to Minister Thompson January 16 at 1 pm; IN 193011 re Meeting with Coast Opportunity Funds.doc

Follow Up Flag: Follow up  
Flag Status: Flagged

Hi there.

Assistant Deputy Minister Craig Sutherland approved the attached Briefing Note for Information 193011. Please note that this Briefing Note can be used for both Minister Lake's briefing on January 10, 2013 and Minister Thomson's briefing on January 16, 2013. I have completed the ADM Coast referral line, embedded document and updated cliff log notes.

As discussed, Rory Annett will participate in the Minister Thomson's pre-brief (1:15 pm to 1:30 pm) and briefing (1:30 pm to 2:15 pm) on January 16, 2013 by telephone. Craig will not be participating.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: Jennifer.deBree@gov.bc.ca

From: Sutherland, Craig FLNR:EX  
Sent: Tuesday, January 8, 2013 4:25 PM  
To: de Bree, Jennifer FLNR:EX  
Subject: FW: 193011 Coast Opportunity Funds - Jan 16th 1-1.45pm  
Importance: High

I approve.

From: de Bree, Jennifer FLNR:EX  
Sent: Tuesday, January 8, 2013 4:18 PM  
To: Sutherland, Craig FLNR:EX  
Subject: 193011 Coast Opportunity Funds - Jan 16th 1-1.45pm  
Importance: High

Hi Craig.

For your review and approval. Please note this Briefing Note for Information will be used by Minister Lake for his briefing on January 10, 2013 and Minister Thomson for his briefing on January 16, 2013.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: Jennifer.deBree@gov.bc.ca



193011 Coast Opportunity Funds- Jan 16th 1-1 45pm.txt

From: Ostashek, Lynda FLNR:EX  
Sent: Tuesday, January 8, 2013 4:09 PM  
To: de Bree, Jennifer FLNR:EX  
Cc: Annett, Rory K FLNR:EX; Donald, David FLNR:EX; Jakobsen, Dorte FLNR:EX  
Subject: 193011 Coast Opportunity Funds - Jan 16th 1-1.45pm  
Importance: High

Jennifer, attached is the final BN. Can you please confirm if you will be updating CLIFF and attaching this document or is this something I need to be doing? Perhaps after it has been initialled off you could scan and upload it. Just my thoughts and thanks.

Lynda Ostashek  
Administrative Assistant to the Executive Director, Coastal Projects  
Ministry of Forests, Lands and Natural Resource Operations  
Campbell River | 250-286-9325 direct line | 250-203-0712 cell

From: Lind, Catharina FLNR:EX  
Sent: Tuesday, January 8, 2013 1:12 PM  
To: de Bree, Jennifer FLNR:EX; Annett, Rory K FLNR:EX  
Cc: Ostashek, Lynda FLNR:EX  
Subject: RE: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Please note that the meeting is 1.30pm - 2.15pm!!

Cheers!!

Catharina M Lind - Deputy Ministers Office - Executive Operations  
Ministry of Forests, Lands & Natural Resource Operations  
3rd Floor 780 Blanshard Street, Victoria  
P: 250-387-1772 F: 250-387-3291  
E: catharina.lind@gov.bc.ca

From: de Bree, Jennifer FLNR:EX  
Sent: Tuesday, January 8, 2013 1:03 PM  
To: Annett, Rory K FLNR:EX  
Cc: Lind, Catharina FLNR:EX; Ostashek, Lynda FLNR:EX  
Subject: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi Rory.

Thanks for letting me know that you will participate in the pre-brief (1:15 pm to 1:30 pm) and meeting (1:30 pm to 2:00 pm) on wednesday, January 16, 2013 by telephone.

Please note the details in your calendar as you will not be receiving a calendar invite. Craig will not be participating in the pre-brief or meeting.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: Jennifer.deBree@gov.bc.ca

From: de Bree, Jennifer FLNR:EX  
Sent: Tuesday, January 8, 2013 12:50 PM  
To: de Bree, Jennifer FLNR:EX  
Subject: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

193011 Coast Opportunity Funds- Jan 16th 1-1 45pm.txt

From: Lind, Catharina FLNR:EX  
Sent: Tuesday, January 8, 2013 12:11 PM  
To: Annett, Rory K FLNR:EX; de Bree, Jennifer FLNR:EX  
Cc: Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
Subject: 193011 Coast Opportunity Funds

Here are the details :)

The meeting is scheduled Wednesday January 16th pre-brief from 1:15 pm - 1.30pm,  
meeting 1:30 pm  
- 2.15pm in Vancouver PVO Executive Boardroom.

The attendees will be:  
Katherine Gordon (confirming)  
Chair Merv Child  
Vice-Chair Paul Richardson  
CEOs Dave Mannix and Merran Smith  
Hon. Minister Chong  
ADM Charles Porter

Conference Call details are:

Access codes:

Moderator Conference ID: Minister Thomson  
Participant Conference ID: s.15, s.17

Dial-in Phone Numbers:

s.15, s.17

Cheers!!

Catharina M Lind - Executive Operations - Deputy Ministers Office

Ministry of Forests, Lands and Natural Resource Operations  
780 Blanshard Street, Victoria BC  
P: 250-387-1526 E: catharina.lind@gov.bc.ca

From: Annett, Rory K FLNR:EX  
Sent: Tuesday, January 8, 2013 11:48 AM  
To: de Bree, Jennifer FLNR:EX; Lind, Catharina FLNR:EX  
Cc: Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
Subject: RE: 193011 Coast Opportunity Funds

I'll have it to you all today... I will attend the meeting by phone on the 16th.  
Jennifer, Cat, I need the call  
in information.

From: de Bree, Jennifer FLNR:EX  
Sent: Tuesday, January 8, 2013 11:30 AM  
To: Lind, Catharina FLNR:EX  
Cc: Ostashek, Lynda FLNR:EX; Annett, Rory K FLNR:EX; Donald, David FLNR:EX  
Subject: RE: 193011 Coast Opportunity Funds

Hi Cat.

I have sent an email to staff this morning requesting the Briefing Note for  
Information 193011 re:

193011 Coast Opportunity Funds- Jan 16th 1-1 45pm.txt  
Coast Opportunity Funds Ministers' meetings for today.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: Jennifer.deBree@gov.bc.ca

From: Lind, Catharina FLNR:EX  
Sent: Tuesday, January 8, 2013 11:27 AM  
To: de Bree, Jennifer FLNR:EX  
Subject: 193011 Coast Opportunity Funds

Status?  
MoE is asking for the material... :)

Cheers!!

Catharina M Lind - Executive Operations - Deputy Ministers Office

Ministry of Forests, Lands and Natural Resource Operations  
780 Blanshard Street, Victoria BC  
P: 250-387-1526 E: catharina.lind@gov.bc.ca

From: de Bree, Jennifer FLNR:EX  
Sent: Tuesday, January 8, 2013 8:59 AM  
To: Annett, Rory K FLNR:EX  
Cc: Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
Subject: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi there.

Attached is the Coast Opportunity Fund's presentation for the upcoming Ministers' meetings.

I look forward to receiving Briefing Note for Information 193011 today. Please confirm whether or not the same Briefing Note will be used for both Minister's meetings.

Many thanks for your assistance.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: Jennifer.deBree@gov.bc.ca

From: de Bree, Jennifer FLNR:EX  
Sent: Wednesday, January 2, 2013 1:24 PM  
To: Annett, Rory K FLNR:EX  
Cc: Ostashek, Lynda FLNR:EX; deMunck, Elizabeth FLNR:EX  
Subject: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi there.

Minister Lake is now also meeting with the Coast Opportunity Funds on January 10, 2013. Their Minister's office has asked us to provide them with material for their meeting.

Please provide me with this Briefing Material by January 8, 2013. Please also

Page 4

193011 Coast Opportunity Funds- Jan 16th 1-1 45pm.txt  
confirm whether or not  
this briefing material will be the same for both Ministers' meetings.

Many thanks for your assistance. I look forward to hearing from you.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: Jennifer.deBree@gov.bc.ca

Not Responsive

Not Responsive

Not Responsive

Not Responsive

## **DeProy, Joyce CSNR:EX**

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**From:** Lind, Catharina FLNR:EX  
**Sent:** Monday, January 7, 2013 1:38 PM  
**To:** de Bree, Jennifer FLNR:EX  
**Cc:** Goad, Jennifer FLNR:EX  
**Subject:** Coast Opportunity Funds presentation to Minister Thompson January 16 at 1 pm  
**Attachments:** Coast Opportunity Funds Presentation January 2013.pptx

FYI... this presentation was provided by COF for the upcoming meeting.

*Cheers!!*

**Catharina M Lind** - Deputy Ministers Office - Executive Operations  
Ministry of Forests, Lands & Natural Resource Operations  
3rd Floor 780 Blanshard Street, Victoria  
P: 250-387-1772 F: 250-387-3291  
E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)

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**From:** Vessey, Claire FLNR:EX  
**Sent:** Monday, January 7, 2013 12:03 PM  
**To:** Lind, Catharina FLNR:EX  
**Cc:** Strongitharm, Bruce FLNR:EX; Harrison, Scott FLNR:EX  
**Subject:** Coast Opportunity Funds presentation to Minister Thompson January 16 at 1 pm

CLIFF #: 193011

Attached is the background info that will be discussed at the meeting on Wed., Jan. 16<sup>th</sup> at 1 pm. Please have staff prepare a BN on same. Thank you.

*Claire Vessey*

Claire Vessey  
Administrative Co-ordinator to the  
Honourable Steve Thomson  
Minister of Forests, Lands & Natural Resource Operations  
Rm. 248, Parliament Buildings, Victoria, BC V8V 1X4  
Phone: (250) 356-6211  
Fax: (250) 387-1040  
[claire.vessey@gov.bc.ca](mailto:claire.vessey@gov.bc.ca)

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**From:** Katherine Gordon [<mailto:katherinegordon@shaw.ca>]  
**Sent:** Monday, January 7, 2013 11:55 AM  
**To:** Vessey, Claire FLNR:EX  
**Subject:** Coast Opportunity Funds presentation to Minister Thompson January 16

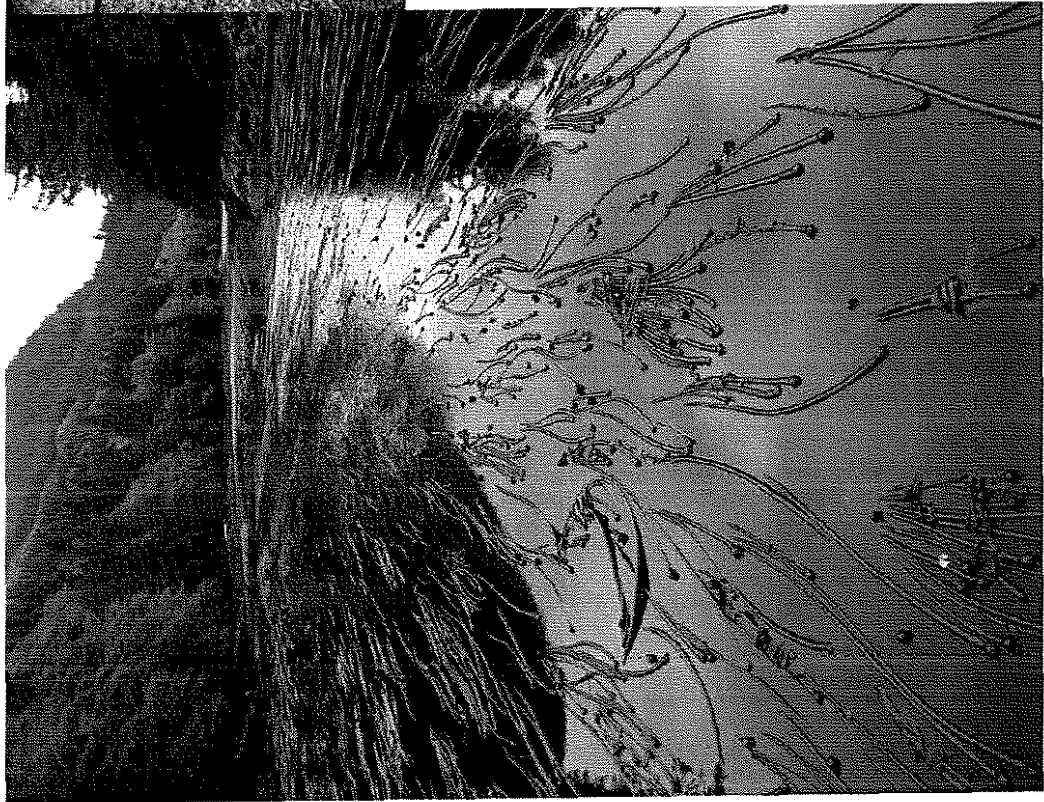
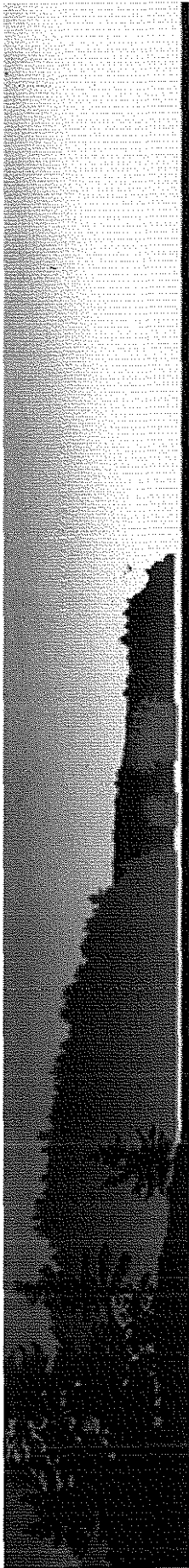
Good morning, Claire,

Please find attached a copy of the presentation our Chair will be making to the Minister on Thursday. He will briefly cover the contents of the presentation and then use the time to bring the Minister up to date with our activities and answer his questions.

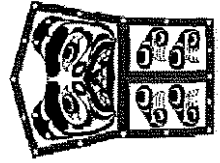
Thanks very much for your help in getting this arranged. If there is any last minute issue of any kind, please telephone CEO Dave Mannix on his cell at s.22

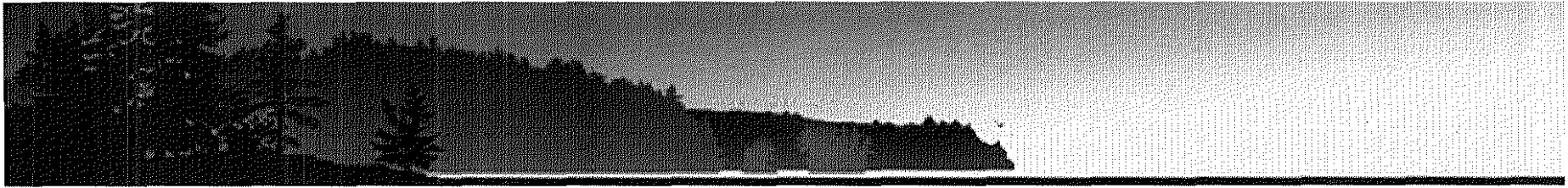


Thank you,  
Katherine Gordon  
Coast Funds Communications



# COAST OPPORTUNITY FUNDS: 2007—2012 MAKING A DIFFERENCE





## Creation of Coast Funds

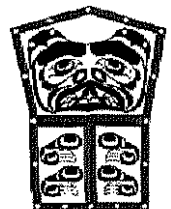
Two funds created– goal to work collaboratively with 27 First Nations on the coast of BC to support sustainable economic development and conservation management.

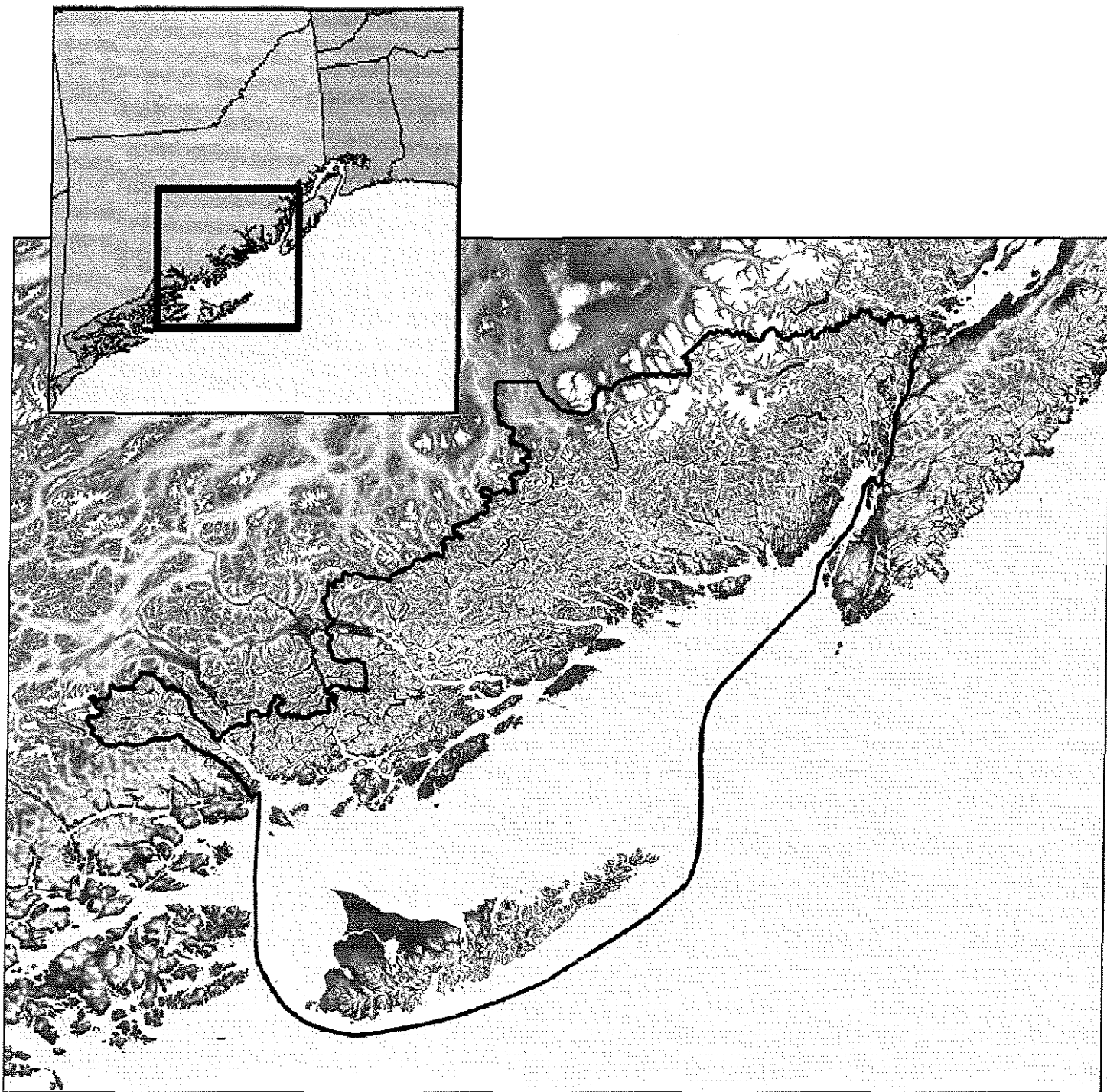
### **Economic Development (\$60M):**

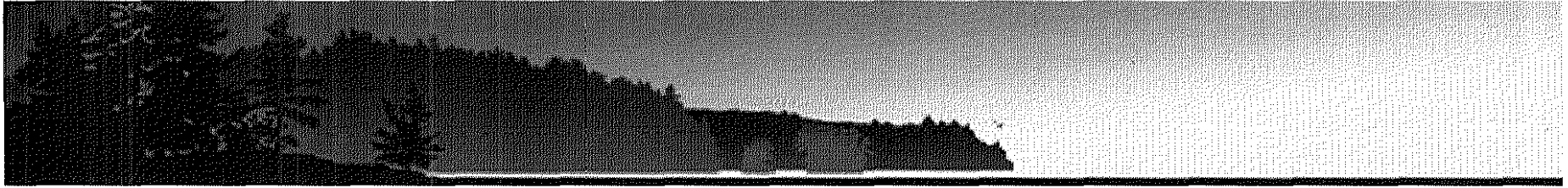
- Fund to be fully granted out over 7 years – to date, \$20.39 million approved, \$17.54 million invested

### **Conservation Endowment Fund (\$58M):**

- Permanent endowment fund – to date, \$10.87 million approved, \$8.15 million invested

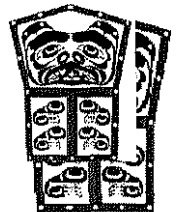


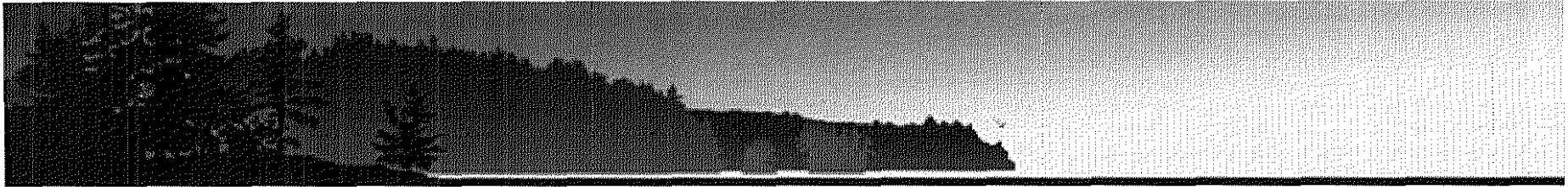




## History: the War in the Woods (1990s)

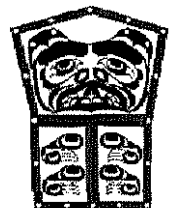
- Industrial exploitation of Great Bear Rainforest, especially logging
- Significant concern for environmental groups working to protect the unique ecology of the Great Bear Rainforest and for many of the First Nations
- Logging also represented one of the few economic opportunities available to remote communities in the region
- Provincial government desire for coordinated land use planning process and sustainable economy
- Emerging First Nations legal and political power
- Environmental markets campaign push for change

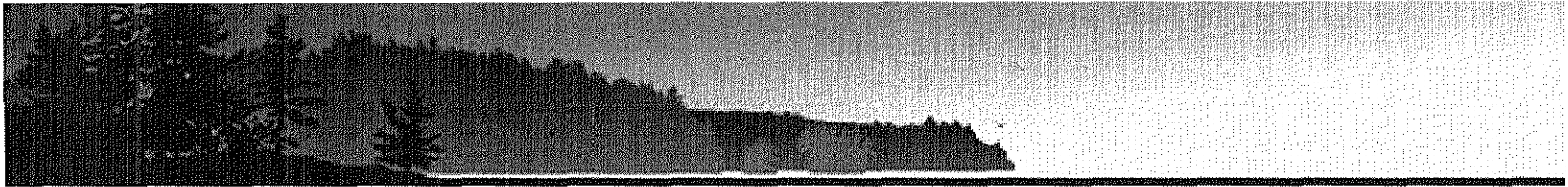




## A unique solution was required

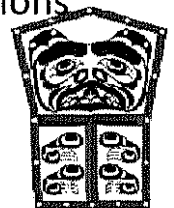
- In 2000 environmental groups, private foundations and some North Coast First Nations began discussing how to attract funding for conservation and sustainable economic development initiatives, based on conservation commitments by all parties
- Discussions led to commitments from the BC and Canadian Federal governments to provide \$30 million each to match the \$60 million committed by the private funders
- Strategic Land Use Planning Agreements signed
- Coast Funds setup in 2007; Operational 2008



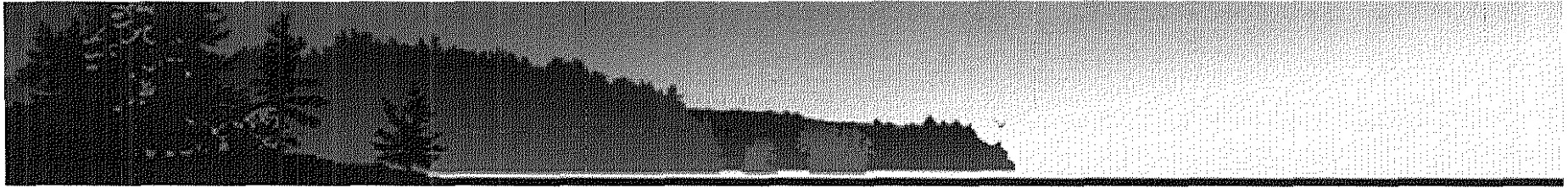


## Unique Funding Model

- Individual preset allocations for each First Nation: certainty about entitlement to funds
- Have to apply for allocations to fund proposed projects
- Role of Coast Funds: partner with First Nations to develop successful applications for funding sound, high quality projects. Coast Funds provides:
  - Help with application process
  - Support for capacity-strengthening through the award process
  - Information on other sources of funding
  - Facilitation of relationships with potential investment and business partners
  - Due diligence/risk assessment of proposed projects to maximize best use of allocations
- Process is non-competitive





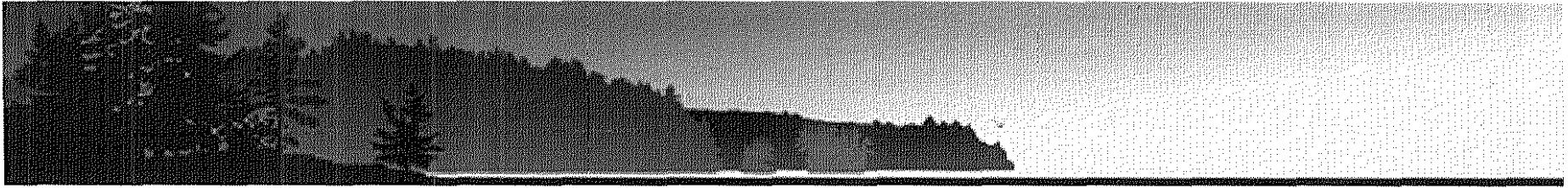


## Economic Funding

- Primary criterion for eligibility is sustainability
- Projects funded include:
  - Business ventures in sectors such as shellfish aquaculture, tourism, non-timber forest products, transportation, etc.
  - Economic development corporations and other platforms for long-term growth
  - Strategic planning and capacity building



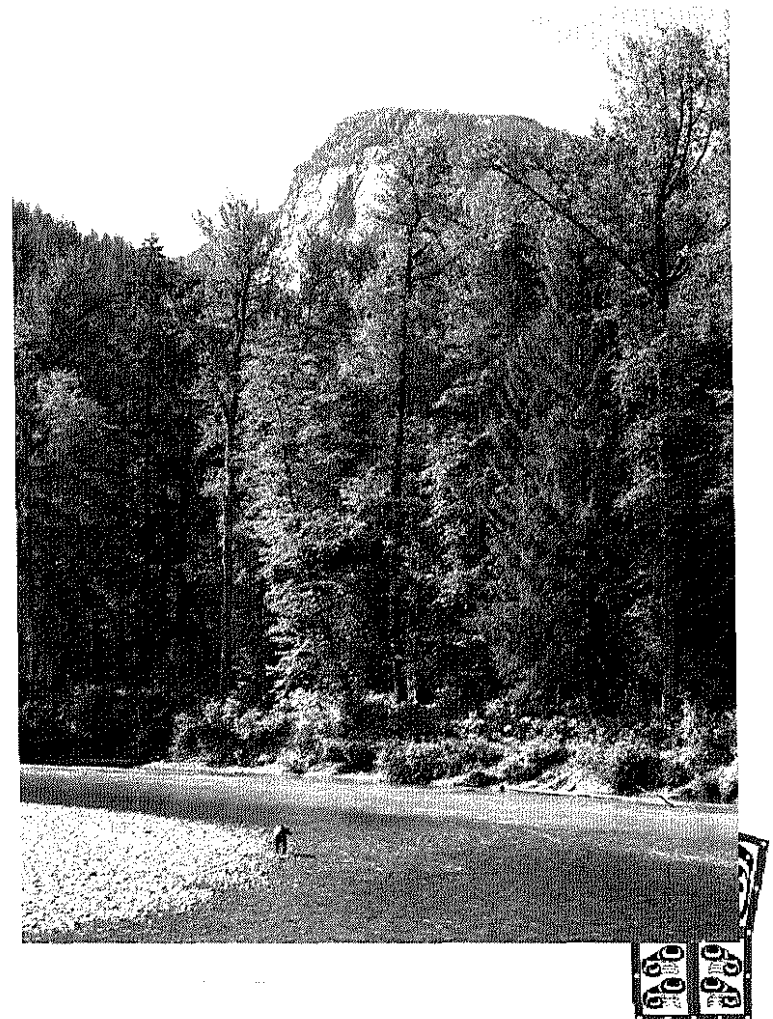


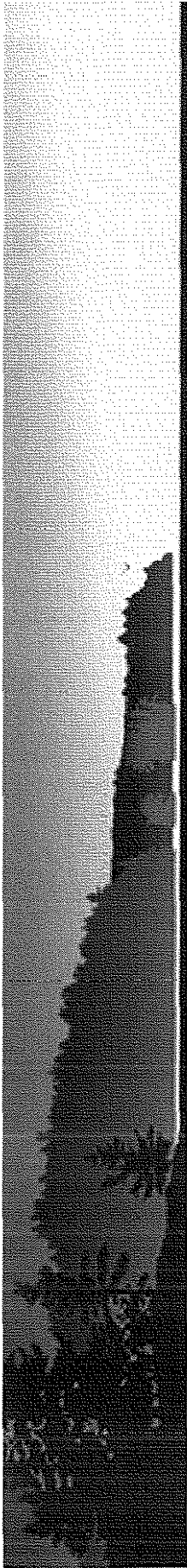


## Conservation Funding

Range of projects funded include:

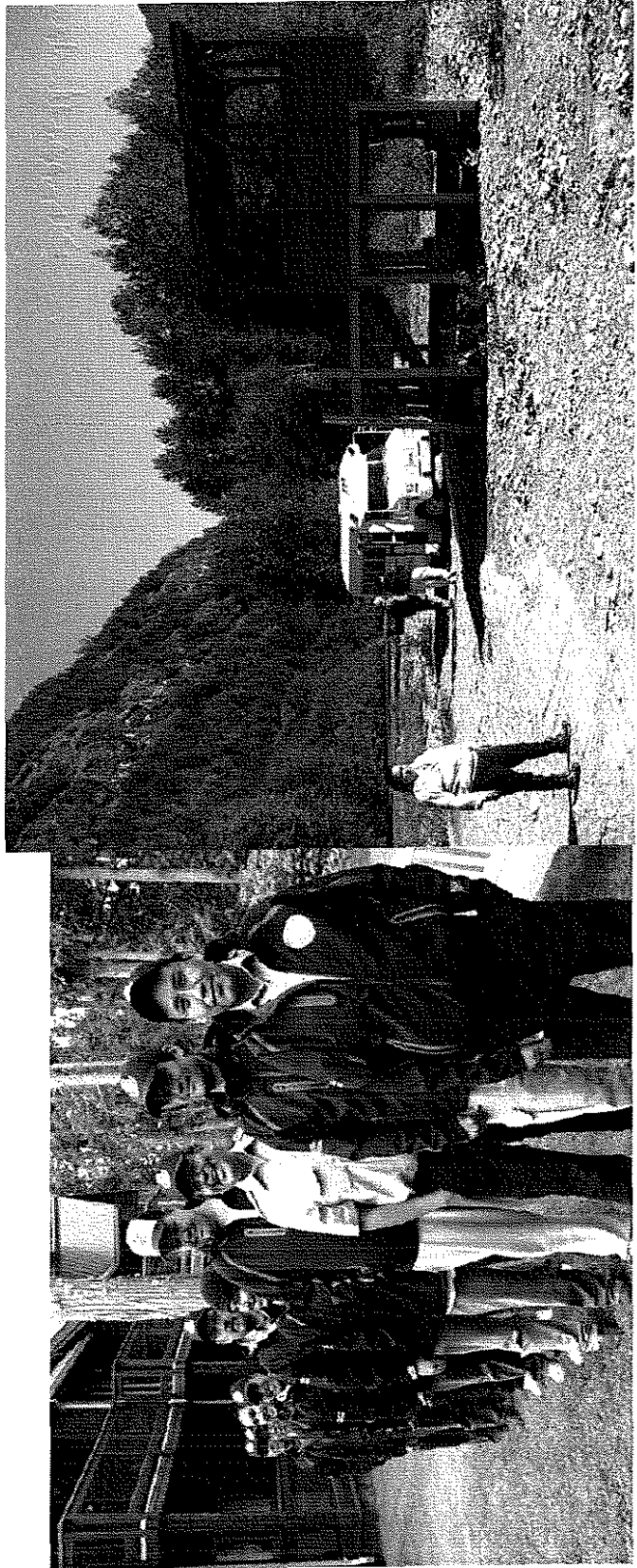
- Integrated stewardship office set up, capital costs, and core operations
- Guardian Watchmen programs
- Project funding such as:
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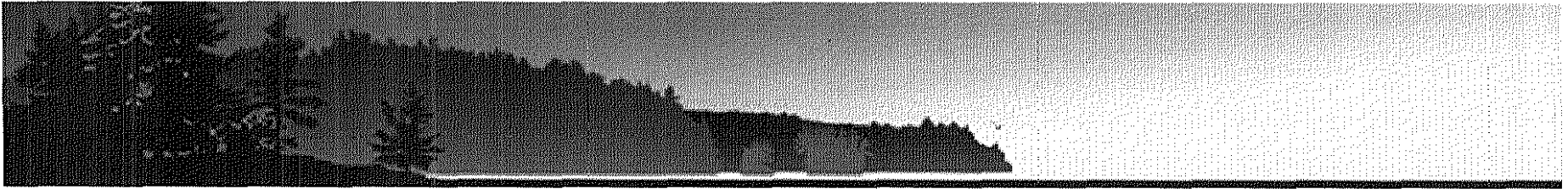




## Positive Results

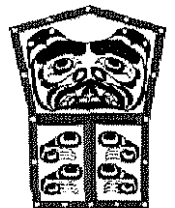
- By 2012, 80+ projects already showing positive and substantial results

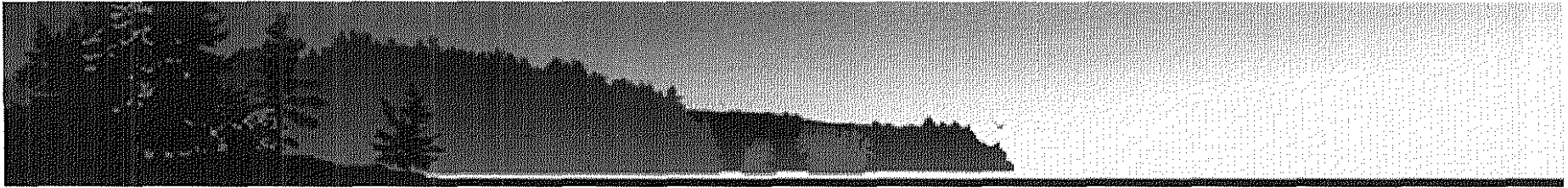




## Outcomes to date

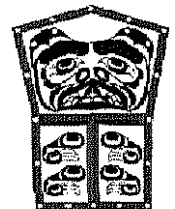
- \$31.3 million in approved awards – leverage ratio of 2.49:1
- Projects aligned with expected outcomes in founding agreements
- Business and job creation
- Institutional capacity growth
- Loan Loss Reserve Facility
- Increased sustainability of resources

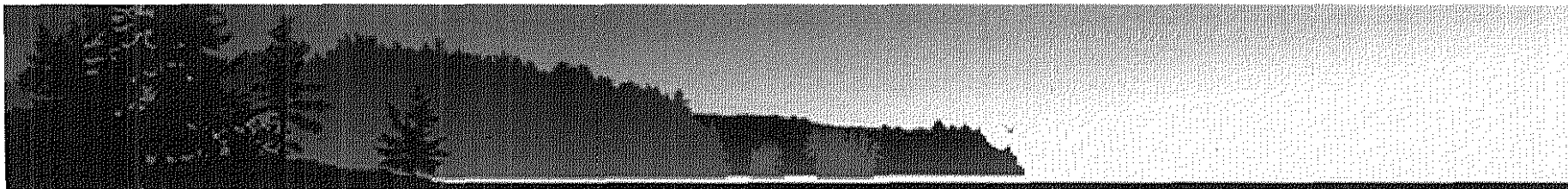




# Challenges

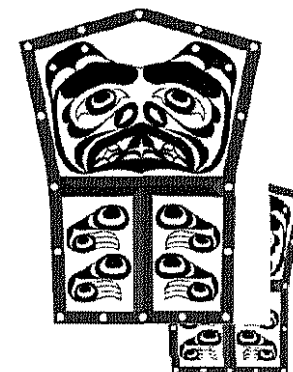
- Capacity of Participating First Nations varies
- Global economy limiting alternative financing opportunities
- Coast Funds contributes with support in award process, facilitation of beneficial relationships (e.g. LLRF)
- Despite the challenges, First Nations are putting awards to effective use and building institutional capacity.

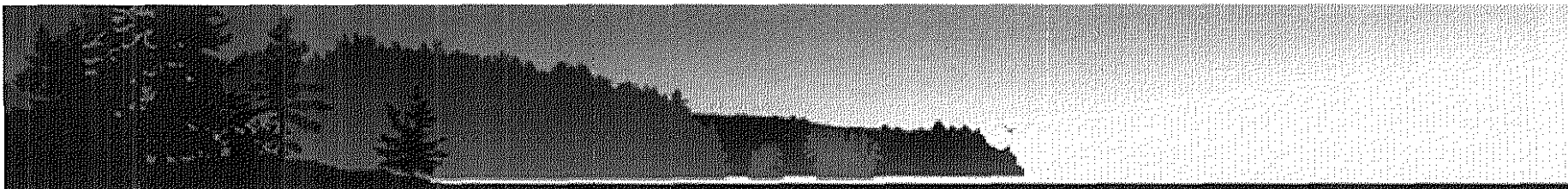




## Taking the long view

- Building critical mass
- Growing the investment
- Win-win scenario:
  - Sustainable, local economic development
  - Healthy ecosystems and communities
  - “Peace in the Woods”
- Continued supporting role of government key:
  - Increasing numbers of SEAs, reconciliation protocols





## Contact Information

### COAST OPPORTUNITY FUNDS

[www.coastfunds.ca](http://www.coastfunds.ca)

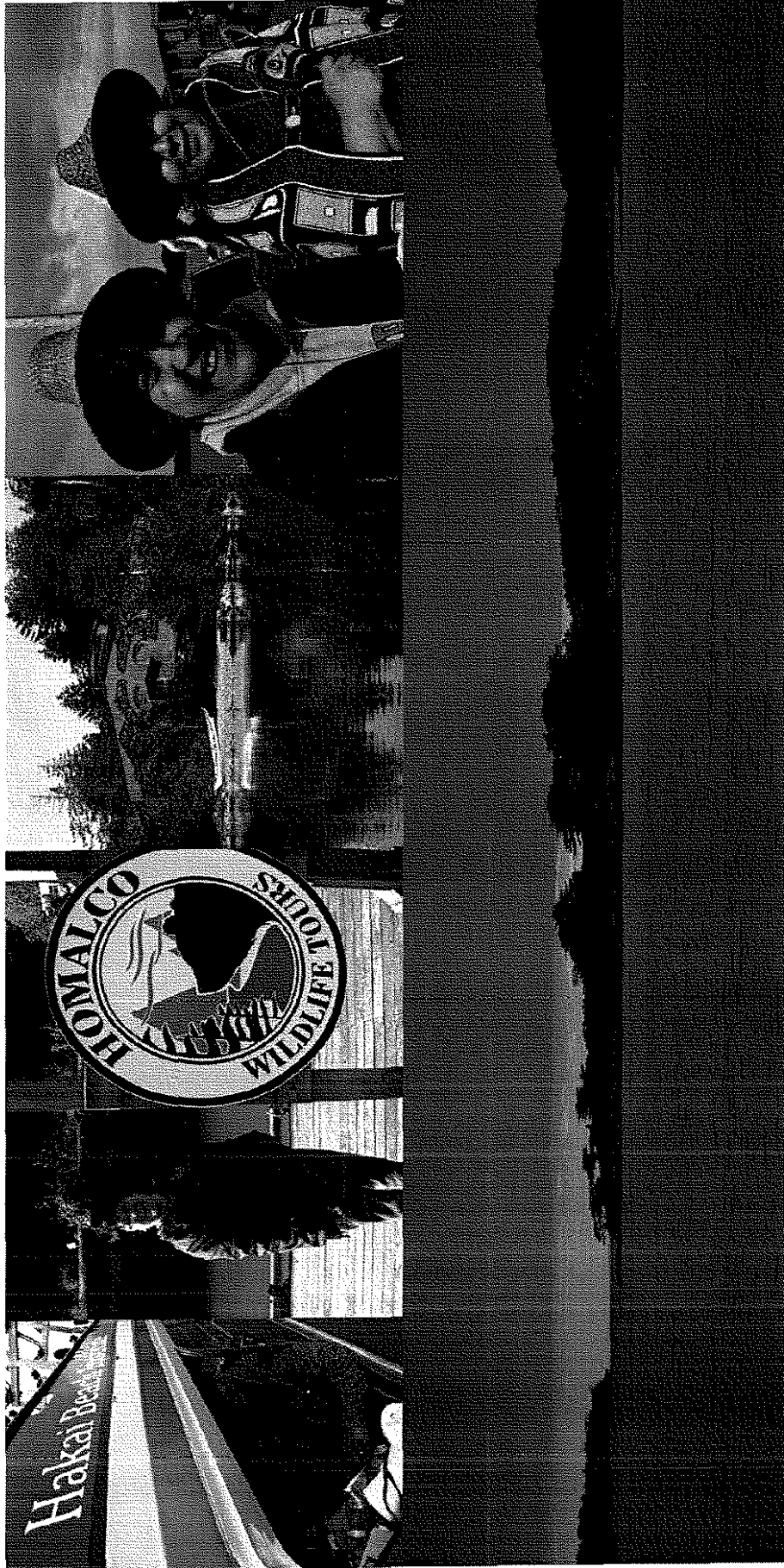
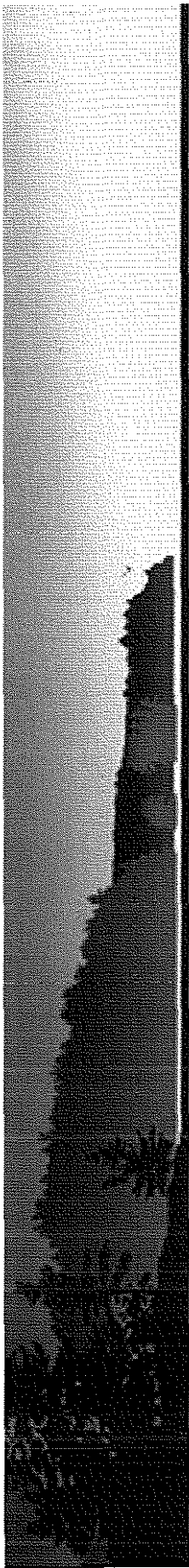
Suite 1455-409 Granville St  
Vancouver BC V6C 1T2

1.888.684.5223

[info@coastfunds.ca](mailto:info@coastfunds.ca)







**Thank You**

## 1 **COAST OPPORTUNITY FUNDS: 2007–2012**

### **MAKING A DIFFERENCE**

#### 2 **Creation of Coast Funds**

Two funds created– goal to work collaboratively with 27 First Nations on the coast of BC to support sustainable economic development and conservation management.

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#### 3

#### 4

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- 
- In 2000 environmental groups, private foundations and some North Coast First Nations began discussing how to attract funding for conservation and sustainable economic development initiatives, based on conservation commitments by all parties
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- 
- 

#### 7

##### **Economic Funding**

- Primary criterion for eligibility is sustainability
- Projects funded include:



- Business ventures in sectors such as shellfish aquaculture, tourism, non-timber forest products, transportation, etc.
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Range of projects funded include:

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- 
- 

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- \$31.3 million in approved awards – leverage ratio of 2.49:1
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- 

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- Growing the investment
- Win-win scenario:
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  -

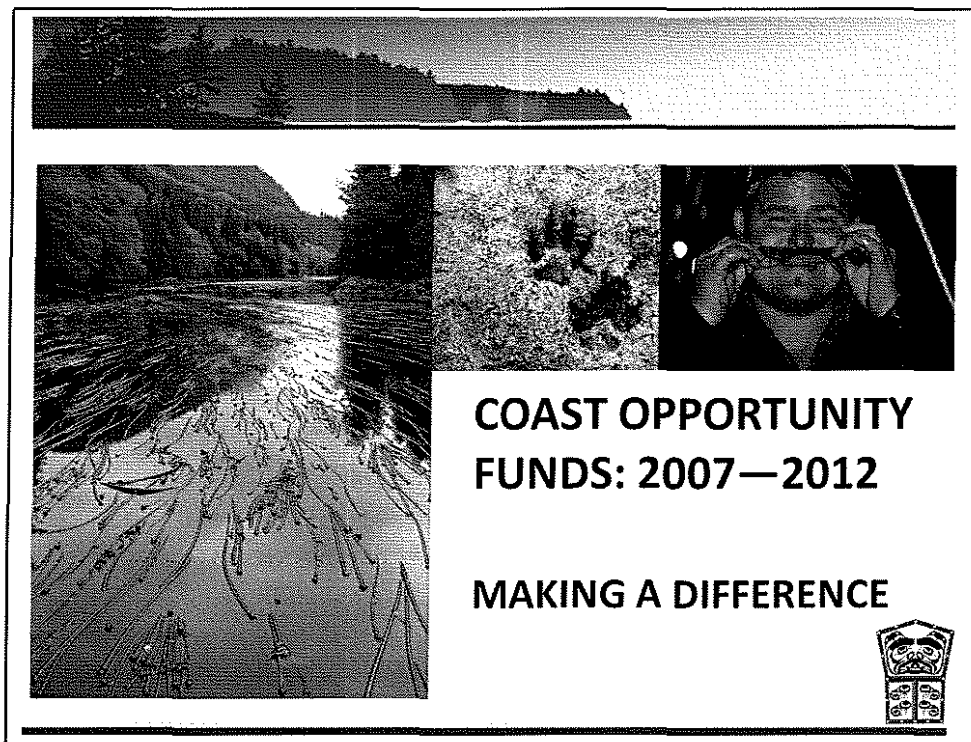
13 **COAST OPPORTUNITY FUNDS**

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Suite 1455-409 Granville St  
Vancouver BC V6C 1T2  
1.888.684.5223  
[info@coastfunds.ca](mailto:info@coastfunds.ca)

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**Thank You**



**Introduction:**

- Coast Opportunity Funds, created in 2007, now has five years of intense activity and experience behind it.
  - The provincial government contributed \$30 million to the \$120 million Funds for sustainable economic development and conservation activities by the First Nations of the Great Bear Rainforest and Haida Gwaii.
  - The federal government contributed \$30 million and several private foundations contributed the balance of the Funds.
  - Coast Funds has been implementing the vision of the Funders to contribute to a prosperous and sustainable economy and ecology for the First Nations on the North and Central Coast: over the last five years, we've been making a difference.**
- This presentation provides a brief backgrounder on the organization, an update on our activities and outcomes to date, and a summary of our vision for the future.
- We'd like to mention that Provincial officials Julian Paine and Craig Sutherland are the provincial government representatives among our 8 Members. Their support and participation and that of their predecessors has been very valuable to Coast Funds.



## Creation of Coast Funds

Two funds created— goal to work collaboratively with 27 First Nations on the coast of BC to support sustainable economic development and conservation management.

### **Economic Development (\$60M):**

- Fund to be fully granted out over 7 years – to date, \$20.39 million approved, \$17.54 million invested

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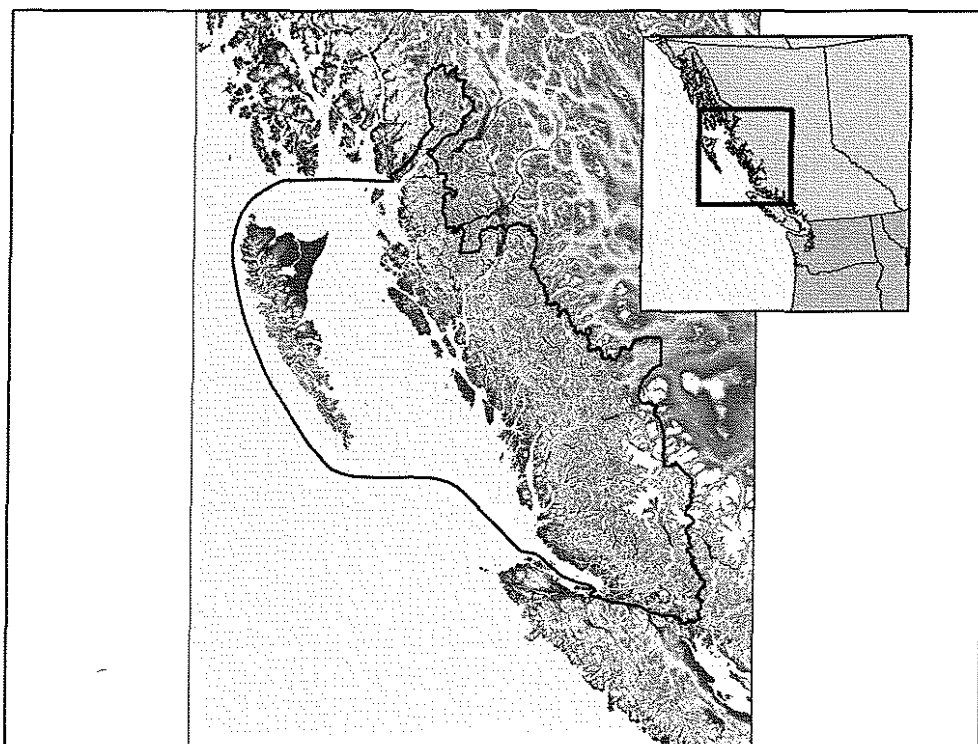


### **Economic Fund:**

- Intended to jump start a diversified, stable economy that benefits First Nations communities;
- \$60 million, including \$2 million for regional projects by regional groups;
- \$2 million added to fund from accumulated interest earned on the funds;
- Sinking fund.

### **Conservation Fund:**

- Intended to enable First Nations to have the resources to manage their traditional territory effectively and sustainably;
- \$58 million endowment, including \$2 million for regional projects by regional groups;
- Generates \$2.25 million to \$3 million per year.



Location map: This is the Coast Funds Project Area - northern half of BC's coastline. It represents the core of the traditional territories of the 27 First Nations involved with Coast Funds.



## History: the War in the Woods (1990s)

- Industrial exploitation of Great Bear Rainforest, especially logging
- Significant concern for environmental groups working to protect the unique ecology of the Great Bear Rainforest and for many of the First Nations
- Logging also represented one of the few economic opportunities available to remote communities in the region
- Provincial government desire for coordinated land use planning process and sustainable economy
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**It's worthwhile to recall the background to the creation of Coast Funds: Coast Funds represents the continuing political and practical working solution to a series of conflicting interests in the region up until the mid-2000s.**

**War in the Woods:** The Great Bear Rainforest has been subject to 150 years of industrial exploitation. In the 1990s, the forestry industry in particular was setting its sights on the north and central coasts. This was of great concern for environmental groups working to protect the unique ecology of the Great Bear Rainforest and for many of the First Nations. At the same time, logging was one of the few economic opportunities at the time. The provincial government also wished to move forward with land and resource management planning in the region.

Two major forces for change emerged:

**1. First Nations increased power:**

- Court cases like *Delgamuukw* affirmed rights and title which was a catalyst for industry, the Province and First Nations and to find a new way forward together, and
- Three political organizing bodies emerged: Coastal First Nations (formerly Turning Point), Nanwakolas Council, and North Coast Skeena First Nations Stewardship Society.

**2. Markets campaign:**

- Targeted buyers and consumers of wood products from the BC coast (such as Home Depot, Staples and German pulp and paper industry) which put economic pressure on BC's coastal forest products companies, another catalyst for going to the negotiating table.



## A unique solution was required

- In 2000 environmental groups, private foundations and some North Coast First Nations began discussing how to attract funding for conservation and sustainable economic development initiatives, based on conservation commitments by all parties
- Discussions led to commitments from the BC and Canadian Federal governments to provide \$30 million each to match the \$60 million committed by the private funders
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**Conservation goals:** Beginning in the late 1990s, North Coast First Nations, environmental groups, private conservation foundations and the federal government began exploring innovative ideas to avoid conflict and instead find a “win-win” solution to meet conservation goals and First Nations interests/rights, and how conservation funding could be attracted to the region to help protect it.

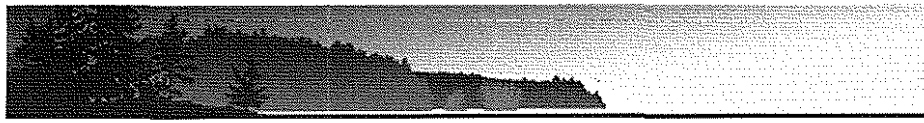
**Partnership and collaboration:** Everyone involved agreed that it would only be through successful partnering and collaboration with First Nations communities that viable solutions would be found. As discussions continued, more First Nations joined in, as did the provincial government.

**Economic Development:** It was also recognized that sustainable economic development is a vital part of sustaining the wellbeing of the communities.

**Creation of Funds:** This culminated in the ground-breaking signing of historical land use agreements with Participating First Nations in the Project Area and the establishment of Coast Opportunity Funds in 2007, comprising the Conservation Fund and the Economic Development Fund:

- Government-to-Government relationship formalized through Strategic Land Use Planning Agreements:
  - Signed by 22 First Nations;
  - Defined process of structured shared decision-making and collaboration with stakeholders;
- Commitment to Conservation made in two ways:
  - A new resource management framework for the whole region. Specific land use objectives were established that dictated new operating criteria for the forest sector;
  - Network of connected conservancies: About 1/3 of the area was put into some form of protection; this is roughly the same level of protection as in Costa Rica and the Great Barrier Reef.

Over the course of the following year the Board of Directors developed a strategic plan and set five-year goals for the Funds. In the fall of 2008 Chief Executive Officers of both Funds were appointed and the first funds started flowing to projects in late 2008.



### Unique Funding Model

- Individual preset allocations for each First Nation: certainty about entitlement to funds
- Have to apply for allocations to fund proposed projects
- Role of Coast Funds: partner with First Nations to develop successful applications for funding sound, high quality projects. Coast Funds provides:
  - Help with application process
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  - Due diligence/risk assessment of proposed projects to maximize best use of allocations
- Process is non-competitive



#### Funds allocated to individual First Nations:

- 27 First Nations with some or all of their traditional territory in the project area.
- Money came with funding agreements that indicated how much each Nation would receive from both funds.
- The amount of each allocation was determined through years of negotiations between the funders and First Nations; Coast Funds was not a part of those discussions.
- Coast Funds manages the process of awarding funding from the allocations for projects: we

are much more than a grant-making body. **Coast Funds looks for:**

- Long term planning concepts
- Added value: leveraging and partnerships
- Capacity-strengthening components: e.g. job training
- Case studies and business planning
- Long term commitment.

- There is no competition between Nations: each Nation has guaranteed access to its allocation for eligible projects, allowing certainty for planning purposes.





## Economic Funding

- Primary criterion for eligibility is sustainability
- Projects funded include:
  - Business ventures in sectors such as shellfish aquaculture, tourism, non-timber forest products, transportation, etc.
  - Economic development corporations and other platforms for long-term growth
  - Strategic planning and capacity building



### Economic Funding:

- 27 First Nations have an allocation from the economic fund.
- Funds to be used for projects that are economically as well as environmentally feasible and sustainable.


### What kinds of projects are eligible?

- Shellfish aquacultures/fisheries;
- Technology and communication;
- Tourism/wildlife viewing;
- Nutraceuticals/mushroom harvesting;
- Non-timber forest products;
- EBM-compliant forest activities;
- Non-nuclear and non-carbon burning energy projects;
- Green building projects;
- Small scale, non-toxic mineral or gem extraction;
- Economic development capital corporation (consistent standards).

### Other decision criteria include:

Businesses/activities that are consistent with & draw on strengths / skills / endowments of the community;


Businesses that realistically project positive cash-flow/ return on investment.



## Conservation Funding

Range of projects funded include:

- Integrated stewardship office set up, capital costs, and core operations
- Guardian Watchmen programs
- Project funding such as:
  - GIS mapping
  - Archaeology programs
  - Salmon enumeration
- Regional planning, collaboration and networking



### Conservation Funding

- 22 First Nations have an allocation from the Conservation Fund
  - (5 First Nations did not sign Land Use Agreements in 2007 and therefore were not eligible for conservation funding)
- Funds to be used for activities that seek to preserve or enhance the natural environment.

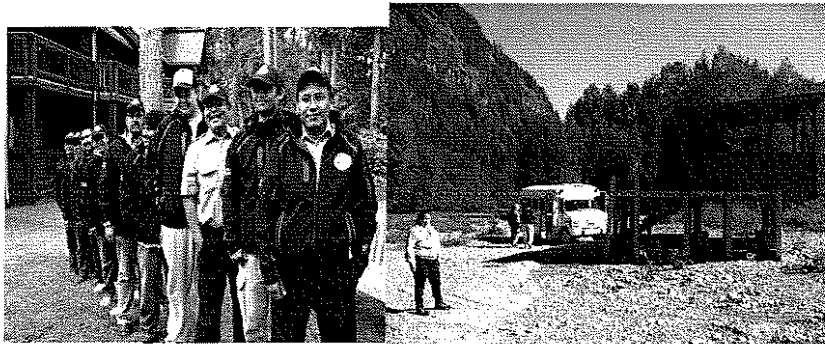
### Uses of Funds:

- The uses of the funds range depending on the ambitions of the Nation and the amount of the Nation's allocation. Generally the uses of Conservation Funds by a Nation fall in to one of three categories:
  - Stewardship Offices: Roughly half of the Nations on the Coast are striving to establish some sort of Stewardship Office that integrates various aspects of resource planning and management (including land, marine, freshwater and cultural resources). These Nations include the Heiltsuk, Haisla, Nuxalk, Metlakatla, and Kitasoo-Xaixais, among others.
  - Coast Funds has awarded funds for everything from the institutional design and strategic planning, to the initial set up and up-front capital costs, to on-going core operations.
  - Guardian Watchmen Programs: The most consistent use of Conservation Funds has been to set up, maintain, and/or expand Guardian Watchmen programs. They ensure a presence of their Nations throughout their territory and collect information on their patrols that feed back in to resource management decisions. Most Nations who are seeking to establish an Integrated Stewardship Office start with a Guardian Watchmen program.
  - Project Funding: The Nations with a small allocation or who have not chosen to develop new institutions are using funds for specific projects covering a wide range of activities, including GIS mapping projects, archaeology training programs, salmon enumeration, and land use planning projects, among others.



## Positive Results

- By 2012, 80+ projects already showing positive and substantial results



### Examples of the 80+ projects to date showing positive results:

#### CCEFF:

- Coastal Guardian Watchmen Network (CGWN)—substantial investments made to stabilize and grow CGWN, a peer-to-peer network where those serving as the “eyes and the ears” of the Nations regarding cultural and natural resources come together to identify and solve common challenges they face.
- Heiltsuk—Heiltsuk Integrated Resource Management Department (HIRMD); used our funds to conduct community consultations to envision HIRMD, officially launch the new department, and then double their resource management staff to 15 within the first year.
- Gwa'sala-Nakwaxda'xw—adopted the Coastal Guardian Watchmen Network's approach to monitoring their territory's resources; used their allocation to hire and train 4 Guardians and secure the equipment and resources needed for them to safely patrol their territories.
- Haida—used allocation for a range of projects including training program to certify 25 Haida in cultural feature identification, complete a critical dataset on Haida place names, and support development of Haida youth through adding mentorship and training programs on to their rediscovery program. Within the past year, have turned to Coast Funds to pay for the majority of the costs related to implementing their Reconciliation Protocol with the Province.

#### CEDS:

- Nanwakolas, 2<sup>nd</sup> project—Implemented regional economic development plan with focus on tourism and aquaculture. UBC's Sauder School of Business ISIS research program utilized to deliver regional and individual First Nation reports.
- Hartley Bay—Set up of Economic Development Corporation, represents ongoing work to implement economic development strategy approved by Hartley Bay. Again, working with ISIS. Perfect example of the staged approach to i) develop community driven strategy and get council/community support; ii) setup EDC structure, including governance, management, etc. and use of ISIS to produce feasibilities; iii) implement strategy and business plans (i.e. operate businesses, acquire business, start-up businesses).
- Hartley Bay—Hydro project. Funding required for upfront costs to ensure project approval and access to large leverage ratio for capital investment.
- Heiltsuk EDC—Bella Bella Fish Plant reopening. HEDC's equity portion provided; good leverage ratio. Always been long-term goal of community to reopen it. Ongoing support of HEDC by Coast Funds has built some of the institutional and human capacity to develop and implement business plan. HEDC using a loan facility with VanCity (that Coast Funds was instrumental in creating) to expand their processing capacity – very successful.
- Spirit Bear Lodge: KITASOO/XAIXAIS just doubled capacity in the Lodge and tourism business with Coast Funds allocation and are making great strides.



## Outcomes to date

- \$31.3 million in approved awards – leverage ratio of 2.49:1
- Projects aligned with expected outcomes in founding agreements
- Business and job creation
- Institutional capacity growth
- Loan Loss Reserve Facility
- Increased sustainability of resources



In 2012 Coast Funds commissioned an independent comprehensive review of its activities and outcomes to date. The reviewers' findings included:

- Projects are aligned with the vision and objectives of the funds;
- Projects are contributing to permanent job and business creation, new business partnerships and acquisitions, preservation and enhancement of culturally important resources, establishment of resource stewardship offices and programs, improved understanding of conservation data, enhanced knowledge of conservation practices and needs, increased job training and capacity, creation of economic development corporations, and business, resource management and community plan creation.

The review also found that Coast Funds is a well-run organization making a significant contribution to the success of projects through its advisory and facilitative roles. The funds in our stewardship have been well-managed for positive financial returns.

The newsletters provided with this presentation include project success stories that provide good examples of the financial and relationship leverage resulting from projects and the on-the-ground impact in communities.



## Challenges

- Capacity of Participating First Nations varies
- Global economy limiting alternative financing opportunities
- Coast Funds contributes with support in award process, facilitation of beneficial relationships (e.g. LLRF)
- Despite the challenges, First Nations are putting awards to effective use and building institutional capacity.



- The key challenge that Coast Funds faces is how best to support and contribute to filling capacity gaps.
- Capacity needs are the single most important issue facing the First Nations: human resources in particular. The underlying reasons for a lack of capacity in First Nations communities go back a long way and have to be taken into account in looking for solutions.
- Global economic conditions have also been a factor in slowing progress over the last three years.
- Coast Funds contributes to capacity issue through mentorship in award process, facilitation of beneficial relationships, and supporting regional groups in their capacity-strengthening strategies.
- Despite the challenges, the work Coast Funds is doing is contributing to the efforts of the First Nations to put the awards to good use, as outcomes to date show.



## Taking the long view

- Building critical mass
- Growing the investment
- Win-win scenario:
  - Sustainable, local economic development
  - Healthy ecosystems and communities
  - “Peace in the Woods”
- Continued supporting role of government key:
  - Increasing numbers of SEAs, reconciliation protocols



- **The \$120 million investment of the funders in 2007, including the provincial government's \$30 million, is showing positive returns and the work Coast Funds is doing is making a real difference.**
- Investments to date are building critical capacity mass as the First Nations and Coast Funds build on the lessons learned over the last five years and focus efforts on maximizing the impact of the allocations.
- Win-win scenario: the War in the Woods is now far behind us. There is a great deal more work to do to overcome the capacity challenges and fully realize the vision of healthy, sustainable environment and prosperous communities but a firm foundation has been laid and in partnership with the First Nations it serves, Coast Funds is taking the long view in continuing its efforts.
- The continued efforts of government in supporting the goals of the First Nations of the Great Bear Rainforest and Haida Gwaii for economic prosperity and conservation of the environment in their traditional territories also continues to be vital in this regard.
- Relationships between First Nations and government are supported by an increasing number of agreements. This supports capacity and the work that Coast Funds does as well as the First Nations themselves.



## **Contact Information**

### **COAST OPPORTUNITY FUNDS**

[www.coastfunds.ca](http://www.coastfunds.ca)

Suite 1455-409 Granville St

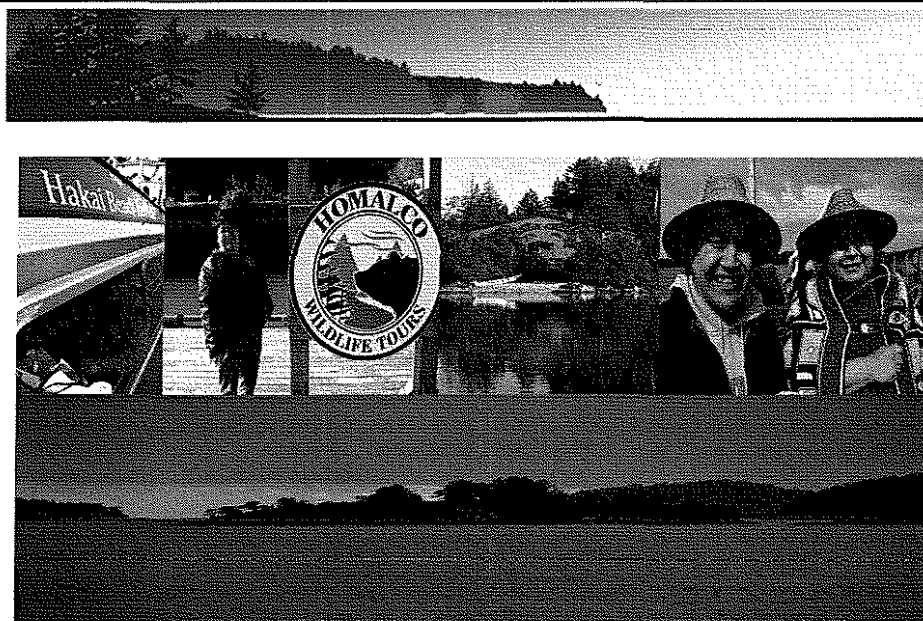
Vancouver BC V6C 1T2

1.888.684.5223

[info@coastfunds.ca](mailto:info@coastfunds.ca)



- Website has extensive information, including copies of governing documents, Board policies, Annual Reports, Strategic Plans, newsletters, and awards application processes.



**Thank You**



**MINISTRY OF FORESTS, LANDS AND NATURAL RESOURCE OPERATIONS  
INFORMATION NOTE**

Date: January 8, 2013  
Date of previous note: N/A  
File: ILMB-VR-SI 280 -20  
CLIFF/tracking #: 193011

**PREPARED FOR: Honourable Steve Thomson, Minister of Forests, Lands and Natural Resource Operations, and Honourable Terry Lake, Minister of Environment**

**ISSUE: Information and questions about the Coast Opportunity Fund - Progress and Outcomes**

**BACKGROUND:**

- Established in 2007, Coast Opportunity Funds (COF) was conceived to support the twin goals of Ecosystem Based Management (EBM) on the North and Central Coast and Haida Gwaii, improvements in human well being and improvements in ecological integrity. COF is comprised of two separate organizations namely the Coast Economic Development Society (CEDS) and the Coast Conservation Endowment Fund Foundation (CCEFF).
- The CEDS manages a \$60 million fund that came from \$30 million contributions from each of the British Columbia and Federal governments. The CEDS was established to support First Nations' economic development over a period of 7 years, with funds fully expended by the end of 2014.
- As of December 2012, \$18 million of the \$60 million from the CEDS has been distributed to 19 of the 27 First Nations with traditional territories within the EBM area.
- To date, the majority of the payments from the CEDS have supported projects in aquaculture, tourism, economic development corporation setup and operations, forestry, regional planning, value added processing, and energy.
- The CCEFF was established to maintain or improve the conservation values of the Great Bear Rainforest utilizing investment income from the fund over the long term. The original capital of \$58.6 million was contributed by private foundations.
- As of December 2012, CCEFF has distributed over \$8.6 million of the \$13.8 million in investment income to participating First Nations.
- The majority of the payments from the CCEFF have supported stewardship programs, regional planning, and guardian watchman programs.
- BC has committed to a full review of the EBM orders that established EBM on the North and Central Coast by March 2014. The intent of the review of the orders is to make incremental improvements to both human well being and ecological integrity. The evaluation of the progress of COF in meeting its objectives is of considerable interest as it is a key component of the EBM implementation framework.

## EVALUATING OUTCOMES:

- In 2012, a third party independent reviewer, HB Global, was chosen to conduct an independent, comprehensive and organizational review of Coast Funds.
- The review is complete and the results of the review were presented to the Coast Funds Board of Directors in December 2012. As of January 2013, the review is not publicly available.
- According to COF, the independent review includes an evaluation framework that describes criteria for evaluation, measures for success and reporting process, and measuring progress towards long term goals. COF intends to finalize and implement this framework in 2013.

## SUGGESTED QUESTIONS FOR DISCUSSION:

- It sounds like the evaluation framework is complete but not released. Will the BC Government have an opportunity to review and provide comment?
- When will the BC Government, Canadian Government, stakeholders and First Nations expect to see the results of a formalized evaluation of program success?
- Does the evaluation framework include the potential benefits of economic development funding to human well being factors such as human health, population stabilization, employment and income growth and community development?
- What criteria or indicators are being used to measure trends or progress on economic development and conservation goals?
- What is the general feedback from First Nations regarding the ease of accessing the funding, and the impact that the funding may be having on their communities?
- There are certain First Nations who have not accessed the funding opportunities. What are the reasons for this and can the BC Government facilitate any solutions?
- Are the short term annual goals of COF being met?
- Have any requests for funding been denied and if so for what reason?

**Contact:**

*ADM: Craig Sutherland*

*Div: Coast Operations*

*Phone: 250 387-0600*

**Alternate Contact:**

*Rory Annett, Executive  
Director*

*Div/Region/Branch:  
Coastal Projects*

*Phone: 250 286-9330*

**Prepared by:**

*Dave Donald*

*Branch/Region: Resource Initiatives,  
West Coast Region*

*Phone: 250 286 9313*

Reviewed by	Initials	Date
DM		
DMO		
ADM	CS	01/08/13
ED	RA	01/08/13
Author	DD	01/08/13

## **DeProy, Joyce CSNR:EX**

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**From:** Donald, David FLNR:EX  
**Sent:** Wednesday, January 9, 2013 11:27 AM  
**To:** Sposato, Luigi ABR:EX  
**Subject:** FW: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm  
**Attachments:** Coast Opportunity Funds presentation to Minister Thompson January 16 at 1 pm; IN 193011 re Meeting with Coast Opportunity Funds.doc

FYI Luigi, this note has been approved for MST and MTL. (secret code)

Regards,  
Dave

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**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 4:52 PM  
**To:** Lind, Catharina FLNR:EX  
**Cc:** Goad, Jennifer FLNR:EX; Ostashek, Lynda FLNR:EX; Annett, Rory K FLNR:EX; Donald, David FLNR:EX; Jakobsen, Dorthie FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi there.

Assistant Deputy Minister Craig Sutherland approved the attached Briefing Note for Information 193011. Please note that this Briefing Note can be used for both Minister Lake's briefing on January 10, 2013 and Minister Thomson's briefing on January 16, 2013. I have completed the ADM Coast referral line, embedded document and updated cliff log notes.

As discussed, Rory Annett will participate in the Minister Thomson's pre-brief (1:15 pm to 1:30 pm) and briefing (1:30 pm to 2:15 pm) on January 16, 2013 by telephone. Craig will not be participating.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

**From:** Sutherland, Craig FLNR:EX  
**Sent:** Tuesday, January 8, 2013 4:25 PM  
**To:** de Bree, Jennifer FLNR:EX  
**Subject:** FW: 193011 Coast Opportunity Funds - Jan 16th 1-1.45pm  
**Importance:** High

I approve.

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 4:18 PM  
**To:** Sutherland, Craig FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds - Jan 16th 1-1.45pm  
**Importance:** High

Hi Craig.

For your review and approval. Please note this Briefing Note for Information will be used by Minister Lake for his briefing on January 10, 2013 and Minister Thomson for his briefing on January 16, 2013.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

**From:** Ostashek, Lynda FLNR:EX  
**Sent:** Tuesday, January 8, 2013 4:09 PM  
**To:** de Bree, Jennifer FLNR:EX  
**Cc:** Annett, Rory K FLNR:EX; Donald, David FLNR:EX; Jakobsen, Dorthe FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds - Jan 16th 1-1.45pm  
**Importance:** High

Jennifer, attached is the final BN. Can you please confirm if you will be updating CLIFF and attaching this document or is this something I need to be doing? Perhaps after it has been initialled off you could scan and upload it. Just my thoughts and thanks.

**Lynda Ostashek**  
**Administrative Assistant to the Executive Director, Coastal Projects**  
**Ministry of Forests, Lands and Natural Resource Operations**  
**Campbell River | 250-286-9325 direct line | 250-203-0712 cell**

**From:** Lind, Catharina FLNR:EX  
**Sent:** Tuesday, January 8, 2013 1:12 PM  
**To:** de Bree, Jennifer FLNR:EX; Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Please note that the meeting is **1.30pm – 2.15pm!!**

*Cheers!!*

**Catharina M Lind** - Deputy Ministers Office - Executive Operations  
Ministry of Forests, Lands & Natural Resource Operations  
3rd Floor 780 Blanshard Street, Victoria  
P: 250-387-1772 F: 250-387-3291  
E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)

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**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 1:03 PM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Lind, Catharina FLNR:EX; Ostashek, Lynda FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi Rory.

Thanks for letting me know that you will participate in the pre-brief (1:15 pm to 1:30 pm) and meeting (1:30 pm to 2:00 pm) on Wednesday, January 16, 2013 by telephone.

Please note the details in your calendar as you will not be receiving a calendar invite. Craig will not be participating in the pre-brief or meeting.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

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**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 12:50 PM  
**To:** de Bree, Jennifer FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

**From:** Lind, Catharina FLNR:EX  
**Sent:** Tuesday, January 8, 2013 12:11 PM  
**To:** Annett, Rory K FLNR:EX; de Bree, Jennifer FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds

Here are the details ☺

The meeting is scheduled Wednesday January 16<sup>th</sup> pre-brief from 1:15 pm – 1.30pm, meeting 1:30 pm – 2.15pm in Vancouver PVO Executive Boardroom.

The attendees will be:  
Katherine Gordon (confirming)  
Chair Merv Child  
Vice-Chair Paul Richardson  
CEOs Dave Mannix and Merran Smith  
Hon. Minister Chong  
ADM Charles Porter

Conference Call details are:

Access codes:

Moderator Conference ID: Minister Thomson  
Participant Conference ID: s.15, s.17

Dial-in Phone Numbers:

s.15, s.17

***Cheers!!***

***Catharina M Lind*** - Executive Operations - Deputy Ministers Office  
Ministry of Forests, Lands and Natural Resource Operations

780 Blanshard Street, Victoria BC  
P: 250-387-1526 E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)

**From:** Annett, Rory K FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:48 AM  
**To:** de Bree, Jennifer FLNR:EX; Lind, Catharina FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds

I'll have it to you all today... I will attend the meeting by phone on the 16<sup>th</sup>. Jennifer, Cat, I need the call in information.

**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:30 AM  
**To:** Lind, Catharina FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Annett, Rory K FLNR:EX; Donald, David FLNR:EX  
**Subject:** RE: 193011 Coast Opportunity Funds

Hi Cat.

I have sent an email to staff this morning requesting the Briefing Note for Information 193011 re: Coast Opportunity Funds Ministers' meetings for today.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

**From:** Lind, Catharina FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:27 AM  
**To:** de Bree, Jennifer FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds

Status?  
MoE is asking for the material... ☺

*Cheers!!*

**Catharina M Lind** - Executive Operations - Deputy Ministers Office  
Ministry of Forests, Lands and Natural Resource Operations  
780 Blanshard Street, Victoria BC  
P: 250-387-1526 E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)

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**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Tuesday, January 8, 2013 8:59 AM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Donald, David FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi there.

Attached is the Coast Opportunity Fund's presentation for the upcoming Ministers' meetings.

I look forward to receiving Briefing Note for Information 193011 today. Please confirm whether or not the same Briefing Note will be used for both Minister's meetings.

Many thanks for your assistance.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

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**From:** de Bree, Jennifer FLNR:EX  
**Sent:** Wednesday, January 2, 2013 1:24 PM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; deMunck, Elizabeth FLNR:EX  
**Subject:** 193011 Coast Opportunity Funds- Jan 16th 1-1.45pm

Hi there.

Minister Lake is now also meeting with the Coast Opportunity Funds on January 10, 2013. Their Minister's office has asked us to provide them with material for their meeting.

Please provide me with this Briefing Material by January 8, 2013. Please also confirm whether or not this briefing material will be the same for both Ministers' meetings.

Many thanks for your assistance. I look forward to hearing from you.

Jennifer de Bree  
Executive Administrative Assistant  
Ministry of Forests, Lands and Natural Resource Operations  
Phone: (250) 387-9773  
Fax: (250) 356-2150  
Email: [Jennifer.deBree@gov.bc.ca](mailto:Jennifer.deBree@gov.bc.ca)

Not Responsive

Not Responsive



Not Responsive

Not Responsive

Not Responsive

**MINISTRY OF FORESTS, LANDS AND NATURAL RESOURCE OPERATIONS  
INFORMATION NOTE**

Date: January 8, 2013  
Date of previous note: N/A  
File: ILMB-VR-SI 280 -20  
CLIFF/tracking #: 193011

**PREPARED FOR: Honourable Steve Thomson, Minister of Forests, Lands and Natural Resource Operations, and Honourable Terry Lake, Minister of Environment**

**ISSUE: Information and questions about the Coast Opportunity Fund - Progress and Outcomes**

**BACKGROUND:**

- Established in 2007, Coast Opportunity Funds (COF) was conceived to support the twin goals of Ecosystem Based Management (EBM) on the North and Central Coast and Haida Gwaii, improvements in human well being and improvements in ecological integrity. COF is comprised of two separate organizations namely the Coast Economic Development Society (CEDS) and the Coast Conservation Endowment Fund Foundation (CCEFF).
- The CEDS manages a \$60 million fund that came from \$30 million contributions from each of the British Columbia and Federal governments. The CEDS was established to support First Nations' economic development over a period of 7 years, with funds fully expended by the end of 2014.
- As of December 2012, \$18 million of the \$60 million from the CEDS has been distributed to 19 of the 27 First Nations with traditional territories within the EBM area.
- To date, the majority of the payments from the CEDS have supported projects in aquaculture, tourism, economic development corporation setup and operations, forestry, regional planning, value added processing, and energy.
- The CCEFF was established to maintain or improve the conservation values of the Great Bear Rainforest utilizing investment income from the fund over the long term. The original capital of \$58.6 million was contributed by private foundations.
- As of December 2012, CCEFF has distributed over \$8.6 million of the \$13.8 million in investment income to participating First Nations.
- The majority of the payments from the CCEFF have supported stewardship programs, regional planning, and guardian watchman programs.
- BC has committed to a full review of the EBM orders that established EBM on the North and Central Coast by March 2014. The intent of the review of the orders is to make incremental improvements to both human well being and ecological integrity. The evaluation of the progress of COF in meeting its objectives is of considerable interest as it is a key component of the EBM implementation framework.

### **EVALUATING OUTCOMES:**

- In 2012, a third party independent reviewer, HB Global, was chosen to conduct an independent, comprehensive and organizational review of Coast Funds.
- The review is complete and the results of the review were presented to the Coast Funds Board of Directors in December 2012. As of January 2013, the review is not publicly available.
- According to COF, the independent review includes an evaluation framework that describes criteria for evaluation, measures for success and reporting process, and measuring progress towards long term goals. COF intends to finalize and implement this framework in 2013.

### **SUGGESTED QUESTIONS FOR DISCUSSION:**

- It sounds like the evaluation framework is complete but not released. Will the BC Government have an opportunity to review and provide comment?
- When will the BC Government, Canadian Government, stakeholders and First Nations expect to see the results of a formalized evaluation of program success?
- Does the evaluation framework include the potential benefits of economic development funding to human well being factors such as human health, population stabilization, employment and income growth and community development?
- What criteria or indicators are being used to measure trends or progress on economic development and conservation goals?
- What is the general feedback from First Nations regarding the ease of accessing the funding, and the impact that the funding may be having on their communities?
- There are certain First Nations who have not accessed the funding opportunities. What are the reasons for this and can the BC Government facilitate any solutions?
- Are the short term annual goals of COF being met?
- Have any requests for funding been denied and if so for what reason?

**Contact:***ADM: Craig Sutherland**Div: Coast Operations**Phone: 250 387-0600***Alternate Contact:***Rory Annett, Executive  
Director**Div/Region/Branch:  
Coastal Projects**Phone: 250 286-9330***Prepared by:***Dave Donald**Branch/Region: Resource Initiatives,  
West Coast Region**Phone: 250 286 9313*

<b>Reviewed by</b>	<b>Initials</b>	<b>Date</b>
DM		
DMO		
ADM	CS	01/08/13
ED	RA	01/08/13
Author	DD	01/08/13

## **DeProy, Joyce CSNR:EX**

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**From:** Lind, Catharina FLNR:EX  
**Sent:** Monday, January 7, 2013 1:38 PM  
**To:** de Bree, Jennifer FLNR:EX  
**Cc:** Goad, Jennifer FLNR:EX  
**Subject:** Coast Opportunity Funds presentation to Minister Thompson January 16 at 1 pm  
**Attachments:** Coast Opportunity Funds Presentation January 2013.pptx

FYI... this presentation was provided by COF for the upcoming meeting.

*Cheers!!*

**Catharina M Lind** - Deputy Ministers Office - Executive Operations  
Ministry of Forests, Lands & Natural Resource Operations  
3rd Floor 780 Blanshard Street, Victoria  
P: 250-387-1772 F: 250-387-3291  
E: [catharina.lind@gov.bc.ca](mailto:catharina.lind@gov.bc.ca)

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**From:** Vessey, Claire FLNR:EX  
**Sent:** Monday, January 7, 2013 12:03 PM  
**To:** Lind, Catharina FLNR:EX  
**Cc:** Strongitharm, Bruce FLNR:EX; Harrison, Scott FLNR:EX  
**Subject:** Coast Opportunity Funds presentation to Minister Thompson January 16 at 1 pm

CLIFF #: 193011

Attached is the background info that will be discussed at the meeting on Wed., Jan. 16<sup>th</sup> at 1 pm. Please have staff prepare a BN on same. Thank you.

*Claire Vessey*

Claire Vessey  
Administrative Co-ordinator to the  
Honourable Steve Thomson  
Minister of Forests, Lands & Natural Resource Operations  
Rm. 248, Parliament Buildings, Victoria, BC V8V 1X4  
Phone: (250) 356-6211  
Fax: (250) 387-1040  
[claire.vessey@gov.bc.ca](mailto:claire.vessey@gov.bc.ca)

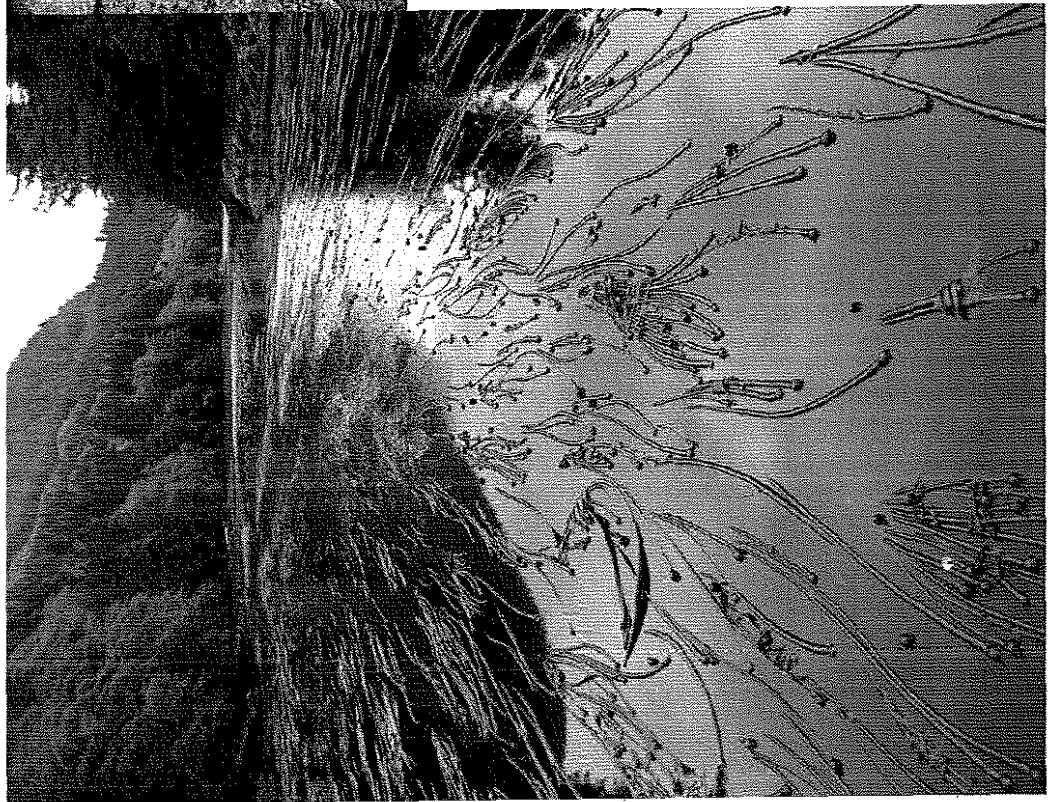
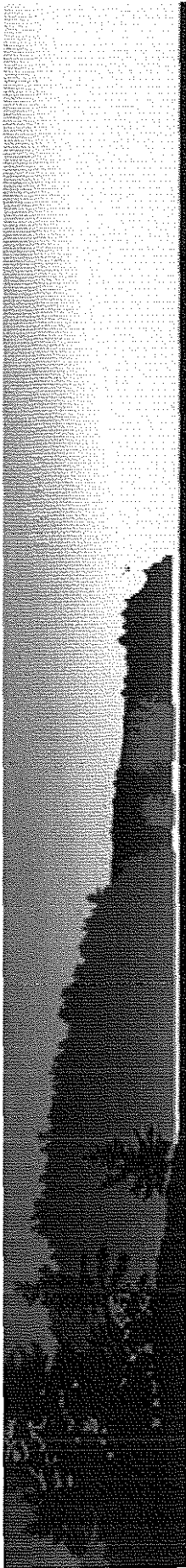
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**From:** Katherine Gordon [<mailto:> s.22 ]  
**Sent:** Monday, January 7, 2013 11:55 AM  
**To:** Vessey, Claire FLNR:EX  
**Subject:** Coast Opportunity Funds presentation to Minister Thompson January 16

Good morning, Claire,  
Please find attached a copy of the presentation our Chair will be making to the Minister on Thursday. He will briefly cover the contents of the presentation and then use the time to bring the Minister up to date with our activities and answer his questions.

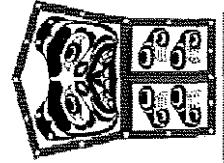
Thanks very much for your help in getting this arranged. If there is any last minute issue of any kind, please telephone CEO Dave Mannix on his cell at s.22

Thank you,  
Katherine Gordon  
Coast Funds Communications

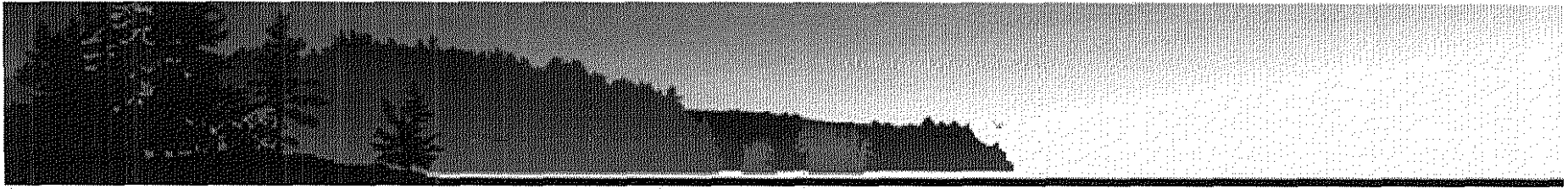


# COAST OPPORTUNITY FUNDS: 2007—2012

## MAKING A DIFFERENCE







## Creation of Coast Funds

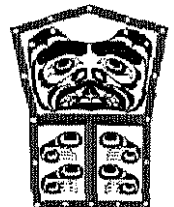
Two funds created– goal to work collaboratively with 27 First Nations on the coast of BC to support sustainable economic development and conservation management.

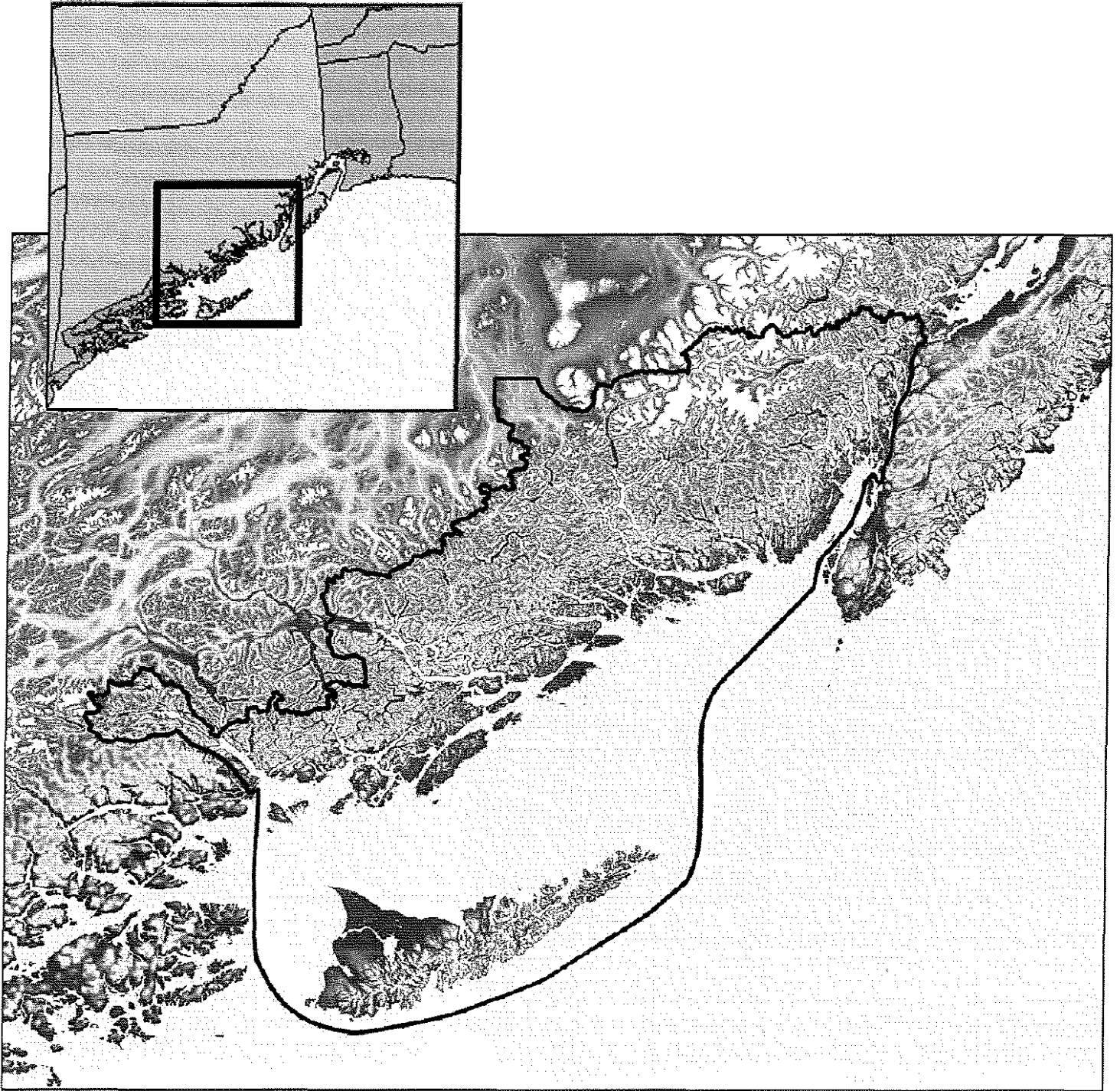
### **Economic Development (\$60M):**

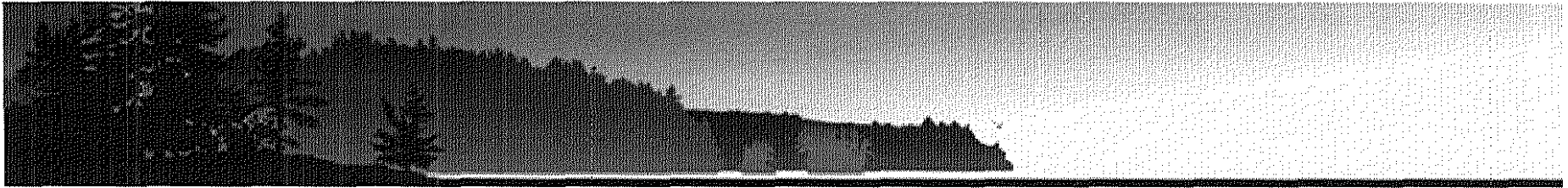
- Fund to be fully granted out over 7 years – to date, \$20.39 million approved, \$17.54 million invested

### **Conservation Endowment Fund (\$58M):**

- Permanent endowment fund – to date, \$10.87 million approved, \$8.15 million invested

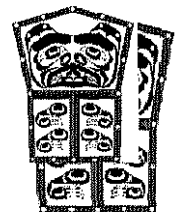


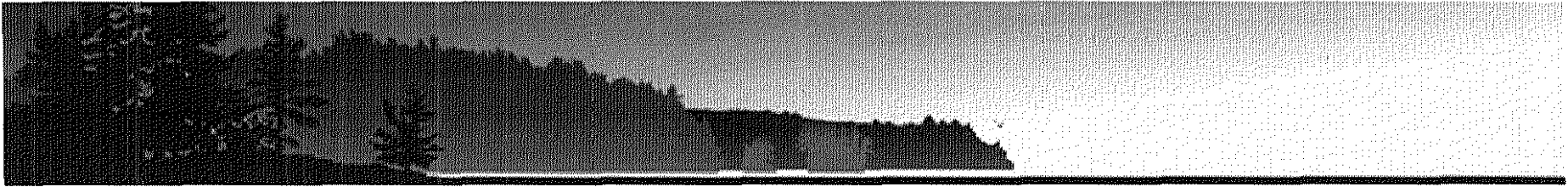




## History: the War in the Woods (1990s)

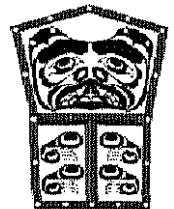
- Industrial exploitation of Great Bear Rainforest, especially logging
- Significant concern for environmental groups working to protect the unique ecology of the Great Bear Rainforest and for many of the First Nations
- Logging also represented one of the few economic opportunities available to remote communities in the region
- Provincial government desire for coordinated land use planning process and sustainable economy
- Emerging First Nations legal and political power
- Environmental markets campaign push for change

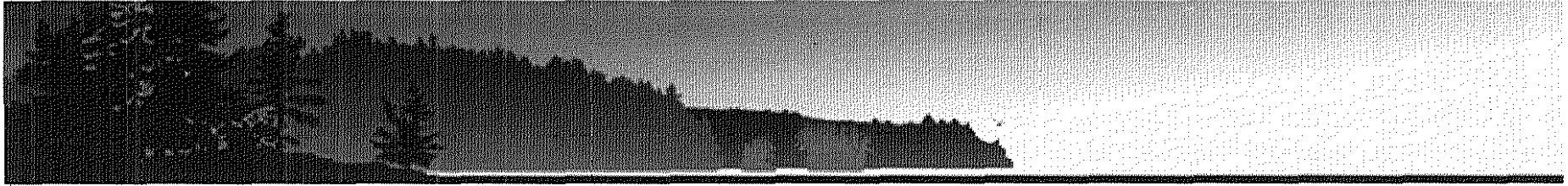




## A unique solution was required

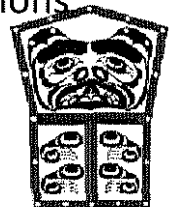
- In 2000 environmental groups, private foundations and some North Coast First Nations began discussing how to attract funding for conservation and sustainable economic development initiatives, based on conservation commitments by all parties
- Discussions led to commitments from the BC and Canadian Federal governments to provide \$30 million each to match the \$60 million committed by the private funders
- Strategic Land Use Planning Agreements signed
- Coast Funds setup in 2007; Operational 2008

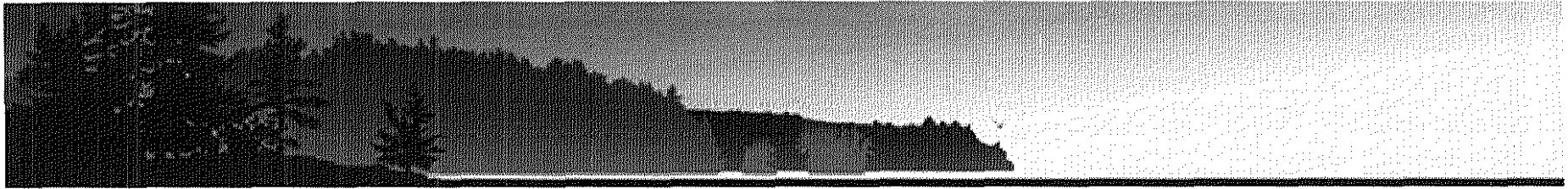




## Unique Funding Model

- Individual preset allocations for each First Nation: certainty about entitlement to funds
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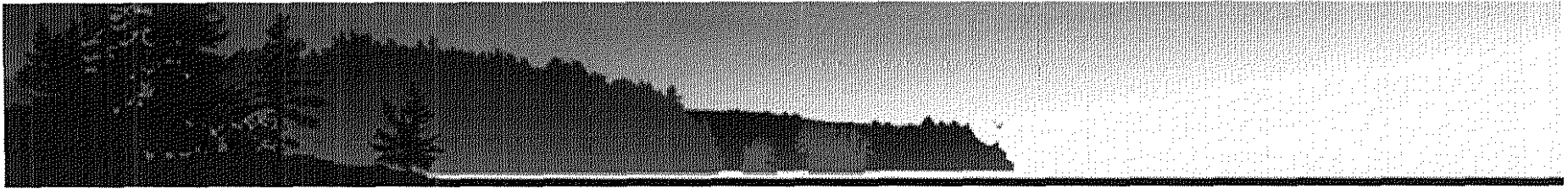




## Economic Funding

- Primary criterion for eligibility is sustainability
- Projects funded include:
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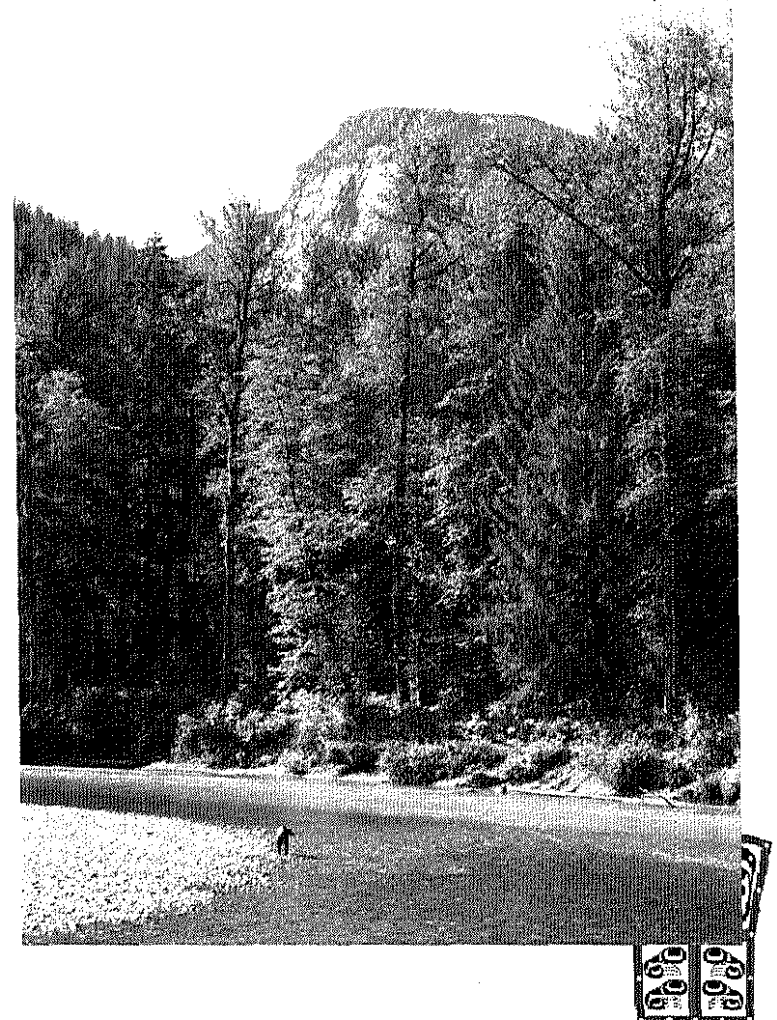




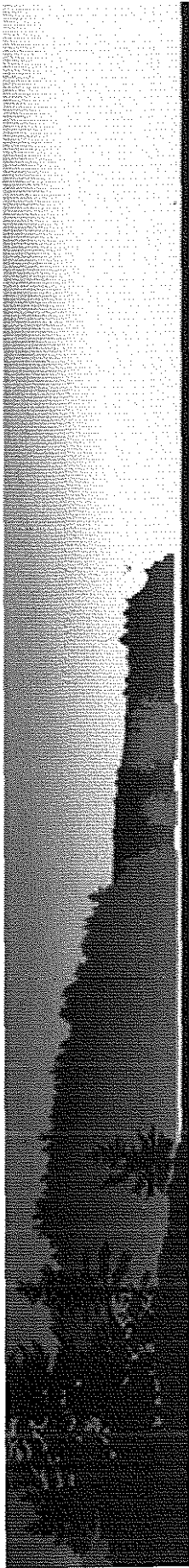
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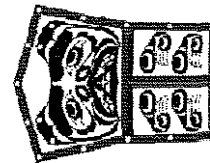
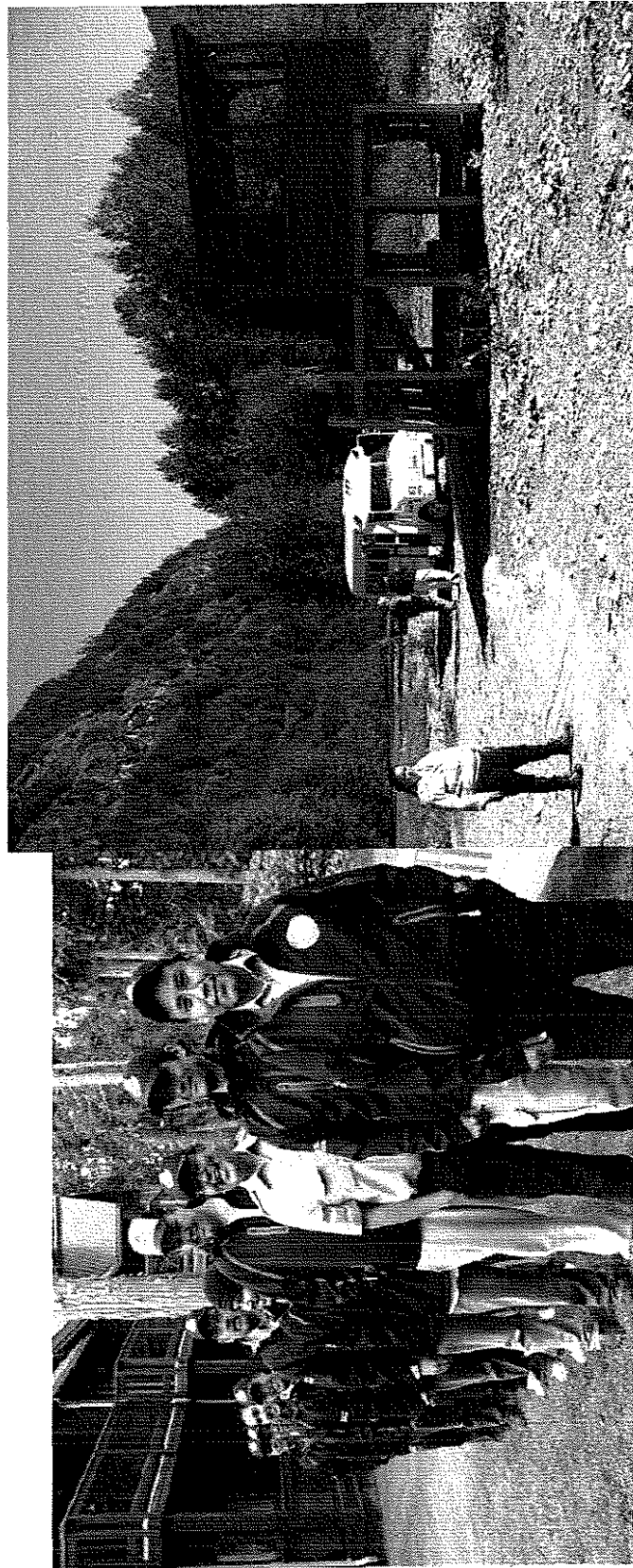




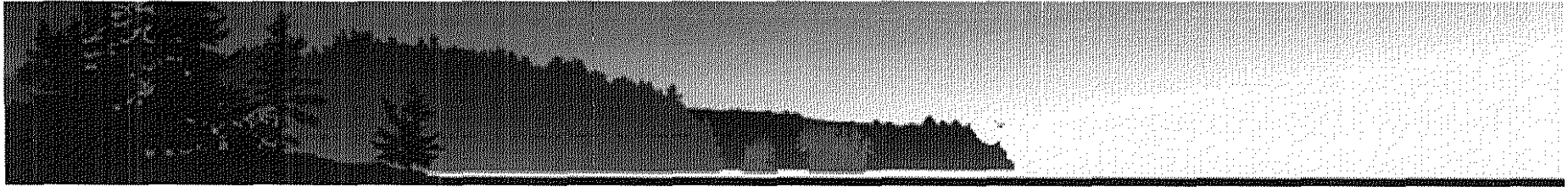


## Positive Results

- By 2012, 80+ projects already showing positive and substantial results

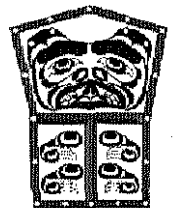


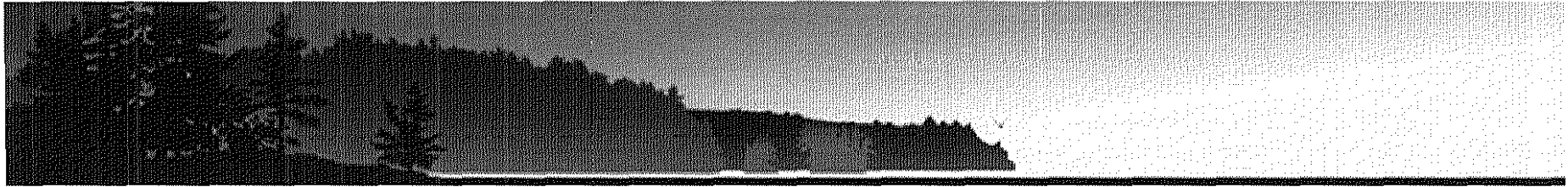




## Outcomes to date

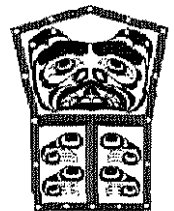
- \$31.3 million in approved awards – leverage ratio of 2.49:1
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- Business and job creation
- Institutional capacity growth
- Loan Loss Reserve Facility
- Increased sustainability of resources

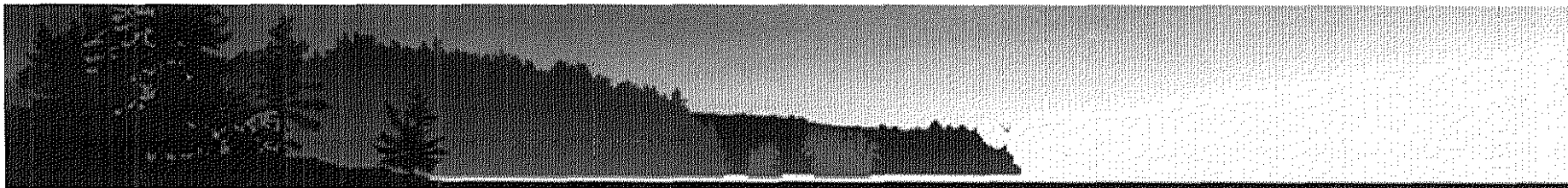




# Challenges

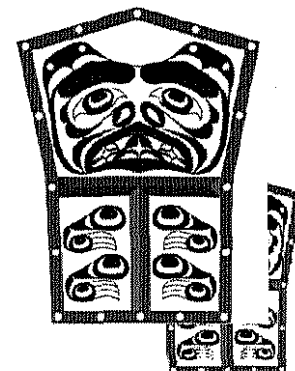
- Capacity of Participating First Nations varies
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- Despite the challenges, First Nations are putting awards to effective use and building institutional capacity.

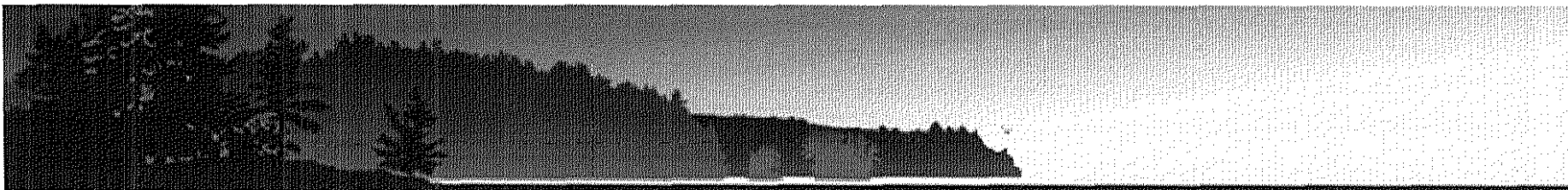




## Taking the long view

- Building critical mass
- Growing the investment
- Win-win scenario:
  - Sustainable, local economic development
  - Healthy ecosystems and communities
  - “Peace in the Woods”
- Continued supporting role of government key:
  - Increasing numbers of SEAs, reconciliation protocols





## Contact Information

### COAST OPPORTUNITY FUNDS

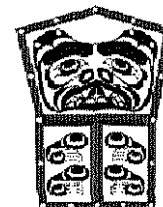
[www.coastfunds.ca](http://www.coastfunds.ca)

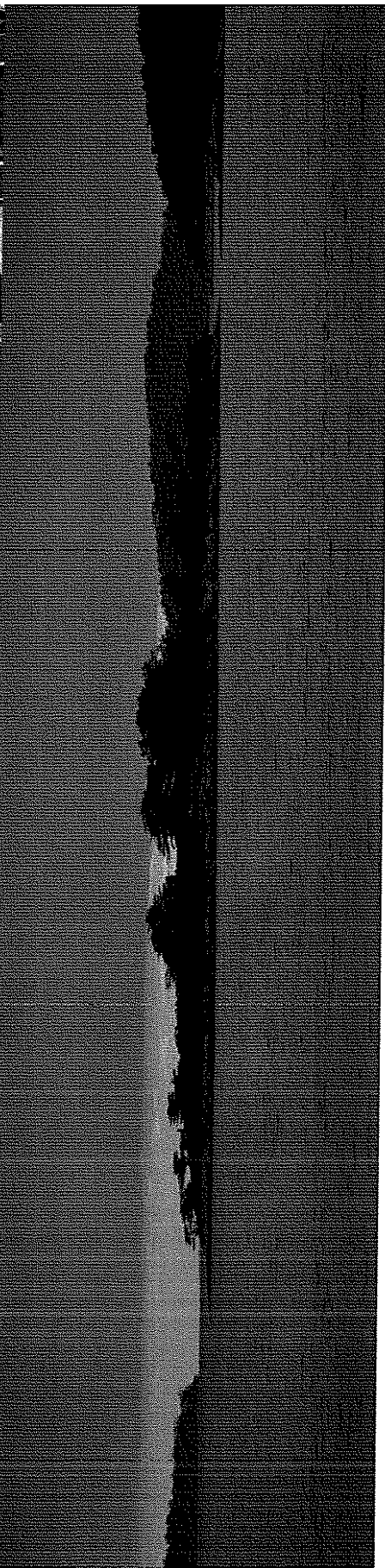
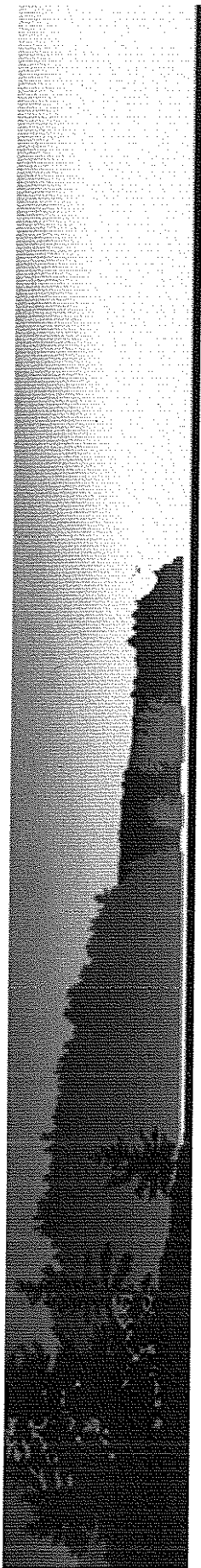
Suite 1455-409 Granville St

Vancouver BC V6C 1T2

1.888.684.5223

[info@coastfunds.ca](mailto:info@coastfunds.ca)





**Thank You**

## 1 **COAST OPPORTUNITY FUNDS: 2007—2012**

### **MAKING A DIFFERENCE**

#### 2 **Creation of Coast Funds**

Two funds created— goal to work collaboratively with 27 First Nations on the coast of BC to support sustainable economic development and conservation management.

Economic Development (\$60M):

- Fund to be fully granted out over 7 years – to date, \$20.39 million approved, \$17.54 million invested

Conservation Endowment Fund (\$58M):

- Permanent endowment fund – to date, \$10.87 million approved, \$8.15 million invested

3 

4 

- Industrial exploitation of Great Bear Rainforest, especially logging
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- Logging also represented one of the few economic opportunities available to remote communities in the region
- Provincial government desire for coordinated land use planning process and sustainable economy
- Emerging First Nations legal and political power
- Environmental markets campaign push for change

#### 5 **A unique solution was required**

- In 2000 environmental groups, private foundations and some North Coast First Nations began discussing how to attract funding for conservation and sustainable economic development initiatives, based on conservation commitments by all parties
- Discussions led to commitments from the BC and Canadian Federal governments to provide \$30 million each to match the \$60 million committed by the private funders
- Strategic Land Use Planning Agreements signed
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7 

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- Building critical mass
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13 **COAST OPPORTUNITY FUNDS**

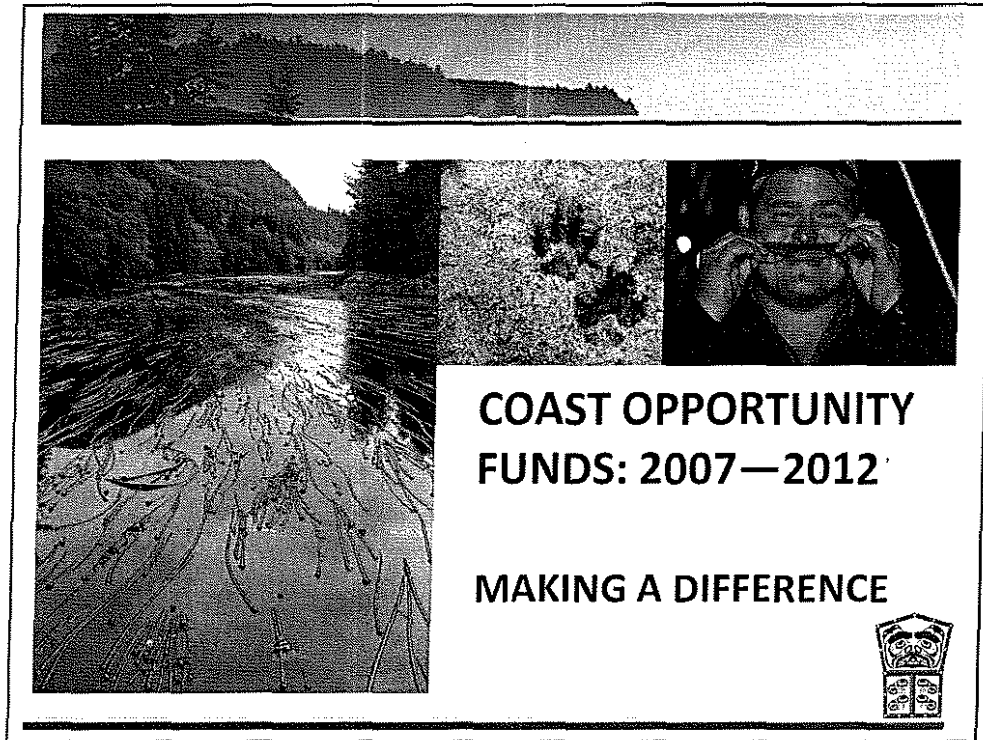
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14 

**Thank You**





#### **Introduction:**

- Coast Opportunity Funds, created in 2007, now has five years of intense activity and experience behind it.
- The provincial government contributed \$30 million to the \$120 million Funds for sustainable economic development and conservation activities by the First Nations of the Great Bear Rainforest and Haida Gwaii.
- The federal government contributed \$30 million and several private foundations contributed the balance of the Funds.
- Coast Funds has been implementing the vision of the Funders to contribute to a prosperous and sustainable economy and ecology for the First Nations on the North and Central Coast: over the last five years, we've been making a difference.**
- This presentation provides a brief backgrounder on the organization, an update on our activities and outcomes to date, and a summary of our vision for the future.
- We'd like to mention that Provincial officials Julian Paine and Craig Sutherland are the provincial government representatives among our 8 Members. Their support and participation and that of their predecessors has been very valuable to Coast Funds.



## Creation of Coast Funds

Two funds created— goal to work collaboratively with 27 First Nations on the coast of BC to support sustainable economic development and conservation management.

### **Economic Development (\$60M):**

- Fund to be fully granted out over 7 years – to date, \$20.39 million approved, \$17.54 million invested

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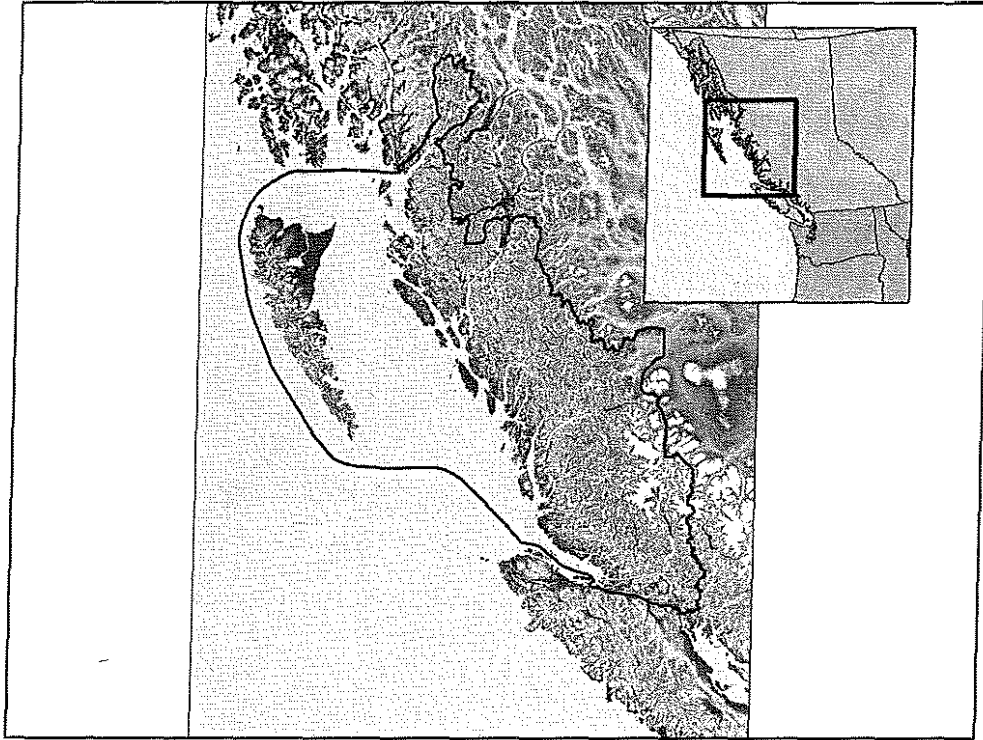


### **Economic Fund:**

- Intended to jump start a diversified, stable economy that benefits First Nations communities;
- \$60 million, including \$2 million for regional projects by regional groups;
- \$2 million added to fund from accumulated interest earned on the funds;
- Sinking fund.

### **Conservation Fund:**

- Intended to enable First Nations to have the resources to manage their traditional territory effectively and sustainably;
- \$58 million endowment, including \$2 million for regional projects by regional groups;
- Generates \$2.25 million to \$3 million per year.



Location map: This is the Coast Funds Project Area - northern half of BC's coastline. It represents the core of the traditional territories of the 27 First Nations involved with Coast Funds.



## History: the War in the Woods (1990s)

- Industrial exploitation of Great Bear Rainforest, especially logging
- Significant concern for environmental groups working to protect the unique ecology of the Great Bear Rainforest and for many of the First Nations
- Logging also represented one of the few economic opportunities available to remote communities in the region
- Provincial government desire for coordinated land use planning process and sustainable economy
- Emerging First Nations legal and political power
- Environmental markets campaign push for change



**It's worthwhile to recall the background to the creation of Coast Funds: Coast Funds represents the continuing political and practical working solution to a series of conflicting interests in the region up until the mid-2000s.**

**War in the Woods:** The Great Bear Rainforest has been subject to 150 years of industrial exploitation. In the 1990s, the forestry industry in particular was setting its sights on the north and central coasts. This was of great concern for environmental groups working to protect the unique ecology of the Great Bear Rainforest and for many of the First Nations. At the same time, logging was one of the few economic opportunities at the time. The provincial government also wished to move forward with land and resource management planning in the region.

Two major forces for change emerged:

**1. First Nations increased power:**

- Court cases like *Delgamuukw* affirmed rights and title which was a catalyst for industry, the Province and First Nations and to find a new way forward together, and
- Three political organizing bodies emerged: Coastal First Nations (formerly Turning Point), Nanwakolas Council, and North Coast Skeena First Nations Stewardship Society.

**2. Markets campaign:**

- Targeted buyers and consumers of wood products from the BC coast (such as Home Depot, Staples and German pulp and paper industry) which put economic pressure on BC's coastal forest products companies, another catalyst for going to the negotiating table.



## A unique solution was required

- In 2000 environmental groups, private foundations and some North Coast First Nations began discussing how to attract funding for conservation and sustainable economic development initiatives, based on conservation commitments by all parties
- Discussions led to commitments from the BC and Canadian Federal governments to provide \$30 million each to match the \$60 million committed by the private funders
- Strategic Land Use Planning Agreements signed
- Coast Funds setup in 2007; Operational 2008



**Conservation goals:** Beginning in the late 1990s, North Coast First Nations, environmental groups, private conservation foundations and the federal government began exploring innovative ideas to avoid conflict and instead find a “win-win” solution to meet conservation goals and First Nations interests/rights, and how conservation funding could be attracted to the region to help protect it.

**Partnership and collaboration:** Everyone involved agreed that it would only be through successful partnering and collaboration with First Nations communities that viable solutions would be found. As discussions continued, more First Nations joined in, as did the provincial government.

**Economic Development:** It was also recognized that sustainable economic development is a vital part of sustaining the wellbeing of the communities.

**Creation of Funds:** This culminated in the ground-breaking signing of historical land use agreements with Participating First Nations in the Project Area and the establishment of Coast Opportunity Funds in 2007, comprising the Conservation Fund and the Economic Development Fund:

- Government-to-Government relationship formalized through Strategic Land Use Planning Agreements:
  - Signed by 22 First Nations;
  - Defined process of structured shared decision-making and collaboration with stakeholders;
- Commitment to Conservation made in two ways:
  - A new resource management framework for the whole region. Specific land use objectives were established that dictated new operating criteria for the forest sector;
  - Network of connected conservancies: About 1/3 of the area was put into some form of protection; this is roughly the same level of protection as in Costa Rica and the Great Barrier Reef.

Over the course of the following year the Board of Directors developed a strategic plan and set five-year goals for the Funds. In the fall of 2008 Chief Executive Officers of both Funds were appointed and the first funds started flowing to projects in late 2008.



### Unique Funding Model

- Individual preset allocations for each First Nation: certainty about entitlement to funds
- Have to apply for allocations to fund proposed projects
- Role of Coast Funds: partner with First Nations to develop successful applications for funding sound, high quality projects. Coast Funds provides:
  - Help with application process
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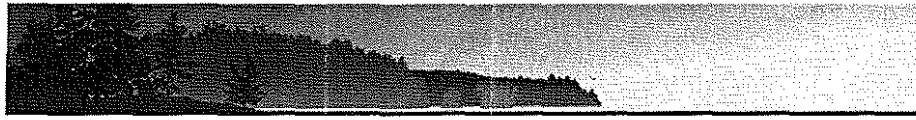
#### Funds allocated to individual First Nations:

- 27 First Nations with some or all of their traditional territory in the project area.
- Money came with funding agreements that indicated how much each Nation would receive from both funds.
- The amount of each allocation was determined through years of negotiations between the funders and First Nations; Coast Funds was not a part of those discussions.
- Coast Funds manages the process of awarding funding from the allocations for projects: we

are much more than a grant-making body. **Coast Funds looks for:**

- Long term planning concepts
- Added value: leveraging and partnerships
- Capacity-strengthening components: e.g. job training
- Case studies and business planning
- Long term commitment.

- There is no competition between Nations: each Nation has guaranteed access to its allocation for eligible projects, allowing certainty for planning purposes.



## Economic Funding

- Primary criterion for eligibility is sustainability
- Projects funded include:
  - Business ventures in sectors such as shellfish aquaculture, tourism, non-timber forest products, transportation, etc.
  - Economic development corporations and other platforms for long-term growth
  - Strategic planning and capacity building



### Economic Funding:

- 27 First Nations have an allocation from the economic fund.
- Funds to be used for projects that are economically as well as environmentally feasible and sustainable.


### What kinds of projects are eligible?

- Shellfish aquacultures/fisheries;
- Technology and communication;
- Tourism/wildlife viewing;
- Nutraceuticals/mushroom harvesting;
- Non-timber forest products;
- EBM-compliant forest activities;
- Non-nuclear and non-carbon burning energy projects;
- Green building projects;
- Small scale, non-toxic mineral or gem extraction;
- Economic development capital corporation (consistent standards).

### Other decision criteria include:

Businesses/activities that are consistent with & draw on strengths / skills / endowments of the community;


Businesses that realistically project positive cash-flow/ return on investment.



## Conservation Funding

Range of projects funded include:

- Integrated stewardship office set up, capital costs, and core operations
- Guardian Watchmen programs
- Project funding such as:
  - GIS mapping
  - Archaeology programs
  - Salmon enumeration
- Regional planning, collaboration and networking



### Conservation Funding

- 22 First Nations have an allocation from the Conservation Fund
  - (5 First Nations did not sign Land Use Agreements in 2007 and therefore were not eligible for conservation funding)
- Funds to be used for activities that seek to preserve or enhance the natural environment.

### Uses of Funds:

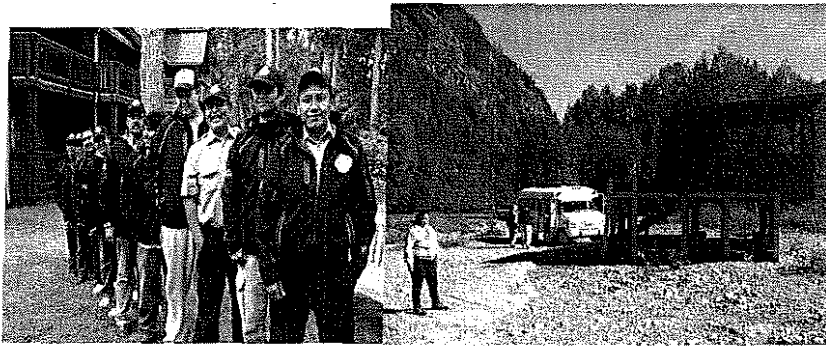
- The uses of the funds range depending on the ambitions of the Nation and the amount of the Nation's allocation. Generally the uses of Conservation Funds by a Nation fall in to one of three categories:
  - Stewardship Offices: Roughly half of the Nations on the Coast are striving to establish some sort of Stewardship Office that integrates various aspects of resource planning and management (including land, marine, freshwater and cultural resources). These Nations include the Heiltsuk, Haisla, Nuxalk, Metlakatla, and Kitasoo-Xaixais, among others.
  - Coast Funds has awarded funds for everything from the institutional design and strategic planning, to the initial set up and up-front capital costs, to on-going core operations.
  - Guardian Watchmen Programs: The most consistent use of Conservation Funds has been to set up, maintain, and/or expand Guardian Watchmen programs. They ensure a presence of their Nations throughout their territory and collect information on their patrols that feed back in to resource management decisions. Most Nations who are seeking to establish an Integrated Stewardship Office start with a Guardian Watchmen program.
  - Project Funding: The Nations with a small allocation or who have not chosen to develop new institutions are using funds for specific projects covering a wide range of activities, including GIS mapping projects, archaeology training programs, salmon enumeration, and land use planning projects, among others.





## Positive Results

- By 2012, 80+ projects already showing positive and substantial results



### Examples of the 80+ projects to date showing positive results:

#### CCEFF:

- Coastal Guardian Watchmen Network (CGWN)—substantial investments made to stabilize and grow CGWN, a peer-to-peer network where those serving as the “eyes and the ears” of the Nations regarding cultural and natural resources come together to identify and solve common challenges they face.
- Heiltsuk—Heiltsuk Integrated Resource Management Department (HIRMD); used our funds to conduct community consultations to envision HIRMD, officially launch the new department, and then double their resource management staff to 15 within the first year.
- Gwa'sala-Nakwaxda'xw—adopted the Coastal Guardian Watchmen Network's approach to monitoring their territory's resources; used their allocation to hire and train 4 Guardians and secure the equipment and resources needed for them to safely patrol their territories.
- Haida—used allocation for a range of projects including training program to certify 25 Haida in cultural feature identification, complete a critical dataset on Haida place names, and support development of Haida youth through adding mentorship and training programs on to their rediscovery program. Within the past year, have turned to Coast Funds to pay for the majority of the costs related to implementing their Reconciliation Protocol with the Province.

#### CEDS:

- Nanwakolas, 2<sup>nd</sup> project—Implemented regional economic development plan with focus on tourism and aquaculture. UBC's Sauder School of Business ISIS research program utilized to deliver regional and individual First Nation reports.
- Hartley Bay—Set up of Economic Development Corporation, represents ongoing work to implement economic development strategy approved by Hartley Bay. Again, working with ISIS. Perfect example of the staged approach to i) develop community driven strategy and get council/community support; ii) setup EDC structure, including governance, management, etc. and use of ISIS to produce feasibilities; iii) implement strategy and business plans (i.e. operate businesses, acquire business, start-up businesses).
- Hartley Bay—Hydro project. Funding required for upfront costs to ensure project approval and access to large leverage ratio for capital investment.
- Heiltsuk EDC—Bella Bella Fish Plant reopening. HEDC's equity portion provided; good leverage ratio. Always been long-term goal of community to reopen it. Ongoing support of HEDC by Coast Funds has built some of the institutional and human capacity to develop and implement business plan. HEDC using a loan facility with VanCity (that Coast Funds was instrumental in creating) to expand their processing capacity—very successful.
- Spirit Bear Lodge: Kitasoo/Xaixais just doubled capacity in the Lodge and tourism business with Coast Funds allocation and are making great strides.



## Outcomes to date

- \$31.3 million in approved awards – leverage ratio of 2.49:1
- Projects aligned with expected outcomes in founding agreements
- Business and job creation
- Institutional capacity growth
- Loan Loss Reserve Facility
- Increased sustainability of resources



In 2012 Coast Funds commissioned an independent comprehensive review of its activities and outcomes to date. The reviewers' findings included:

- Projects are aligned with the vision and objectives of the funds;
- Projects are contributing to permanent job and business creation, new business partnerships and acquisitions, preservation and enhancement of culturally important resources, establishment of resource stewardship offices and programs, improved understanding of conservation data, enhanced knowledge of conservation practices and needs, increased job training and capacity, creation of economic development corporations, and business, resource management and community plan creation.

The review also found that Coast Funds is a well-run organization making a significant contribution to the success of projects through its advisory and facilitative roles. The funds in our stewardship have been well-managed for positive financial returns.

The newsletters provided with this presentation include project success stories that provide good examples of the financial and relationship leverage resulting from projects and the on-the-ground impact in communities.



## Challenges

- Capacity of Participating First Nations varies
- Global economy limiting alternative financing opportunities
- Coast Funds contributes with support in award process, facilitation of beneficial relationships (e.g. LLRF)
- Despite the challenges, First Nations are putting awards to effective use and building institutional capacity.



- The key challenge that Coast Funds faces is how best to support and contribute to filling capacity gaps.
- Capacity needs are the single most important issue facing the First Nations: human resources in particular. The underlying reasons for a lack of capacity in First Nations communities go back a long way and have to be taken into account in looking for solutions.
- Global economic conditions have also been a factor in slowing progress over the last three years.
- Coast Funds contributes to capacity issue through mentorship in award process, facilitation of beneficial relationships, and supporting regional groups in their capacity-strengthening strategies.
- Despite the challenges, the work Coast Funds is doing is contributing to the efforts of the First Nations to put the awards to good use, as outcomes to date show.



## Taking the long view

- Building critical mass
- Growing the investment
- Win-win scenario:
  - Sustainable, local economic development
  - Healthy ecosystems and communities
  - “Peace in the Woods”
- Continued supporting role of government key:
  - Increasing numbers of SEAs, reconciliation protocols



- **The \$120 million investment of the funders in 2007, including the provincial government's \$30 million, is showing positive returns and the work Coast Funds is doing is making a real difference.**
- Investments to date are building critical capacity mass as the First Nations and Coast Funds build on the lessons learned over the last five years and focus efforts on maximizing the impact of the allocations.
- Win-win scenario: the War in the Woods is now far behind us. There is a great deal more work to do to overcome the capacity challenges and fully realize the vision of healthy, sustainable environment and prosperous communities but a firm foundation has been laid and in partnership with the First Nations it serves, Coast Funds is taking the long view in continuing its efforts.
- The continued efforts of government in supporting the goals of the First Nations of the Great Bear Rainforest and Haida Gwaii for economic prosperity and conservation of the environment in their traditional territories also continues to be vital in this regard.
- Relationships between First Nations and government are supported by an increasing number of agreements. This supports capacity and the work that Coast Funds does as well as the First Nations themselves.



## Contact Information

### COAST OPPORTUNITY FUNDS

[www.coastfunds.ca](http://www.coastfunds.ca)

Suite 1455-409 Granville St

Vancouver BC V6C 1T2

1.888.684.5223

[info@coastfunds.ca](mailto:info@coastfunds.ca)



•Website has extensive information, including copies of governing documents, Board policies, Annual Reports, Strategic Plans, newsletters, and awards application processes.



**Thank You**

## **DeProy, Joyce CSNR:EX**

---

**From:** Donald, David FLNR:EX  
**Sent:** Wednesday, January 9, 2013 4:22 PM  
**To:** Jakobsen, Dorthe FLNR:EX  
**Subject:** non LUPA FNs  
**Attachments:** 12-03-01 Letter fr Province re PAFA Amendment 5.pdf

Hi Dorthe,

After reading your email below, specifically the point about the non LUPA FNs I looked back into my COF emails and found the amendment letter (attached) from last March that I don't think was cc'ed to you. Anyway as you know those amendments now allow for the Canadian contribution and earnings to be distributed to the non LUPA FNs.

However, as you point out the funds from the Coast Conservation Endowment Fund Foundation were not allocated to the non LUPA FNs which explains the why the total allocation was \$57.8 million vs. \$60 million.

I just saw you in person and you stated what I was going to say in this email which was that First Nations who are now signing LUPAs, for example the Ulkatcho, will not have access to conservation funding.

Great question to raise with COF - is the unallocated money still sitting in an account or was it a one time offer.

Great to see you!

Regards,  
Dave

---

**From:** Jakobsen, Dorthe FLNR:EX  
**Sent:** Tuesday, January 8, 2013 12:30 PM  
**To:** Donald, David FLNR:EX; Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** RE: COF Info Note Jan 8 version

Hi Dave and Rory:

A couple of thoughts in the attached. Also, I wonder if we could discuss the Conservation funding that is unavailable to those 5 nations that did not sign SLUPAs in 2007, what happens with their fund allocations and can we change this so that they could access it upon signing?

In the ppt and BN the numbers aren't consistent, it states that CEDS approved 20.39 and the Conservation fund approved 8.6 which totals 28.45, yet they state 31.3 in the ppt, what gives?

Lastly I just have to say that in the ppt it states "The Great Bear Rainforest has been subject to 150 years of industrial exploitation", I think that is an incredible overstatement and gives a completely false picture of this, for the most part, incredibly remote and rugged area. Just my 2 cents worth ☺!



Regards,  
Dorthe

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**From:** Donald, David FLNR:EX  
**Sent:** Tuesday, January 8, 2013 11:11 AM  
**To:** Annett, Rory K FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX; Jakobsen, Dorthe FLNR:EX  
**Subject:** COF Info Note Jan 8 version

Rory I have incorporated your suggestions with some minor differences. I can discuss this with you in your office before noon if necessary.

I have three comments in the document for your information only - if you are satisfied with the content just delete my comments.

Regards,  
Dave

---

**From:** Annett, Rory K FLNR:EX  
**Sent:** Tuesday, January 8, 2013 9:11 AM  
**To:** Donald, David FLNR:EX  
**Subject:** FW: 904061[1]

Dave, thanks for this. Please see my suggestions and questions imbedded. Can you turn this around by noon?

Cheers, Rory.

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**From:** Donald, David FLNR:EX  
**Sent:** Monday, January 7, 2013 5:03 PM  
**To:** Annett, Rory K FLNR:EX; Jakobsen, Dorthe FLNR:EX  
**Cc:** Ostashek, Lynda FLNR:EX  
**Subject:** FW: 904061[1]

Attached:

1. Original email from COF requesting a meeting with BC ministers from Lynda
2. Draft information note for Ministers

Rory,  
Here is a first draft of the information note for Minister Thompson and Minister Lake in preparation for their meeting with COF. The data presented in this note is very current. It was provided today by Elisa Kreller from COF

Please edit as needed. I am unsure of our Ministries' future commitment? You may have other questions to pose on the Ministers' behalf?

Regards,  
Dave

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**From:** Ostashek, Lynda FLNR:EX  
**Sent:** Monday, January 7, 2013 4:28 PM  
**To:** Donald, David FLNR:EX  
**Subject:** 904061[1]



RECEIVED  
MAR 02 2012



File: 22000-20/COFU

March 1, 2012

Dave Mannix, CEO CEDS  
Suite 1455-409 Granville Street  
Vancouver, British Columbia  
V6C 1T2

Dear Dave Mannix:

**Re: Amendments to the Performance and Accountability Funding Agreement (PAFA)**

Thank you for your letter to Jody Shimkus dated October 11, 2011, in which you proposed several amendments to the PAFA with the goal to improve the availability of funding to First Nations. The Ministry of Forests, Lands and Natural Resource Operations has reviewed the proposed amendments and has approved the following changes to the PAFA agreement.

The PAFA agreement is hereby amended to read as follows:

- Section 1.01(p) *"Participating First Nation" means a First Nation that enters into a Land Use Planning Agreement covering a part of the Project Area; For distributions from Canada's Funding, the following First Nations, whether or not they have entered into a Land Use Planning Agreement covering a part of the Project Area, are deemed to be Participating First Nations: Gitanyow, Gwawaaineuk, Kwicksutaineuk, Dzawada'enuxw (previously Tsawatineuk), and Ulkatcho;*
- Section 4.01(o) *except for distributions to FNs who have not entered into a LUPA and for operational and administrative costs of the Society; expend the Contribution for the purposes of this agreement prior to expending any other funds in its hands, including Canada's Funding;*
- Section 4.01(e) *apply the remainder of the Contribution not allocated as contemplated by section 4.01(d) to funding of:*
- i) the operational and administrative costs of the Society; and*
  - ii) Regional Economic Development Projects;*

.../2

Section 1.01(f)     *"Canada's Funding" means \$30,000,000 to be paid by Canada to the Province under an agreement, separate from this Agreement, between Canada and the Province, whereby the Province will provide Canada's Funding to the Society, including any income earned on the \$30,000,000;*

Section 4.01(r)     *apply Canada's Funding to funding of:*  
i)     *the operational and administrative costs of the Society; and*  
ii)    *Regional Economic Development Projects.*

This amendment letter forms an integral part of the PAFA agreement and should be attached to it.

Thank you for the recommended changes to the Performance and Accountability Funding Agreement. The changes as outlined above will improve the availability of funding to First Nations and clarify the source of the funds that support the Society.

Yours truly,



Craig Sutherland  
Assistant Deputy Minister  
Coast Area

pc:     Julian Paine, Assistant Deputy Minister  
         Ministry of Community, Sport and Cultural Development

## DeProy, Joyce CSNR:EX

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**From:** Donald, David FLNR:EX  
**Sent:** Wednesday, January 9, 2013 4:38 PM  
**To:** 'Elisa Kreller'  
**Subject:** RE: Emailing: FL-COF responseFeb 6.docx

Thanks for clarifying this for me Elisa.

Regards,  
Dave

-----Original Message-----

**From:** Elisa Kreller [<mailto:elisa@coastfunds.ca>]  
**Sent:** Wednesday, January 9, 2013 11:47 AM  
**To:** Donald, David FLNR:EX  
**Cc:** Katherine Gordon (\_\_\_\_\_<sup>s.22</sup>\_\_\_\_); Dave Mannix  
**Subject:** RE: Emailing: FL-COF responseFeb 6.docx

Dave,

The original contribution of the private funders to the Foundation was based on First Nations who had signed LUPAs in 2008. Rather than contributing the full \$60 million, the total contribution to the Foundation was only \$57.8 million. First Nations who are now signing LUPAs, for example the Ulkatcho, will not have access to conservation funding.

Hope this answers your question.

Elisa

Elisa Kreller | Director of Finance and Administration | Coast Opportunity Funds Suite  
1455-409 Granville Street, Vancouver, BC V6C 1T2  
T: 604-684-0223, F: 604-684-0204  
C: 604-633-0535, Toll free: 1-888-684-5223  
E: [elisa@coastfunds.ca](mailto:elisa@coastfunds.ca)  
[www.coastopportunityfunds.ca](http://www.coastopportunityfunds.ca)

-----Original Message-----

**From:** Donald, David FLNR:EX [<mailto:David.Donald@gov.bc.ca>]  
**Sent:** January-09-13 11:40 AM  
**To:** Elisa Kreller  
**Subject:** RE: Emailing: FL-COF responseFeb 6.docx

Hi Elisa,

Please see the email from you last March when the PAFA was amended.

According to the amendments the non LUPA FNs now have access to the Canada funds and earnings. Do the non LUPA FNs have access the conservation funding from the Coast Conservation Endowment Fund Foundation?

Thanks for clarifying this for me.

Dave

Not Responsive

Not Responsive

Not Responsive

Not Responsive

Not Responsive



Not Responsive