



COAST OPPORTUNITY FUNDS  
ANNUAL REPORT 2008

COAST CONSERVATION ENDOWMENT FUND FOUNDATION AND COAST ECONOMIC DEVELOPMENT SOCIETY



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

Our **mission** is to work collaboratively with First Nations to support sustainable economic development and conservation management in the central coast, north coast and Haida Gwaii areas of coastal British Columbia.





**The Great Bear Rainforest ecosystem represents one-quarter of the world's remaining coastal temperate rainforest.**

## What are Coast Opportunity Funds?

**Coast Opportunity Funds** recognize that conservation management in the unique environment of the Great Bear Rainforest and Haida Gwaii goes hand in hand with recognition of the economic challenges facing the people who live there.

Nearly 8.5 million hectares in size, the Great Bear Rainforest stretches more than 400 kilometres from the northern end of Vancouver Island, across Queen Charlotte Strait, and up the central coast of British Columbia to the Alaskan border. This magnificent old growth forest ecosystem represents one-quarter of the world's remaining coastal temperate rainforest, supporting wild Pacific salmon, grizzly bears, wolves and the white Kermode or "spirit" bear among many other species.

Coast Opportunity Funds make the connection between long term sustainable economic development projects that embrace conservation values and the social, cultural and economic wellbeing of the First Nations communities who have lived and worked in and benefited from this remarkable territory for thousands of years, by providing financial support for conservation management and the implementation of sustainable economic development projects.

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

**Coast Opportunity Funds provides financial support to First Nations communities for conservation management and the implementation of sustainable economic development projects.**

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**The vision and mission of the Coast Opportunity Funds are unique.**

## Message from the Chair

**The vision and mission** of the Coast Opportunity Funds are unique: as unique as the ecosystems that make up the Great Bear Rainforest and Haida Gwaii and the First Nations that live and work there.

Putting in place the building blocks to realize our vision and mission has been the main focus for our first full year of operation. There were three major areas on which we focused:

- Hiring the right leadership for the Funds;
- Developing healthy relationships with our First Nation clients; and
- Developing the governance structure, processes and policies which will guide us in stewarding the funds entrusted to us.

The Board believes it has garnered strong leadership with our two chief executives, David Mannix and Scott Rehms, who began working in late August, 2008. Their combined experience, knowledge and skills, and that of the other staff of the Funds, stand Coast Opportunity Funds in excellent stead as an organization. The Board sincerely appreciates the efforts of everyone working on our team.

David and Scott's first priority was developing open two-way relationships with our First Nations clients, and to learn as much as possible about their objectives and priorities. Staff, therefore, spent considerable amount of time meeting with Chiefs and Councils and travelling to the region to open an ongoing dialogue about the funds with the communities and their leadership.

Finally, in 2008 we established the core governance, financial and operational policies that allowed us to start flowing funds to regional planning projects in October and to the first individual First Nation approved projects early in 2009. Board members dedicated considerable effort to ensure these important initial steps were implemented, and I would like to express my thanks and appreciation to all my fellow directors for their dedication and enthusiasm.

I know I speak for all of the Board when I say that we consider ourselves very fortunate and honoured to be involved in such a unique and important enterprise. I am proud to submit the 2008 annual report and financial statements of both Funds.

A handwritten signature in black ink, appearing to read 'D Wright'.

Don Wright, Chair  
Coast Conservation Endowment Fund Foundation  
Coast Economic Development Society  
June 2009

**I would like to express my thanks and appreciation to all my fellow directors for their dedication and enthusiasm.**



**Aboriginal peoples and communities can achieve meaningful economic development.**

## About the Funds

Coast Opportunity Funds oversees and manages \$120 million provided by the Province of British Columbia, the Government of Canada, The Nature Conservancy and six private foundations, in two funds:

**The Coast Conservation Endowment Fund Foundation (CCEFF)**, a long-term fund designed to support activities that maintain or improve the Great Bear Rainforest. Financial support is provided for eligible activities from income earned from the fund. Examples of such activities include conservation and protected area management planning, research and monitoring, protection of biophysical or cultural resources, habitat restoration and ecosystem-based management capacity building.

**The Coast Economic Development Society (CEDS)** is a shorter-term fund designed to create sustainable businesses and community-based employment opportunities over seven years. Each of the First Nations listed above is eligible for a share of financial support from the fund to support economic activities. Examples of eligible projects include economic development planning projects, shellfish aquaculture, technology and communication, tourism, nutraceuticals, non-timber forest products, EBM-compliant forestry activities, green energy and construction, and small-scale, non-toxic mineral and gem extraction.

**Eligible projects include economic development planning projects, shellfish aquaculture, technology and communication, and tourism.**



# Board of Directors

**The two funds are run by separate societies who share a common board of directors. The board of directors manages the affairs of the organization and reports annually to the members.**



**CINDY BOYKO** is on the Council of the Haida Nation and is a Director on the Secretariat of the Haida Nation Board. She co-chairs the Archipelago Management Board, working with Government of Canada representatives to

cooperatively manage the southern part of Haida Gwaii, the Gwaii Haanas National Park Reserve and Haida Heritage Site.



**BEVERLEY BRISCOE** is a Chartered Accountant with extensive industry experience in the transportation and industrial equipment sectors, the principal of Briscoe Management, and a director of Goldcorp, Ritchie Bros. Auctioneers, B.C. Rail Co.,

the Boys and Girls Clubs of Greater Vancouver and the Forum for Women Entrepreneurs.



**CAMERON BROWN** is a member of the Heiltsuk First Nation and a management consultant specializing in aboriginal management and economic development and education. Prior to establishing his consulting practice in 2000, he served as the

National Director, Aboriginal Banking (Toronto) for the CIBC. Cameron was a professor at Trent University in Peterborough, Ontario, in the Native Management and Economic Development Program.



**MERV CHILD** is a lawyer specializing in administrative law, aboriginal rights, land and resource management, band governance, economic development and treaty negotiations, and acts as a senior advisor to the Nanwakolas Council, a

Campbell River-based society of eight First Nations addressing land and resource use issues and related economic development opportunities.



**HAROLD LEIGHTON** is the Elected Chief of the Metlakatla First Nation. He has served his community for more than 25 years, including as Band Administrator, treaty negotiator, and CEO of the Metlakatla Development Corporation. He has also

acted as President of the North Coast Tribal Council for six years and served on a wide variety of business and non-profit boards.





**THOMAS OLSEN** is an owner and President of Triumph Timber and the Olsen Management Group, which has subsidiaries in logging, road building, and marine transportation, and has worked in cooperative ventures with First Nation

communities to build sustainable infrastructure and long-term employment for communities on the North Coast of British Columbia. He is a member of the Working Round Table on Forestry, and has served as a Director of the TLA since 1999.



**MERRAN SMITH** is the Director of the Climate Program at ForestEthics. She formerly spent a decade as a leader in the campaign to protect the ecological integrity of Canada's Great Bear Rainforest, which raised \$120 million in public and private funds to

ensure that the ecological gains in the Great Bear Rainforest are coupled with sustainable economic growth for First Nation coastal communities. She serves on the boards of the Driftwood Foundation and Rights Action Canada.



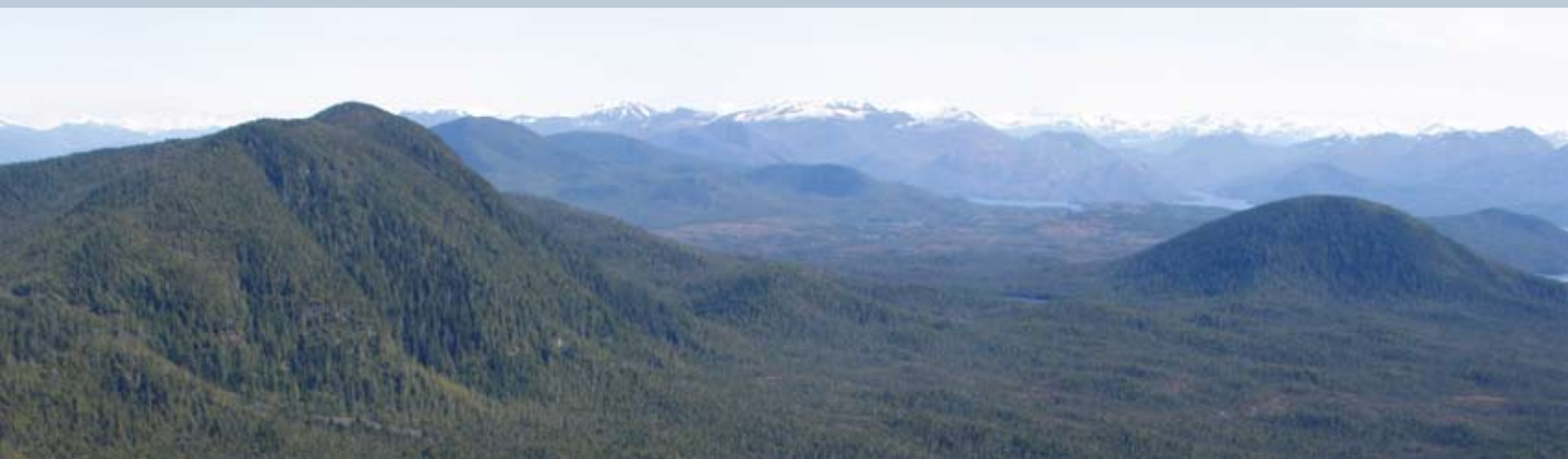
**PAUL RICHARDSON** is President of Renewal2 and Vice President at both Renewal Partners Co. and the Endswell Foundation. In his work with Renewal2 and Renewal Partners, he is responsible for analyzing new investment opportunities in

mission aligned businesses. At Endswell, Paul works with organizations receiving conservation grants. Paul has represented a consortium of international philanthropic foundations and private investors in multi-level discussions on conservation financing for the region.



**DON WRIGHT** is the President of the British Columbia Institute of Technology. Prior to joining BCIT in March 2008, he has been a university professor, senior government official and private sector executive. His government service

included positions as deputy minister of finance, forests, economic development, and education in the Saskatchewan and B.C. governments. From 1997 to 2001, Don was Vice-president of Forestry, Environment and Corporate Affairs with Weldwood of Canada. Between 2004 and 2008 Don provided advice to public and private sector clients through his firm, Analytica Consulting.





## Members

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

**ROSS McMILLAN**, Tides Canada Foundation

**RICHARD JEO**, The Nature Conservancy

**DALLAS SMITH**, Nanwakolas Council

**ART STERRIT**, Coastal First Nations

**KATHY CHOPIK**, B.C. Premier's Office

**STEVE CARR**, B.C. Integrated Land Management Bureau

**ARNIE BELLIS**, Council of the Haida Nation (non-voting)

**BRUCE WATKINSON**, North Coast-Skeena First Nations Society (non-voting)

## Staff

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

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

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

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

**MARY SPEER**, Office Manager, has a background in insurance, having worked in underwriting and accounting for five years.



**We spent most of our time between August and December travelling to as many communities as possible to provide information and answer questions.**

## Message from the CEOs

**We both joined the staff** of Coast Opportunity Funds in August 2008. We saw it as an immediate priority to start establishing close communications with the eligible First Nations through face-to-face meetings. We spent most of our time between August and December travelling to as many communities as possible to provide information and answer questions, start learning about the goals and priorities of those communities, and to look for feedback.

We also focused ensuring that, in the face of the economic downturn that commenced in late 2008, the funds were protected against any losses occurring in the money markets. We are pleased to report that we were successful in doing so.

Operationally, in 2009 we intend to commence a review of the strategic plan to “ground truth” it against what we learned from our discussions with the communities. That feedback will be fundamental to the review of the strategic plan and in generating goals for 2010.

The review of the strategic plan will be undertaken along with the development of a comprehensive communications strategy that will include continuing communications with the First Nations communities, website development and production of information guidelines and documents.

—David Mannix and Scott Rehmus  
June 2009

**“I look at it this way. We’re managing money that’s there for the First Nations. It’s all about them and their goals. We’re here to help work out how they can best use that money towards reaching those goals.”**  
—David Mannix

**“The Funds were created to support durable First Nations’ economies based on a healthy environment. It’s our job to foster their ideas and assist in jumpstarting projects with the funding available.”**  
—Scott Rehmus





**Intensive effort was undertaken in the last quarter of 2008 to gather feedback from First Nations communities and solicit their feedback on the funds.**

## 2008 Goals and Outcomes

### General

**Governance** By January 2008, the Board was in place and meetings, initial orientation sessions, presentations from First Nations, and cross cultural training had commenced. Terms of reference for the Investment, Finance and Audit Committee, Project Review Committee, and Communications Committee were established. Delegated authorities to staff were put in place on March 12 and revised on October 9. Development of a staff operating manual commenced.

**Operations of Funds** Also by January 2008, basic operational infrastructure was in place, including an interim executive director, office space, banking facilities, legal counsel, outsourcing of accounting and bookkeeping services, and the approval of the start-up budget.

### Strategic Plan

Review of the plan was deferred to 2009. Intensive effort was undertaken in the last quarter of 2008 to gather feedback from First Nations communities and solicit their feedback on the funds so as to inform the strategic plan review process in 2009. Performance measures will be developed as part of the setting of new goals, and the review process will take place in tandem with the development of a comprehensive communications strategy.

**Goals for 2008 were set by the board of directors in the strategic plan, adopted by special resolution on April 28, 2008.**



# SPECIFIC GOALS

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## OPERATIONAL

**GOAL** Key policies to be approved and implemented.

**OUTCOME** Policies approved/implemented: finance and audit, investment, grant making, revised directors' compensation and expense reimbursement, revised standards of ethical conduct for directors, and statement of personal and professional standards of conduct for employees.

**GOAL** Full-time staff in place, including CEO, Director of Finance & Administration, CEDS Program Director, CCEFF Program Director, Executive Assistant, and Program Assistant.

**OUTCOME** Staff members hired: David Mannix, CEO CEDS, Scott Rehmus CEO CCEFF and COO Coast Funds, Neil Philcox, CEDS Director of Projects, Elisa Kreller, CEDS Director of Finance, and Mary Speer, CEDS Office Manager. CCEFF staff and infrastructure needs were met through a service agreement with CEDS.

**GOAL** Permanent offices established and operational.

**OUTCOME** Permanent office space secured in downtown Vancouver.

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## FINANCES

**GOAL** Audited financial statements approved at annual general meetings.

**OUTCOME** Audited financial statements approved at AGMs held June 16 2008.

**GOAL** Satisfaction of funding conditions.

**OUTCOME** Remaining funding conditions for CCEFF satisfied and \$47.8 million transferred to CCEFF in July 2008 and \$8.3 million in November 2008.

**GOAL** Investment policies and strategies to be established.

**OUTCOME** Investment policies approved April 22, 2008; revised investment policies developed and finalized for approval and investment managers selected; an investment strategy approved. Coast Funds' principal was held in cash throughout 2008 and therefore not affected by the global economic downturn.

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## PROGRAM

**GOAL** Program models established, fully operational, transparent, and accessible to First Nations.

**OUTCOME** Grant making policies established, including project and applicant eligibility, application process and evaluation, approval process, and reporting and monitoring.

**GOAL** Development of comprehensive program monitoring and evaluation methodologies, along with comprehensive reporting guidelines of results to the Board and all stakeholders.

**OUTCOME** Risk assessment and compliance evaluation methods are in place. Need for grant management software in order to facilitate program monitoring and reporting identified.

**GOAL** Ensure information and access by First Nations to capacity building resources and services, including training and/or assistance with development of proposals and effective funding applications.

**OUTCOME** Staff meetings with most First Nations leaders and one or more visits to nearly half of the communities. Staff worked with applicants individually on each project proposal, providing assistance where needed.

**GOAL** Development of effective financial partnerships to leverage Coast Funds' grants and increase total funding available.

**OUTCOME** Outreach to potential partners and sources of additional capital prioritized.

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## AWARDS

**GOAL** Distribution of initial grants, specifically \$2million for economic development planning projects, and \$2million for conservation management planning projects.

**OUTCOME** Two regional economic development projects were approved: \$460,700 for a regional shellfish project, and \$338,650 for a capacity building project. Total approved: \$799,350. Of that, \$631,607 was paid out in 2008. One regional conservation project was approved in 2008: \$238,050 for a capacity building project. Of that, \$121,043 was paid out in 2008.

# SPECIFIC GOALS

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## COMMUNICATIONS

**GOAL** Outsourced hiring.

**OUTCOME** Communications consultant and website developer retained.

**GOAL** Development of print materials for distribution; fact sheet mail out to First Nations; newsletter.

**OUTCOME** Newsletter on Regional Planning Grants printed and distributed June 2008. Logo developed by artists Curtis Wilson.

**GOAL** Development of website and website updates.

**OUTCOME** Live website; updates include extensive information on Regional Planning Grants, as well as the newsletter of June 2008.

**GOAL** First Nations community tour.

**OUTCOME** Prioritized outreach to First Nations and affiliated regional First Nation groups: (Coastal First Nations-Turning Point Initiative, Nanwakolas Council, and North Coast-Skeena First Nations Stewardship Society). Staff met with leaders from nearly all First Nations and made one or more visits to nearly half of the communities.

**GOAL** AGM news release.

**OUTCOME** June 17 news release following AGM (also announcing hire of Neil Philcox as Program Director of CEDS).



# CONDENSED FINANCIAL STATEMENTS

## Coast Conservation Endowment Fund Foundation

### Statement of Financial Position

December 31

	2008	2007
<b>Assets</b>		
Cash	\$ 58,447,681	\$ 2,030,861
Interest receivable	94,188	7,770
Other receivable	533	200
	<u>\$ 58,542,402</u>	<u>\$ 2,038,831</u>
<b>Liabilities</b>		
Payables and accruals	\$ 7,893	\$ 5,000
Due to Society	46,111	- 0
Accrued award distribution	117,007	- 0
	<u>171,011</u>	<u>5,000</u>
<b>Fund Balances</b>		
General	780,826	33,831
Externally restricted		
Regional Conservation Planning Fund	1,761,950	2,000,000
Conservation Endowment Fund	55,828,615	- 0
	<u>58,371,391</u>	<u>2,033,831</u>
	<u>\$ 58,542,402</u>	<u>\$ 2,038,831</u>

Financial information extracted from the audited financial statements of Coast Conservation Endowment Fund Foundation.

A complete copy of the audited financial statements is available upon request.

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## Coast Conservation Endowment Fund Foundation

### Statement of Operations and Changes in Fund Balances

Year Ended December 31

	Unrestricted		Externally restricted		2008 Total	2007 Total
	General		Regional Conservation Fund	Conservation Endowment Fund		
<b>Revenue</b>						
Contributions	\$ 0	\$ - 0	\$ 55,828,615	\$ 55,828,615	\$ 2,000,000	
Interest	954,967	- 0	- 0	954,967	46,460	
	<u>954,967</u>	<u>- 0</u>	<u>55,828,615</u>	<u>56,783,582</u>	<u>2,046,460</u>	
<b>Expenses</b>						
Awards	- 0	238,050	- 0	238,050	- 0	
Cost sharing with Society	182,036	- 0	- 0	182,036	4,538	
Professional fees	25,936	- 0	- 0	25,936	8,091	
	<u>207,972</u>	<u>238,050</u>	<u>- 0</u>	<u>446,022</u>	<u>12,629</u>	
<b>Excess (deficiency) of revenue over expenses</b>	746,995	(238,050)	55,828,615	56,337,560	2,033,831	
<b>Fund balances, beginning of year</b>	33,831	2,000,000	- 0	2,033,831	- 0	
<b>Fund balances, end of year</b>	<u>\$ 780,826</u>	<u>\$ 1,761,950</u>	<u>\$ 55,828,615</u>	<u>\$ 58,371,391</u>	<u>\$ 2,033,831</u>	

# CONDENSED FINANCIAL STATEMENTS

## Coast Economic Development Society

Statement of Financial Position December 31

	2008	2007
<b>Assets</b>		
Current		
Cash	\$ 61,795,523	\$ 60,856,102
Interest receivable	99,394	241,500
Receivable from the Foundation	46,111	- 0
Other receivables	10,316	583
Prepaid expenses and deposits	8,075	- 0
	61,959,419	61,098,185
Property and equipment	13,152	- 0
Deposits	4,917	0
	\$ 61,977,488	\$ 61,098,185
<b>Liabilities</b>		
Current		
Payables and accruals	\$ 140,626	\$ 44,477
Accrued award distribution	167,743	- 0
	308,369	44,477
<b>Fund Balances</b>		
General	2,464,553	1,020,769
Externally restricted		
Government of British Columbia start-up grant	3,916	32,939
Regional economic development planning fund	1,200,650	2,000,000
Economic development fund	58,000,000	58,000,000
	61,669,119	61,053,708
	\$ 61,977,488	\$ 61,098,185

Financial information extracted from the audited financial statements of Coast Economic Development Society.

A complete copy of the audited financial statements is available upon request.

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## Coast Economic Development Society

Statement of Operations and Changes in Fund Balances Year Ended December 31

	Unrestricted		Externally restricted		2008 Total	2007 Total
	General		Government of British Columbia Start-up Grant	Economic Development Planning Fund		
<b>Revenue</b>						
Contributions	\$ - 0		\$ - 0	\$ - 0	\$ - 0	\$ 60,050,000
Interest	1,884,730		- 0	- 0	1,884,730	1,069,784
	1,884,730		- 0	- 0	1,884,730	61,119,784
<b>Expenses</b>						
Administration	52,823		- 0	- 0	52,823	- 0
Awards	- 0		- 0	799,350	- 0	799,350
Board expenses	89,196		- 0	- 0	89,196	48,553
Facilities and equipment	38,694		- 0	- 0	38,694	54
Personnel	385,973		- 0	- 0	385,973	- 0
Professional fees	56,296	29,023	- 0	- 0	85,319	22,007
	622,982	29,023	799,350	- 0	1,451,355	70,614
Recovery from the Foundation	182,036		- 0	- 0	182,036	4,538
	440,946	29,023	799,350	- 0	1,269,319	66,076
<b>Excess (deficiency) of revenue over expenses</b>	1,443,784	(29,023)	(799,350)	-	615,411	61,053,708
<b>Fund balances, beginning of year</b>	1,020,769		32,939	2,000,000	58,000,000	61,053,708
<b>Fund balances, end of year</b>	\$ 2,464,553	\$ 3,916	\$ 1,200,650	\$ 58,000,000	\$ 61,669,119	\$ 61,053,708



## The Coast Opportunity Funds Logo

### “A RISING OF WEALTH”

Our logo, featured on the front cover, was designed by artist Curtis Wilson, a First Nations artist. Curtis says of the creative process: “The design was developed from ideas and concepts discussed with the Coast Opportunity Funds Board and staff. The final design is a Tlakwa-Copper, and resembles a G’ila-Grizzly Bear.

Within the Kwakwaka’wakw culture, Tlakwa-Coppers represent wealth. The G’ila-Grizzly Bear represents strength, power, welcome and friendship. This crest is often associated with family and children, to show the close relationship with humans. The Great Bear Rainforest being a huge focal point of Coast Opportunity Funds, we felt it was appropriate to have a grizzly bear incorporated within the design.

### ABOUT THE ARTIST

My Hamat’sa name, passed down to me through our Potlatch is Tayanaxwalis, (my everyday name is Mulidzas) and my English given name is Curtis Wilson. I was born, raised and currently live in Campbell River with my wife of eight years and my daughter. My families are traditionally from the four corners of the Kwakwak’awakw territory. My roots of my family can be traced to the Axwamees (Wakeman Sound), ‘Nakwaxda’xw (Ba’as-Blunden Harbour) and to the Leqwiltokw Nations.

I have a Bachelor of Arts degree in First Nations Studies from Vancouver Island University. I have been a part of the Laichwiltach Culture Group for many years and am very adamant about learning my culture and heritage. I have been learning how to carve for a number of years now and will continue to learn for many more years to come. I started to carve at small a shed built by my grandfather Sam Henderson Sr., under the instruction of many of my uncles and cousins. I have utilized many techniques and styles from each and every one of my uncles and cousins. In learning the old styles of my grandfather Sam Henderson Sr., and the new styles of my uncles and cousins, I have tried to develop a unique style of my own. My experiences are getting greater and greater every day, but I am constantly learning new aspects of my culture and heritage everyday. My goal in life is to learn as much of my culture and heritage as I can, so I can past it on to the next generations.

—Curtis Wilson



## COAST OPPORTUNITY FUNDS 2008 ANNUAL REPORT

### COAST OPPORTUNITY FUNDS

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