Global Heritage Fund

Tayrona Cultural & Natural Heritage Conservation
Ciudad Perdida, Colombia

Project Prospectus 2012-2015

Teyuna-Ciudad Perdida National Park
Sierra Nevada de Santa Marta

In partnership with
The Colombian Institute for Anthropology & History (ICANH)

December 2011
GHF Tayrona Conservation Project

Table of Contents

Executive Summary ................................................................. 3
Site Significance and Threats .................................................. 6
Tayrona Heritage Conservation Project Details .............................. 10
  Summary Goals and Budget ...................................................... 10
  Planning ................................................................. 11
  Heritage Conservation ......................................................... 12
  Nature Conservation .......................................................... 13
  Community Development ...................................................... 15
  Partnerships ................................................................. 18
Budget Details: Total GHF Funding 2012-2015 ............................ 20
About GHF ........................................................................ 21
Executive Summary

GHF is currently implementing a major heritage, nature conservation and community development program in northern Colombia to help preserve the most significant cultural and natural heritage area of the Sierra Nevada de Santa Marta, Colombia. GHF’s work focuses on helping to preserve the tropical montane forests of the Upper Buritaca River Basin through the conservation and sustainable development of major archaeological sites from the Tayrona civilization that inhabited the area between 200 and 1600 AD.

Expected outcomes of this project include:

1. Heritage preservation of Colombia’s most important archaeological sites of the Tayrona civilization – Ciudad Perdida and Pueblito, along with others.
2. Community development including new businesses, employment and investments in the conservation area to improve the lives of over 400 families.
3. Sustainable heritage development of major archaeological preserves threatened by increasing tourism, cattle ranching and deforestation.

GHF’s Tayrona Cultural and Natural Heritage Conservation Project undertakes planning, scientific conservation, community development and strategic partnerships to enable the long-term sustainable preservation of Teyuna-Ciudad Perdida National Park and other surrounding Tayrona civilization sites, as well as protection of the rich cultural heritage of the indigenous communities of the Sierra Nevada de Santa Marta mountain range.

This GHF Project is being developed in partnership with the Colombian Institute of Anthropology and History (ICANH), the Tayrona Foundation for Archaeological and Environmental Research (FIAAT), Colombian National Park Service (UAESPNN) and indigenous and peasant community councils. The project will generate a comprehensive site management and preservation plan anchored around Teyuna-Ciudad Perdida Archaeological Park and the 26 known surrounding archaeological sites located within a 10-kilometer radius.

In addition, planning and conservation activities are also being organized for the site of Pueblito, located on the Caribbean coast in Tayrona National Park outside of the protection and administration of ICANH. The development of the world’s first Tayrona Heritage Museum in the city of Santa Marta will profile the area’s rich cultural heritage and ecological diversity.

GHF funding in 2009-2011 was approximately $260,000, with secure co-funding of nearly $250,000 from USAID, ICANH and the Colombia Heritage Fund.

It is estimated that GHF funding will be $790,000 over the next three years toward a total project budget of $1,375,000. GHF has secured approximately $180,000 of in-kind co-funding from ICANH and $350,000 from USAID-Patrimonio Natural (Colombian Natural Heritage Fund) for community development activities in the Buritaca River Basin.
Above: Map of Colombia showing the location of Ciudad Perdida.
Above: Map of the Buritaca River Basin showing the trail to Ciudad Perdida and highlights of the area’s cultural- and natural heritage significance.
Site Significance and Threats

Site Significance
GHF’s Tayrona Conservation Project centers around the tropical forests and wildlife habitat of the Upper Buritaca River Basin in the national park of the Sierra Nevada de Santa Marta, a UNESCO-designated Biosphere Reserve, and one of the highest and most ecologically diverse coastal mountain ranges in the world.

From A.D. 200 until A.D. 1600-1650, the northern portion of the massif was inhabited by a number of autonomous polities of varying size and political power known collectively as the Tayrona. More than 250 ancient Tayrona cities and towns with elaborate stone masonry and rammed earth architecture are found throughout the Sierra Nevada today, from the shoreline to altitudes above 2500 meters and covering an area of approximately 3,000 square kilometers.

GHF’s work and support focuses on preserving two of the largest ancient cities – Ciudad Perdida and Pueblito, today the only Tayrona sites open to the public. Major Tayrona cities are as large as 250- to 300 acres with hundreds of structures, flagstone paved paths and roads, canals and plazas.

Ciudad Perdida, which means “Lost City” in Spanish, was discovered in 1975 by looters, the people responsible for the destruction of many archaeological sites throughout the Sierra Nevada and Colombia in general. Over the past 30 years, archaeologists have located more than 200 structures totaling an area of approximately 50 hectares (150 acres). The structures include dwellings of various sizes, terraces, stone paths and staircases, plazas, ceremonial and feasting areas, canals, storehouses and agricultural terraces.

Above: View up the Buritaca River Basin from the Central Platform at Ciudad Perdida.
Ciudad Perdida was one of the more than 250 towns inhabited by the Tayrona up until the end of the 16th century. In comparison to the other 26 settlements found in the upper section of the Buritaca River Basin, it appears to be the largest and most impressive of them all, which is why we believe it was the center of political, social and economic power in this specific part of the Sierra Nevada. Nevertheless, many more years of archaeological research are still required for us to be able to understand the political, economic, and social links binding together all these towns. Equally so, we are only beginning to understand Ciudad Perdida’s complex history and the changes it underwent through time.

The park is reached by a 23.3-kilometer trail that winds upriver from the small town of El Mamey. The round trip takes five to six days, with one night spent at the lodge closest to the park. Given that helicopters must land on archaeological structures, helicopter access is highly restricted by ICANH. Helicopters weighing over 5000 pounds are not allowed to land.

Threats
The site of Ciudad Perdida, the Tayrona sites, the Buritaca River Basin and the indigenous and local communities of the region all face a number of threats to sustained preservation of the rich historical, living and natural heritage of the Sierra Nevada:

1. Lack of Planning
   Currently the site of Ciudad Perdida and the Tayrona archaeological sites of the Buritaca River Basin do not have a management plan to provide a comprehensive framework to deal with the legal protection of monuments and their integration into regional and municipal development plans, monitoring and maintenance, research, mapping, sustainable tourism, infrastructure, indigenous beliefs, visitor management, park carrying capacity and financial planning.
2. **Uncontrolled Tourism**

Tourism to Ciudad Perdida has increased from approximately 2000 visitors in 2007 to 7200 in 2010, and the number of outfitters went from one to five. While these numbers are not considered to be mass tourism, the security improvements in the region and growing interest in both Colombia and Ciudad Perdida both point to tourism numbers becoming unsustainable in the coming years if left unregulated. Uncontrolled tourism into the Buritaca River Basin also represents lost revenue and intrusion into the daily lives of indigenous and peasant inhabitants.

3. **Looting**

The site of Ciudad Perdida was actually discovered by looters in the early 1970s who were also responsible for the destruction of many archaeological sites in the Buritaca River Basin and Sierra Nevada, mostly looking for gold artifacts. While its discovery prompted an archaeological investigation and documentation project by ICANH which dramatically slowed looting at Ciudad Perdida, looters have continued to operate at the lesser known sites throughout the region.

Above: Looters' pit at Tigres, a site in the Upper Buritaca River Basin that has been extensively looted.
4. **Budget Constraints and Neglect**

ICANH’s budget for the site of Ciudad Perdida was somewhere between $25,000 and $30,000 per year before GHF’s involvement. This does not provide enough financial support for conservation and restoration at the site or for the other 26 known sites in the upper Buritaca river Basin. The number of park rangers currently under contract is clearly insufficient to meet regular maintenance needs, much less to monitor adjacent sites.

5. **Narcotics Activity**

While the demobilization of paramilitary groups throughout Colombia in 2006 and increasing tourism has slowed the narcotics activity in the lower Buritaca river Basin, there is still activity in the area. The Colombian and US governments are very interested in the use of natural and cultural assets as the basis for alternative development in the region.
Above: Emergency intervention underway after a large stone was dislodged from one of the central platforms.

Tayrona Heritage Conservation Project Details

The primary goals of the Tayrona Heritage Conservation Project are:

1. **Planning** - development of Ciudad Perdida conservation and management plans, including field survey, mapping and documentation of three- to four major sites in the Upper Buritaca River Basin.
2. **Scientific Conservation** – focused on the sites of Ciudad Perdida and Pueblito and enhanced protection for the natural environment.
3. **Community Development** – improving the lives of indigenous and campesino (peasant) communities through training, new businesses, employment and investment in health and social services.
4. **Partnerships** - creation of a Colombian Heritage Fund to help facilitate private-sector investment in Colombia for heritage preservation.

**Summary Budget: 2012-2015**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>GHF % Total Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Planning</td>
<td>$150,000</td>
<td>60%</td>
</tr>
<tr>
<td>2. Conservation</td>
<td>$340,000</td>
<td>80%</td>
</tr>
<tr>
<td>3. Community Development</td>
<td>$140,000</td>
<td>25%</td>
</tr>
<tr>
<td>4. Partnerships</td>
<td>$80,000</td>
<td>66%</td>
</tr>
<tr>
<td>5. GHF Leadership/Field Support</td>
<td>$80,000</td>
<td>100%</td>
</tr>
</tbody>
</table>

- **Total GHF**: $790,000
- **Expected Co-Funding**: $585,000
- **Total Budget 2012-2015**: $1,375,000
Planning

Planning investment has helped to sponsor stakeholder meetings of the joint ICANH-OGT (Organizací on Gonawindua Tayrona, an organization of the indigenous community) technical committee to discuss all aspects of project planning, conservation and community development as envisioned in the Tayrona Conservation Project.

In 2011 a conservation plan describing threats, conservation requirements and intervention proposals was completed for the site of Teyuna-Ciudad Perdida. This allowed conservation work to begin on-site in 2011. A similar plan is to be completed in early 2012 for the site of Pueblito in Tayrona National Park to facilitate the initiation of conservation work there in mid-2012.

In 2011-12, design of a comprehensive and inclusive management plan for the Teyuna/Ciudad Perdida Park is being led by ICANH, in consultation with OGT and UAESPNN. This plan will include a tourism management plan, carrying capacity analysis, and cultural and environmental impacts assessments for the Buritaca River Basin. This plan is scheduled for completion in early 2012.

In 2011-2013, GHF-led teams will focus on the detailed and extensive documentation of Ciudad Perdida and two or three other significant Tayrona sites in the Buritaca River Basin, including GIS mapping, Autocad drafting, archaeological sampling, architectural survey, and the use of non-intrusive archaeological techniques such as Ground Penetrating Radar (GPR) and Magnetometry to determine the extent and characteristics of buried structures. All documentation of archaeological sites within the indigenous reserve is being conducted in partnership with ICANH and with authorization from the local indigenous leadership.
Heritage Conservation

No professional conservation work has been undertaken at the archaeological site since 1981, and it was not until 2010-2011 and the signing of the ICANH-GHF Memorandum of Understanding that professional conservators undertook a general site assessment to begin working on a comprehensive conservation plan. The ICANH-GHF Conservation Plan is focused on structures with the most serious problems such as fallen walls that may cause an entire terrace to collapse due to the torrential rains. Another issue is that the main terrace is currently used as a helipad, but its walls are at risk of collapse due to sagging and to bulging retaining walls whose inner drainages are blocked.

These are major interventions requiring significant funding, labor, and expertise that are crucial for preserving Ciudad Perdida. Additional funding is also required to take conservation teams to the 26 surrounding sites for conservation assessments and design of monitoring and protection protocols. During 2011, architectural and topographic survey work at the site has also revealed a number of additional structures that were entirely covered in forest yet adjacent to areas currently open to the public. Conservation and preservation activities must be designed and implemented for these structures, including clearing most vegetation, restoring walls and foundation rings along with terrace fills, and documenting them comprehensively.
Above: The Buritaca River (left) and the monumental staircase leading to the center of Ciudad Perdida (right).

Nature Conservation

The GHF Conservation Area, which includes the upper Buritaca, Don Diego and Guachaca river basins, contains some of the best preserved swaths of rainforest and montane forest in the Sierra Nevada de Santa Marta, making it an important wildlife conservation area and sanctuary.
Covering approximately 120 square kilometers (30,000 acres), the upper section of all three basins is home to endangered jaguar and ocelot populations, tapir, hundreds of species of migratory and endemic birds such as the blue billed curassow (crax alberti), howler monkeys and endemic reptiles, amphibians, and insects. The area thus conjoins great cultural and natural wealth, both of which require continued preservation efforts and education of local populations to ensure their survival.

The GHF-FIAAT partnership has applied to USAID-Patrimonio Natural Funding to be used for conducting a biodiversity assessment program for the Buritaca basin. Given that the last biological assessment was conducted in 1977, the information is sorely needed to evaluate current health and population status of the area’s mammal, reptile, amphibian, and butterfly populations. In the coming years (2012-2015), GHF and its partners aim to conduct similar assessments in the adjacent Don Diego and Guachaca basins. This will also result in a better knowledge of the potential of these areas for bird and animal watching activities, thus diversifying offerings for niche tourism and diverting pressure from the archaeological site itself.

A Citi Foundation grant received by GHF and implemented by FIAAT has also focused on strengthening environmental- and heritage education at the trailhead school. As such, school curriculum improvements have focused on highlighting the importance of cultural and natural heritage preservation, as well as rural micro-entrepreneurship related to tourism, sustainable agriculture and ranching, and environmental services. Additional funding was also secured by GHF-FIAAT from USAID-Patrimonio Natural to set up an Ecological Club at the school and to also provide seed capital for a school farm. The objective of this club is to locate, support, and promote young environmental and cultural preservation leadership aimed at creating local stewardship and conservation.

Future (2012-2015) activities involve linking and strengthening environmental-, cultural heritage- and bird conservation curricula currently under design by partner organizations and making them available to all teachers and schoolchildren in the Sierra Nevada de Santa Marta under open access protocols. Further funding is needed to establish and maintain web access to these materials, conduct workshops with teachers and students, and further improve curricular materials. The project partners also exploring an alliance with Sierra Nevada de Santa Marta Natural Park in order to set up a wider environmental- and cultural heritage education alliance. In sum, activities have focused on and will continue to focus on the need for preserving and protecting natural and cultural heritage in ways that include local peasant and indigenous populations and promote continued and sustained stewardship beyond government institutions and NGOs.
Above: Snack stands along the trail to Ciudad Perdida provide local entrepreneurs the opportunity to expand their income sources. Solar panels are being installed to provide electricity (right).

Community Development

GHF community development investments in the Tayrona Conservation Program are focused in four main areas:

1. Training and capacity building
2. Income and employment development
3. Social development
4. Heritage development

Until very recently, the lower Buritaca River Basin and the town of El Mamey (the trailhead town to Ciudad Perdida) were under the control of paramilitary groups which demobilized in 2006. Paramilitary fighters seriously hindered conservation and research activities at the park, challenged state authority and the rule of law, and encouraged illicit crop cultivation.

This part of the basin is also home to a number of impoverished peasant smallholders who under paramilitary rule grew coca bushes and processed the leaf into cocaine base. After the demobilization agreements of 2006, most peasants have slowly shifted back to growing traditional crops such as coffee, cocoa and dryland rice. Others have turned to ranching and clearing out new patches of forest for livestock. A few have also started working as guides, porters, muleteers or cooks for the outfitters handling tourism to Ciudad Perdida. Today, about 300 campesino people inhabit the Buritaca River Basin.
The upper section of the basin is also home to about 400 people belonging to the Kogi and Arsario indigenous communities, concentrated around the small town of Mutanzhi, which was founded in the early 1980s. The town is located within the Kogi-Arzario reservation boundary line which runs close to the settlement. Further upriver from Mutanzhi only one indigenous family lives relatively close to the park (3.5 kilometers away). This means that most of the area surrounding Ciudad Perdida is completely uninhabited and covered in 400-year-old forest, which makes it a crucial sanctuary for endemic bird species, howler monkeys, jaguar, and ocelot populations which find refuge in this area.

An important component of this project includes consolidating state presence and control through grass-roots development by way of low-impact, controlled tourism while ensuring the long term preservation of Teyuna-Ciudad Perdida Archaeological Park and other important archaeological sites in this area. In addition, by regulating and concentrating tourist flow towards this area, it is expected that tourist intrusion to other areas of the Sierra Nevada will be kept at a minimum, in accordance with the objectives of the Colombian Park Service and indigenous authorities.

Based on extensive discussions with local stakeholders (indigenous and campesino communities), ICANH, the Colombian Park Service, local NGOs and the Colombian government, the following activities have been identified for community development investment:

1. Training and Capacity Building
   - Conservation training
   - Guide training in Wilderness First Aid and Natural- and Cultural Heritage
   - Capacity building for silvopastoral production systems and family-owned micro-businesses
2. Income and Employment Development
   - Community owned eco-lodge improvements
   - Rural micro-entrepreneurship related to sustainable farming and tourism

3. Social Development
   - Cultural and environmental education in the public school serving the peasant and indigenous communities
   - Creation of local youth Eco-club
   - Sanitation, fuel efficient wood burning stoves and residual water treatment for community-run eco-lodges along the trail to Ciudad Perdida

4. Site Development
   - Site interpretation and signage along the access trail
   - Trail improvements and maintenance
   - Trail bridge for river crossing
   - New site accommodation and kitchen for on-site teams
   - Guidebook

Above: Children’s education programs are being funded for indigenous and peasant gateway communities.
Partnerships

International and in-country partnerships are fundamental to GHF’s success in sustainable preservation. As such, GHF is working hand-in-hand with the following key partners to achieve success in the Tayrona Conservation Project:

**Colombian Institute for Anthropology and History (ICANH)**

Founded in 1938 as the National Archaeological Service, ICANH is the State institution that oversees anthropological and archaeological research in Colombia. As the current administrator of Ciudad Perdida Archaeological Park and with many decades of research and heritage administration experience in Colombia, ICANH’s presence in parks such as Ciudad Perdida has ensured the long term preservation of the country’s archaeological heritage.

ICANH’s active participation in the design and implementation of the Management Plan, as well as its local experience and expertise are crucial factors in the successful application of GHF’s Preservation by Design® methodology. In addition, this also guarantees that the site will continue to be protected beyond the scope of this project. In the event of a World Heritage nomination process for Ciudad Perdida Archaeological Park, it would be ICANH’s responsibility to present the nomination, as it has done successfully for San Agustin and Tierradentro World Heritage sites.
**Tayrona Foundation for Archaeological & Environmental Research (FIAAT)**
Established by Dr. Santiago Giraldo (GHF Project Director) and Dr. Luisa Fernanda Herrera in 2010 with the support of GHF, FIAAT conducts anthropological and archaeological research and designs and implements community development in the Buritaca, Guachaca and Don Diego river basins of the Sierra Nevada de Santa Marta. FIAAT channels and receives in-country funding aimed at natural- and cultural heritage protection projects located in these areas.

**Colombian National Parks (UAESPNN)**
As part of the Ministry of the Environment, the National Parks Unit is charged with administrating the entire national parks system for Colombia and coordinating the National System of Protected Areas. Though administrated by ICANH since its discovery in 1976, Ciudad Perdida is also located within the borders of the Sierra Nevada de Santa Marta Natural Park, and visitors pass through park lands to reach the archaeological site. Most of the alternative development activities, as well as improved tourist control will also benefit the conservation objectives of Sierra Nevada de Santa Marta Natural Park by controlling activities in park areas and buffer zones.

**Colombia Heritage Fund (CHF)**
GHF is helping to mobilize key Colombian private sector leaders, corporations and foundations towards the development of a Colombian Heritage Fund (CHF) by bringing together a coalition of private sector leaders and companies that can co-fund the sustainable preservation of Ciudad Perdida and other major sites in Colombia with GHF over the next four- to five years.

The objective is to follow the successful model established in Guatemala, where in 2006 GHF helped to form PACUNAM (Fundación Patrimonio Cultural y Natural Maya), now an 11-member organization that has made a $3M matching commitment to GHF for co-funding at Mirador in Guatemala. GHF believes that a Colombia Heritage Fund will help to coordinate efforts and facilitate resources to identify, lead and promote projects for the protection and conservation of Colombian cultural patrimony. This organization will have a long-term commitment, capable of integrating the efforts of the private sector, government and civil society to generate high impact sustainable Colombian heritage conservation projects with local, regional and even national economic, cultural and social benefits.
## GHF Tayrona Conservation Project Budget Details: Total GHF Funding 2012-2015

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Master Planning and Mapping</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GIS and Mapping</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Station Mapping</td>
<td>$60,000</td>
<td>$70,000</td>
<td>$20,000</td>
<td>0</td>
<td>$150,000</td>
</tr>
<tr>
<td>Field Survey</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conservation &amp; Management Plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholder Meetings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Conservation &amp; Restoration</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials</td>
<td>$60,000</td>
<td>$100,000</td>
<td>$100,000</td>
<td>$80,000</td>
<td>$340,000</td>
</tr>
<tr>
<td>Labor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Community Development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training &amp; Capacity Building</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income &amp; Employment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Site Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Partnerships</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colombia Heritage Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICANH training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partner meetings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GHF Project Leadership &amp; Field Support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office &amp; Equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL PROJECT EXPENSES</strong></td>
<td>$180,000</td>
<td>$250,000</td>
<td>$200,000</td>
<td>$160,000</td>
<td>$790,000</td>
</tr>
</tbody>
</table>
About Global Heritage Fund (GHF)
Global Heritage is an international heritage conservancy established to protect, preserve and sustain the most significant and endangered cultural heritage sites in the developing world. GHF works together with local communities and in-country partners to save their cultural heritage treasures and multiply their economic, educational and environmental benefits for future generations.

GHF’s multiplier effect is made possible by working closely with local communities and a global network of experts to provide catalytic funding using our 360-degree Preservation by Design® methodology – planning, science, community and partnerships to protect and preserve endangered heritage sites and maximize income, employment and investment in communities and regions around GHF Projects. Since 2002, GHF has six completed projects and currently has and 12 in-progress.