

2023 | ANNUAL REPORT



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Asociación
Cívica
Nosara
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We are on the verge of celebrating half a century since the first residents of the then Beaches of Nosara Project founded the Nosara Civic Association (NCA). The mission was to improve the community through cooperation and joint effort, guided by an ahead-of-the-times sustainability vision.


Undoubtedly, it has been a story full of lessons learned and challenges as a community. We are in a place that witnessed the Chorotegas and their first settlers 2,500 years ago. It saw Spanish, French, English, and American ships pass by its shores. It also witnessed the flourishing of cattle ranches, with hectares of pastures, workers, and animals. Later, it welcomed the first Playas de Nosara Project residents from around the world to enjoy this paradise already cherished by Costa Rican families living in the area or visiting from San José and other places. However, it is also the community that, after the pandemic, experienced unprecedented and immense growth, facing additional pressure on its ecosystem and social fabric. Today's Nosara is the result of this history.

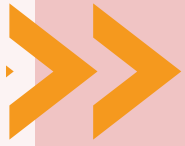
In 2023, the NCA had 240 members, 250 hectares of protected forest, 9 kilometers of freely accessible trails, and active participation in creating public-private partnerships to ensure the community's growth in harmony with nature and its surroundings.



The mission of enhancing the essence of Nosara and preserving its magic faces its greatest challenge due to the rapid post-pandemic development and new immigration regulations, positioning Nosara as one of the fastest-growing towns in Costa Rica. This growth intensifies challenges and widens the social gap between old and new residents, generating feelings of isolation.

The key is unity: overcoming the isolation that has characterized the old way of life. At the NCA, we embrace a comprehensive approach, envisioning solutions for the most pressing issues and working together. The essence of mutual support has been vital thus far and is crucial for addressing challenges, bridging gaps, and reuniting the community. We invite you to join and work together towards a common paradise.

 **BART DE GRAAF**
PRESIDENT OF THE BOARD OF DIRECTORS



MARCO VILLEGAS

EXECUTIVE DIRECTOR



Time flies. It has already been a year and a half since my family and I integrated into the Nosara community to contribute and serve.

From the neighbors I encounter on the trails in the mornings, those I greet at the supermarket, or even those I engage in conversation with on the beach, all of us, in some way, want to build a better place to live

I believe that the NCA is an excellent vehicle to achieve this, which is why I must deeply thank our team of consultants, our team of protected area guardians, and especially our members and donors for all the work they have done in 2023.

We are entering the final stretch, leading up to the celebration of our 50th anniversary. Much work awaits us, but above all, there are many possibilities for us to continue meeting along the way.

BOARD OF DIRECTORS

Our Board of Directors consists of seven individuals plus one fiscal (a non-voting member that ensures we operate according to our by-laws); all are community members who voluntarily contribute their time to the Association's work. In 2023, the Board members met 13 times.

The Board was elected through two Assemblies held in January and June 2023. This year, individuals from four different nationalities (50% Costa Ricans and 50% foreigners) seek to make the best decisions for the Association's future in compliance with the statutes and representing the diversity of our community.



Bart de Graaf
President



Luis Pardo
Vicepresident



Nice Alterman
Treasurer



Brigette Finley
Secretary



Patti Rosati
Vocal Member 1



Nicole Quesada
Vocal Member 2



Andrés Fernández
Vocal Member 3



Andrés González
Fiscal

WORK TEAM

The work team is led by an Executive Director based in Nosara and a team of three consultants- in Communication, Administration, and Technical Consultancy for Conservation and Community Planning.

Additionally, we have a team of two Park Rangers responsible for maintaining and surveilling the Association's Reserve and trails.

NCA's entire work team is composed of Costa Ricans.



Marco Villegas
Executive Director



Fanny Montoya
Admin Services



Laura Porras
Communications Specialist



Heiner Acevedo
Technical Consultant



Boanerges Montiel
Maintenance Coordinator



Danny Alvarado
General Maintenance

OUR MEMBERS



NATURAL BALANCE



OUR MEMBERS

OUR MEMBERS

INDIVIDUALS AND FAMILIES

Katherine Terrell | Brian Terrell | Yasmine Johnson | Matt Johnson | Christian Rudder | Reshma Patel | Kerry Chandler | Chandler Family | Jerry Cavanaugh | Merry Cavanaugh | Philip Davson | Donna Schoales | Tatiana Martushev | Amy Palmer | Robin Palmer | Kevin Brubaker | Cheryl Brubaker | Noam Bauman | Simeon Goddard | Jennifer Goddard | Zoe Watt | Chris Watt | Lashley Denisse | Christian Sauter | Daniela Gonzalez | Nancy Fannon | Zev Paiss | Jan Krieger | Karen Krieger | Larry Mallard | Mitzi Mallard | Matt Babich | Lisa Hudson | Doug Hudson | Ian Ord | Hayley Macmillan Ord | James Price | Derek Lemkin | Ulysse Lemkin | John Cusick | Jill Lanzl | Ethel Araya | Adrian Arias | Doug Michaels | Ryan Edgar | Yannick Michaud-Brault | Jaime Bravo | Laura Porras | Carlos Quesada | Victor Garita | Alex Reyes | Manuel Yglesias | Andrés Fernandez | Richard Cerdas Gaitán | Adriana Bravo / Gonzalez | Cinthya González Cortés | Carl Wells | Spacialle Novak | Anna Denney-Sandfer | Kylie Harris | Dan Moseley | John Robinson | Melissa deLisser | Blair Drummie | Gale Ottley | John Ford | Maxime Viellard | Patrizia Rosati | Drew Hicken | Karen Lamb | Ivan Pojdl | Tracey Shipman | Aaron Taylor | Kevin Doucet | Manolo Jaramillo | Carrie McKeegan | David McKeegan | Stefan Zahnd | Natalie Von Toussaint | Andie Roeder | Beverly Kitson | Bianca Srebnick | Lyle Srebnick | Amanda Waters | Travis Blaser | Friedrich Elmendorf | Macon Clarkson | Sophia Cobos Atkin | Charles Atkin | Brandye Grote | Macarena Minguet | Robin Van Domelen | Virginia Wheaton | Earl Lawrence | Jason Osburn | Rodger Dwork | Ann Auchincloss | Ken Wishart | Shelley Wishart | Lauren Alderfer | Henry Alderfer | Lisa Booth | Gary Booth | Sharon Ziff | Alan Ziff | Margaret Javorsky | Jason Javorsky | Berndt Matthias | Brian Davidson | Debbie Hathaway | LaLanne Delis | Steve Delis | Andrew Wayne Edelist | Tricia Tait | Chloe Lankshear

PROGRAMS 2023

IN 2023, OUR FOCUS WAS ON TWO
MAIN AREAS:



BIODIVERSITY
CONSERVATION.



COMMUNITY
PLANNING AND
PARTICIPATION



BIODIVERSITY CONSERVATION



We are supporting the protection of the Ostional National Wildlife Refuge and promoting conservation within the community through the 250 hectares of protected forest of the Nosara Civic Association.



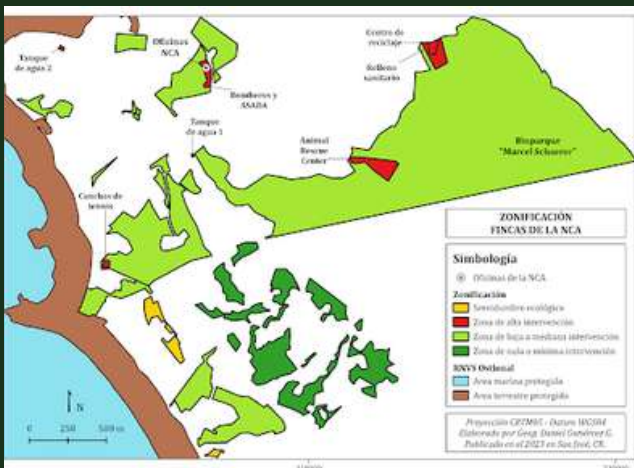
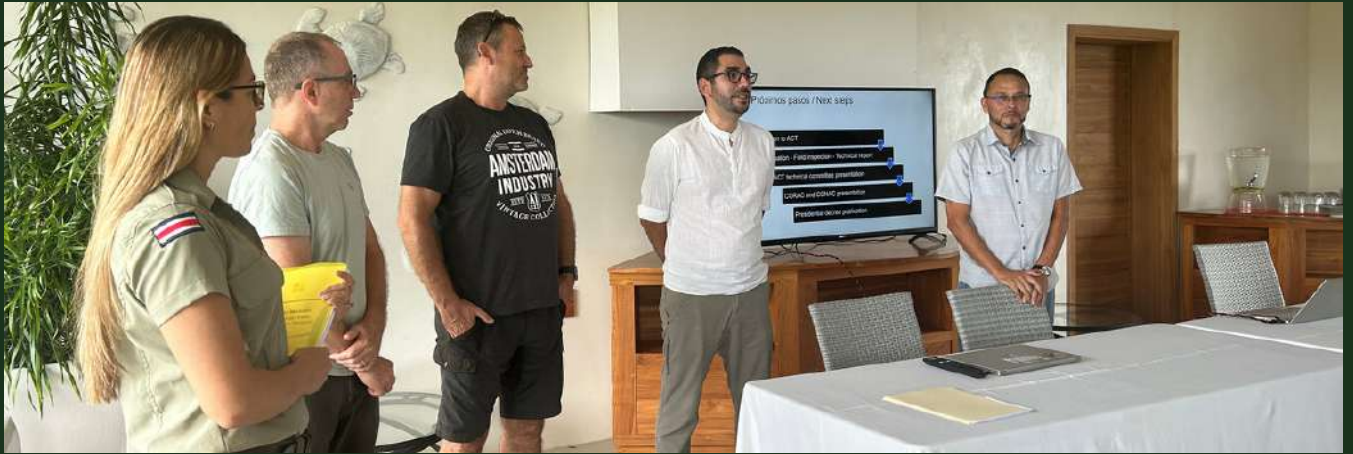
BIODIVERSITY CONSERVATION

NATIONAL PRIVATE REFUGE OF THE NCA

After a long wait, we finally completed the Management Plan for our new Private Wildlife National Refuge - a technical document detailing all the requirements for our properties to constitute a new protected area, officially created in Costa Rica through a decree.

The declaration of Private Refuge ensures that there will be additional legal protection for all our forests through the participation of the National System of Conservation Areas - SINAC. The project has been officially presented to the authorities and is now in the approval process, which will take several more months.

With the creation of a new private refuge, Nosara will become one of the districts with the highest number of protected hectares - considering the Ostional Refuge and the NCA hectares. Over 600 direct neighbors of the NCA will benefit from having a new neighbor officially recognized as a protected area.



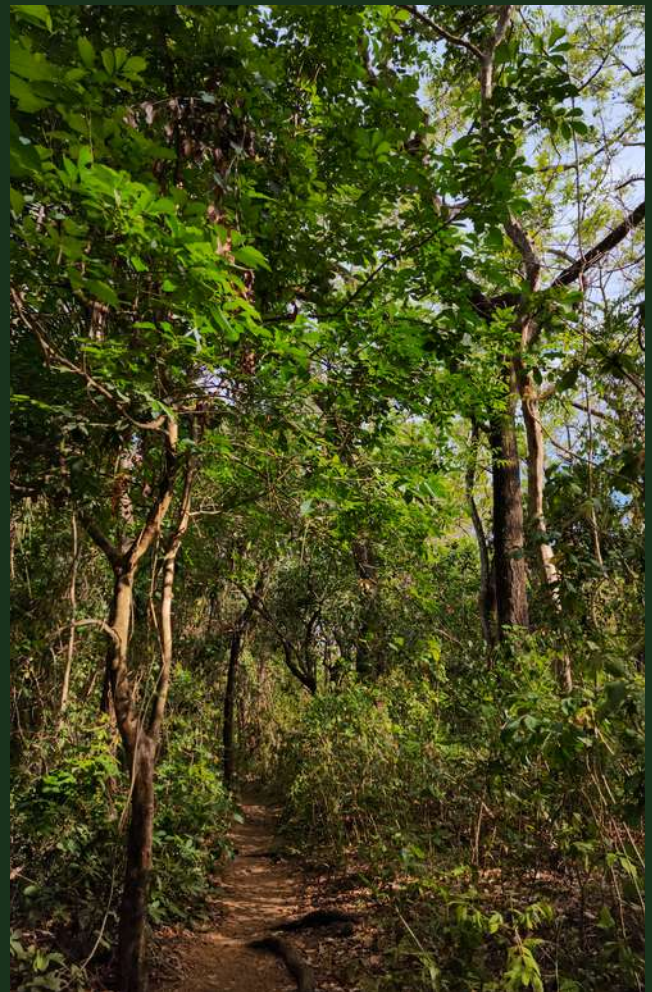


BIODIVERSITY CONSERVATION

DEFENSE OF OUR FORESTS

The NCA is continuously engaged in efforts to ensure the legal defense of our properties. Our reserve, divided into 36 properties totaling 250 hectares, has a high land value and constantly faces threats of various kinds. The parklands protection involves constant monitoring and surveillance as neighbors illegally dump trash on the properties or decide to "clean" the forest and install lighting systems for their homes "security."

As part of our efforts, we presented our case to the Nicoya Municipal Council again, defending a claim made by a sector of the Municipal Council, that we owed them 80 hectares of land. It was again demonstrated that the Association does not own lands that should be transferred to the Municipality. We have always asserted this and it has been confirmed in court judgments.





BIODIVERSITY CONSERVATION

NATIONAL RESERVES NETWORK

Our Executive Director was appointed to the Board of Directors of the National Network of Private Reserves of Costa Rica. This umbrella organization brings together all reserve owners nationwide, allowing us access to a larger space for representation and networking to find new conservation opportunities



INAUGURATION OF THE IAR RESCUE CENTER

The long-awaited completion of the Michael Uren Wildlife Education and Rescue Center was inaugurated by International Animal Rescue (IAR). Thanks to the agreement signed between NCA and IAR, this world-class center is located within the NCA Reserve known as the Bioparque.



CAMERA TRAPS

The wildlife monitoring project led by the Wildlife Conservation Association (WCA) has continued identifying species observed inside and outside our reserve, through approximately ten installed cameras, capturing various species throughout the year.



Photo: WCA



BIODIVERSITY CONSERVATION

REGISTRATION IN FOREST REGIME AND CARBON CREDITS

Our properties have again been registered in the country's Forest Regime, allowing us to request exemptions from territorial taxes. Also, this year, we signed a contract between NCA and FONAFIFO (National Forestry Financing Fund) to join the REDD+ program. Through this program, the NCA transfers greenhouse gas emission reductions from 54 hectares of our forest to FONAFIFO.



PROPERTY TITLE AND PLAN ORGANIZATION

After significant effort from the Association, its members, donors, and allies, we have succeeded in having 24 properties completely free of registry annotations, accounting for 66% of the properties.

Maintaining organization in property titles is vital to protect our heritage, especially for activating projects like the creation of the Private Refuge, where only properly organized properties can be registered.

Overlap of properties is quite common in Nosara. Due to the characteristics of our properties, we have been dealing with a series of identified overlaps. In each case, the Board of Directors has initiated negotiation processes, seeking the protection of the forest and protected areas.

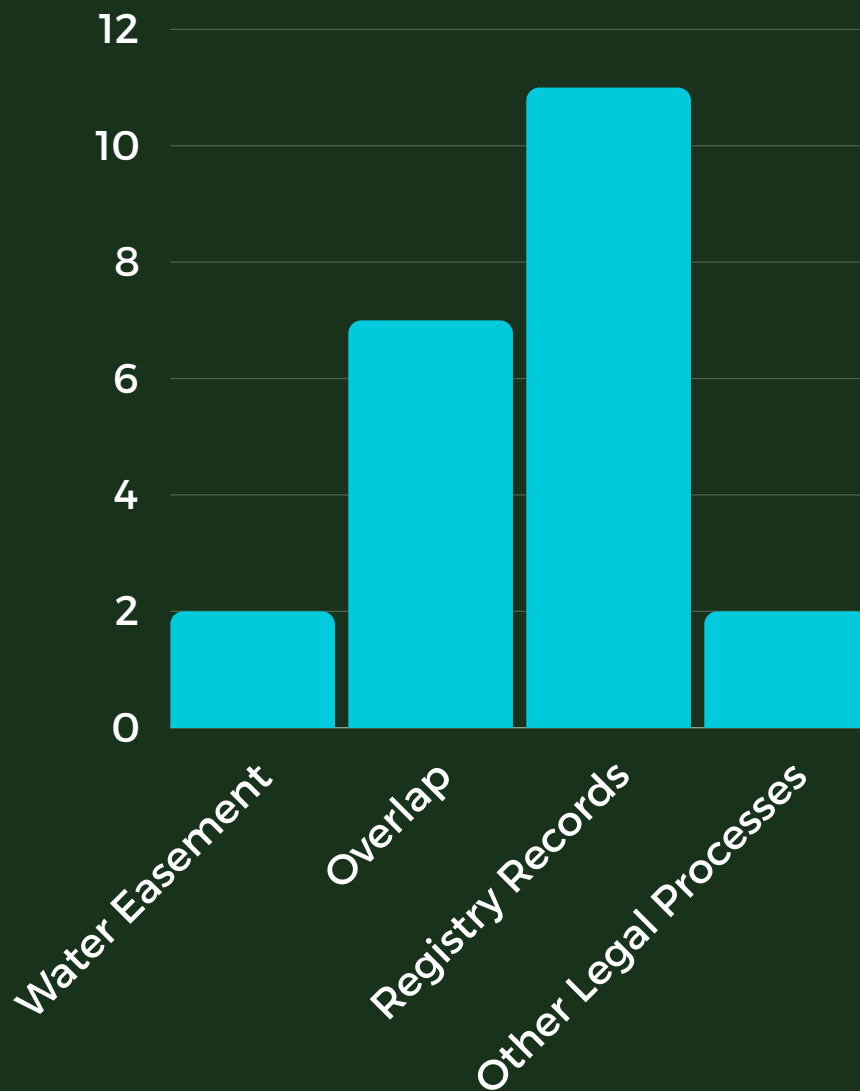
Particularly noteworthy is the case of property #7302. Registered in Nosara since 1943, dozens of overlaps with multiple owners in the area have been identified. This year, after decades of waiting and trying to find a solution, the properties were correctly identified and we are in the final stages of registering the Bioparque - the most important forest area owned by NCA.



BIODIVERSITY CONSERVATION

PROPERTY TITLE AND PLAN ORGANIZATION

Currently, we have two cases of water easement requests under analysis by the technical and legal team of NCA. We are also addressing eleven National Registry files involving our properties: seven pending cases from the cadastral part mostly due to overlaps, one administrative process due to an environmental complaint, and one criminal complaint filed by NCA.





BIODIVERSITY CONSERVATION

PROTECTION OF AQUIFERS AND CLOSURE OF ILLEGAL DUMPS

The district's exponential growth in construction has brought additional problems with construction waste management. The dump within the NCA property remains closed. We are seeking to raise the nearly \$400,000 necessary for its technical closure. This project has already been presented to the Rural Development Institute (INDER) for funding. In 2024, we will explore new options from private investment to analyze its feasibility.



At the same time, we have dedicated time and effort to raise awareness about the increased illegal dumps, especially in Nosara Springs and Santa Marta. We have gained the media's attention, La Nación, and La Voz de Guanacaste, in covering this issue and generating greater media pressure to find definitive solutions. Meanwhile, we are also exploring other solutions with various community stakeholders, such as Nosara Recycles, regarding this issue





BIODIVERSITY CONSERVATION

SUPPORT FOR THE OSTIONAL NATIONAL WILDLIFE REFUGE



Our ongoing commitment to the defense of the Ostional Refuge has continued throughout 2023:

- We actively participated through our Executive Director in nine sessions of the Ostional Refuge Advisory Council - CIMACO.
- We maintained our presence in the Legal and Management Plan Commissions.
- We have provided legal and communication advice after the publication of the full judgment of the Constitutional Chamber declaring the Refuge once again as state-owned.
- We collaborated in defining protection areas by placing fences at the refuge's boundaries.
- The weekly cleaning of the Guiones and Pelada beaches has continued and is done every Monday morning.
- We collaborated with the Blue Flag Ecological Program for Pelada Beach.
- Along with the Refuge administration, we co-organized the official celebration event for the 40th anniversary of the Ostional Refuge.
- We consistently published educational material on social media about the importance of refuge protection, compliance with public use regulations, and the protection of the Olive Ridley turtle.
- We are actively involved with the Nosara Fire Department in forming the Committee for the Surveillance of Natural Resources (COVIRENA), a committee with the authority to support the refuge staff in surveillance and protection tasks. We are hoping that more community members will join next year.



BIODIVERSITY CONSERVATION

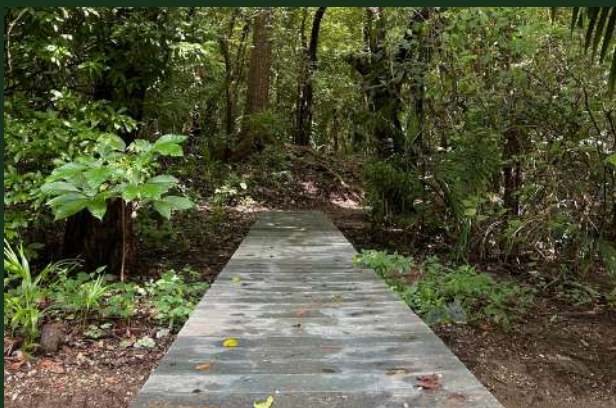
NOSARA TRAILS (SENDEROS DE NOSARA)

Our priority during the year was to keep the trails active and passable throughout the year while working on the design of the Master Plan for the project. In the future, we plan to connect Santa Marta to Esperanza through a trail route parallel to Route 160, utilizing the NCA trails and covering a distance of 6.5 kilometers.



This year, we obtained a donation of 50 meters of pipe to channel all the water affecting the trail during the rainy season. We put down six truckloads of material to keep the trails passable. We began installing new signs to identify trail access points, making it much easier for tourists and residents to identify.

In 2024, we will work to consolidate partnerships with community businesses that have expressed interest in donating to create an initial section of the trail, serving as a model for constructing the rest of the network.





COMMUNITY PLANNING AND PARTICIPATION



Every community is a public-private alliance that requires good governance to be managed.



COMMUNITY PLANNING AND PARTICIPATION

11 EVENTS IN THE YEAR
640 PARTICIPANTS

- NCA General Meetings
- NOCA (Nosara Community for the Arts)
- River Picnic
- Community Cleanup
- Workshops with ASADAS
- Friends of Nosara Work Sessions
- Friends of Nosara Kick Off fair
- Presentation of the Private Refuge Management Plan
- Inauguration of Calle Modelo
- Workshops for the Presentation of the State of Nosara
- Anniversary Concert of the Ostional Refuge



COMMUNITY PLANNING AND PARTICIPATION

"STATE OF NOSARA" REPORT:

In 2022, we successfully implemented the "State of Nosara" project, a report summarizing the main indicators of our district's employment, health, education, environment, and population situation; it provides decision-makers in both the public and community sectors with better tools.

The report's construction was challenging, and its first edition is ready to be published and shared. We interviewed twenty five organizations and local leaders, gathering data from twenty two public institutions about Nosara's current reality.

The report uses a methodology inspired by the Doughnut Economics theory, applied in other cities worldwide, to summarize key environmental and social indicators graphically.

The final stage of the report's development included two community workshops, one in English with fifty five attendees and another in Spanish with twenty five participants, totaling eighty participants. They listened to the consulting team and provided observations on information that should be considered.



Thanks to the State of Nosara, we now have a better understanding of the community's problems. Most are related to a root cause summarized as: "Development has generated financial flows and economic wealth but also inequality, collapsed infrastructure, environmental degradation, habitat loss, and biological connectivity, along with insufficient fiscal support from public entities versus the demand for services and social displacement."

Given this reality, the Nosara Civic Association, with nearly five decades of experience, reaffirms our commitment to address some of these issues by facilitating processes promoting public-private partnerships

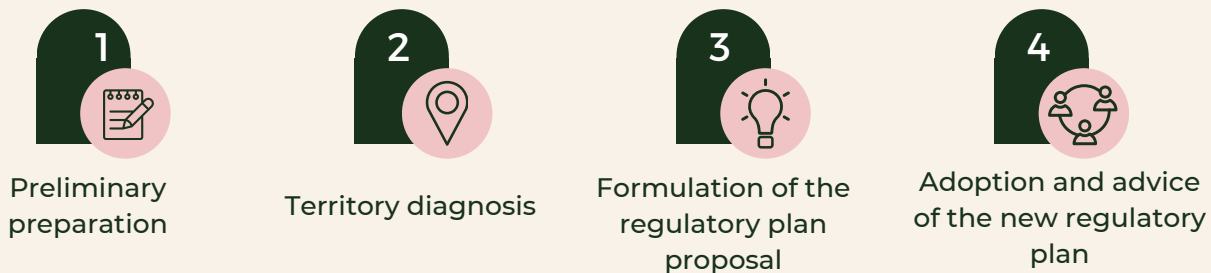


COMMUNITY PLANNING AND PARTICIPATION

REGULATORY PLAN

The NCA has been part of the Regulatory Plan Commission for the Nicoya canton for almost five years. This is a long-term process whereby each canton in Costa Rica must take steps to have a technically validated zoning plan.

These steps are divided into four phases



For the Nicoya canton, the first phase has been completed entirely. The second phase involves analyzing information to identify findings related to potentials, limitations, needs, and territorial impacts. In this phase, six types of diagnoses must be made:

- 1.Social (100% completed)
- 2.Physical spatial (100% completed)
- 3.Economic (100% completed)
- 4.Legal (100% completed)
- 5.Political institutional (in process)
- 6.Environmental (in process)

The political-institutional diagnosis was started in November 2023 and is expected to conclude in early 2024.

Two significant events in 2023 were the renewal of the Regulatory Plan Commission and the hiring of INVU (National Institute of Housing and Urbanism) as part of the advisory process.

The Regulatory Plan Commission had only three officially convened sessions. For this reason, the Mayor requested the resignation of members who were not attending the meetings, leading to the commission's renewal.

Since the Nicoya canton is close to completing phase two, INVU needs to review the diagnoses (6 axes) and issue a resolution of approval or suggest improvements. This approval is crucial to starting phase 3, which focuses on formulating the regulatory plan proposal. Efforts will be concentrated on this in the coming months.

In 2023 we invested over \$16,000 in direct support.



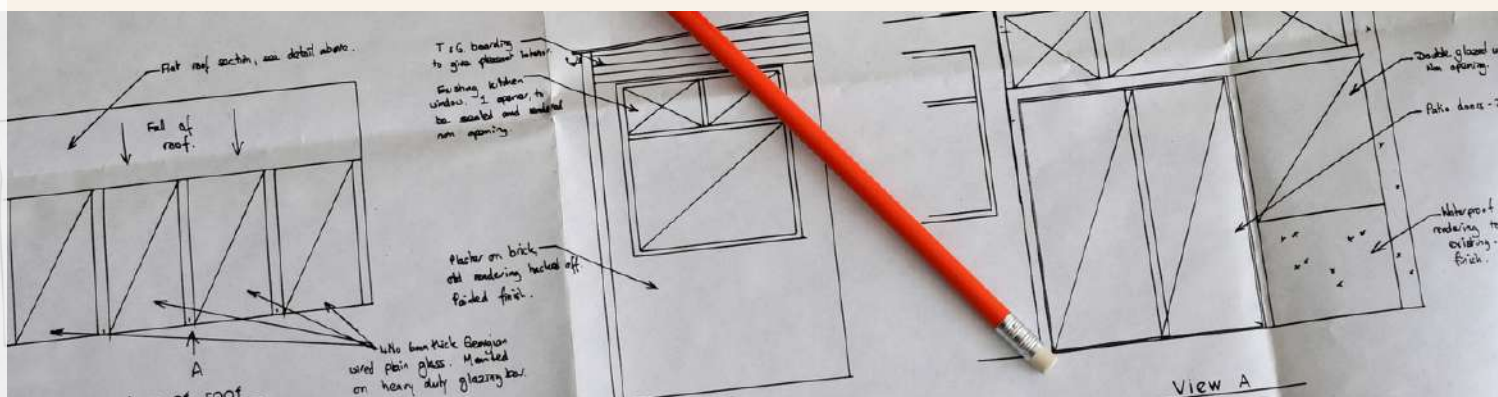
COMMUNITY PLANNING AND PARTICIPATION

TEMPORARY BUILDING REGULATION

In 2019, the Nosara Civic Association proposed a version of temporary building regulations to the Nicoya Municipality as a temporary measure to manage our district until we have a Regulatory Plan. This temporary regulation was adopted, modified, and then approved by the Municipality for implementation.

The regulation includes:

- Limitation to construction height (9 meters in the first kilometer from the Refuge and 12 meters in the following 4 kilometers from there)
- Exterior lighting systems pointing to the ground and not affecting turtles
- Construction of only 50% of the total area of the lots to avoid impermeability
- Constructions must have wastewater treatment systems.



Unfortunately, a few months after approval, the Nicoya Municipality was sued by JBR CAPITAL VENTURES, which sought to declare the regulation entirely void. That lawsuit prevailed and the regulations were put on hold until the court made a final ruling.

However, this year, the Administrative Contentious Court declared that the Nicoya Municipality and the Nosara Civic Association had won the lawsuit.

The court's judgment indicates that:

- It was proven that, before implementing the regulation, the Nicoya Municipality held a public hearing to receive comments from neighbors or interested parties.
- The lack of a management plan for the Ostional Refuge does not limit the municipality's authority to issue regulations considering environmental risks.
- Municipalities must regulate situations of environmental interest even when there are no approved Regulatory Plans; thus, the Nicoya Municipality acted by its constitutional duty to protect the environment.



COMMUNITY PLANNING AND PARTICIPATION

TEMPORARY BUILDING REGULATION

Despite receiving this judgment in our favor, on October 30th of this year, JBR CAPITAL VENTURES filed an appeal (casación) against the regulations. This appeal is under review by the Supreme Court of Justice, and as of this report's closing date, the appeal has not been admitted or rejected.

Meanwhile, our legal team is exploring all possibilities to quickly reinstate the regulation and analyzing all necessary strategies in case we need to continue defending the regulation in a new judicial case.



LEGAL SITUATION OF THE OSTIONAL REFUGE

In February 2023, law 9348 of the Ostional National Wildlife Refuge was annulled. The annulled law aimed to establish a special legal framework for the Refuge, allowing land use regulation and a special concession regime for the protected area extending from Guiones Sur to Ostional Beach.

With this annulment, the Refuge has returned to being 100% state-owned (instead of mixed-use). However, SINAC (National System of Conservation Areas) authorities have expressed interest in not causing evictions but working on a new law proposing a mixed dynamic involving the State and private entities.

Our work in this process has involved providing technical support to the Refuge administration and the Advisory Council to find the best solutions.

In this regard, we will continue working to support a new bill proposal based on our commitment:

- Ensuring the protection of the Ostional Refuge and the people who inhabit and have inhabited it for decades.
- Keeping the Refuge a global reference in community integration and sustainability.
- Continuing to be an active part of comprehensive conservation solutions hand in hand with communities.



COMMUNITY PLANNING AND PARTICIPATION

MEETING WITH GUANACASTE MAYORS

On March 31st, we attended a presentation with most mayors in the Guanacaste area, where we were invited to present the NCA as a community actor focused on generating public-private partnerships and environmental conservation. The meeting was very productive, providing insights into the experiences of other cantons and the potential of coordinated work in the Guanacaste Province.



NOCA AND RIVER PICNIC WORKSHOPS

Early in the year, we participated in a workshop with students from Del Mar Academy and Colegio Bocas de Nosara, to develop an intervention project for the Nosara River dike through trail construction.

This trail, one of the phases of the Nosara Trails project, is creating excellent spaces for interaction where local and foreign young people come together to solve community problems. It helps break cultural barriers and envision the future of Nosara through a much stronger cooperation model.

With these same young people, we organized the River Picnic event in March, which was part of the National Day of Action for Rivers in Costa Rica. In this open-to-the-public event, we shared local food, music, and art, reconnecting as a community and with the Nosara River.





COMMUNITY PLANNING AND PARTICIPATION

CALLE MODELO



Calle Modelo (Model Street) is now a reality. After two years of planning, involving community participation, defining the concept, forming an alliance with the Municipality, and the construction phase, the project is now complete.

In 2023, we successfully transformed the 700 meters that connect Road 160 with the entrance to the Ostional Refuge in Guiones. This included sidewalks, cobblestones, parking spaces, pedestrian crossings, and a water channelization system. This street is home to over 60 businesses that offer services to hundreds of tourists who visit us daily.

This project was generated through an alliance between Nosara.com, Harmony Projects, the Municipality of Nicoya, with the NCA being the facilitator of the alliance and project executor, the project also had the participation of the Laboro-Terratractors consortium and technical support from Sphera Sostenible and Vida Architecture, and the WQG firm as project directors.

The "model" of this street validated a way to solve Nosara's problems: bringing together the private and public sectors through alliance mechanisms where efforts are multiplied. Today, after a big investment, it sets a precedent for the community.

The street was officially inaugurated on October 28th, with the Mayor of Nicoya, groups of local senior citizens, children from the community, neighbors, and workers from the area.

At the NCA, we want this experience to continue. We have already started discussions with different neighborhood groups in other parts of the district to replicate the experience and improve the entire community's road network from a comprehensive and proactive perspective.



COMMUNITY PLANNING AND PARTICIPATION

WORKING WITH THE ASADAS

In 2023, we began more direct contact with organized community groups, including our district's ASADAS (Water Boards). ASADAS are organizations that by law, are responsible for managing water supply systems and providing water services.

During this process, we held four working workshops with representatives of ASADAS' administration and boards. These workshops focused on:

- Two planning sessions to generate possible joint projects by strengthening a network of ASADAS in the district by identifying shared needs.
- Presentation of the results of the Nosara Hydrogeological Study with aquifer mapping.
- Presentation of water contamination results by the Wildlife Conservation Association.

In this long-term project, it is essential to maintain alliances that improve water supply systems and wastewater treatment solutions.





COMMUNITY PLANNING AND PARTICIPATION

FRIENDS OF NOSARA



After mapping all non-profit organizations in the community, we took on the task of encouraging more collaboration. Thanks to the vision of Mike and Alice Olson, who led the Friends of Nosara platform for over two decades, the NCA, along with representatives of other organizations, promoted the renewal of Friends of Nosara as the local network of non-profit organizations.

A local network of non-profit organizations is vital to articulate efforts from a philanthropic and, especially, impact perspective that all these social and environmental organizations can generate in the community.

The founding organizations of Friends of Nosara are in the final stage of signing the Memorandum of Understanding between the parties, officially reactivating the network under a new focus.

This year, the Friends of Nosara relaunch event took place at the iconic Olga's, with the participation of founding organizations showcasing their main projects and results. The next step will be incorporating all private non-profit organizations through a registration process demonstrating each one's commitment to continuous improvement to positively impact our community.

Using data from studies like the State of Nosara, and making it available to NGOs, can make a difference. Similarly, working with the Municipality, the Government of the Republic, and other international actors based on a common vision of Nosara, is undoubtedly a huge opportunity to concentrate efforts where they can truly make a difference.



COMMUNITY PLANNING AND PARTICIPATION

CELEBRATION OF THE 40TH ANNIVERSARY OF THE OSTIONAL REFUGE



We concluded 2023 with a wonderful event to celebrate the 40 year anniversary of the creation of the Ostional National Wildlife Refuge in 1983. It was extended in 1985 to include the Pelada and Guiones areas thanks to NCA's investment, through the donation of its properties and dedicated conservation efforts and leadership.

The event featured international musician Manuel Obregón and artist Carlos Hiller, who, through a music and painting show, offered a completely free and open-to-the-public commemoration and celebration space for all Nosara.



OPERATIONS

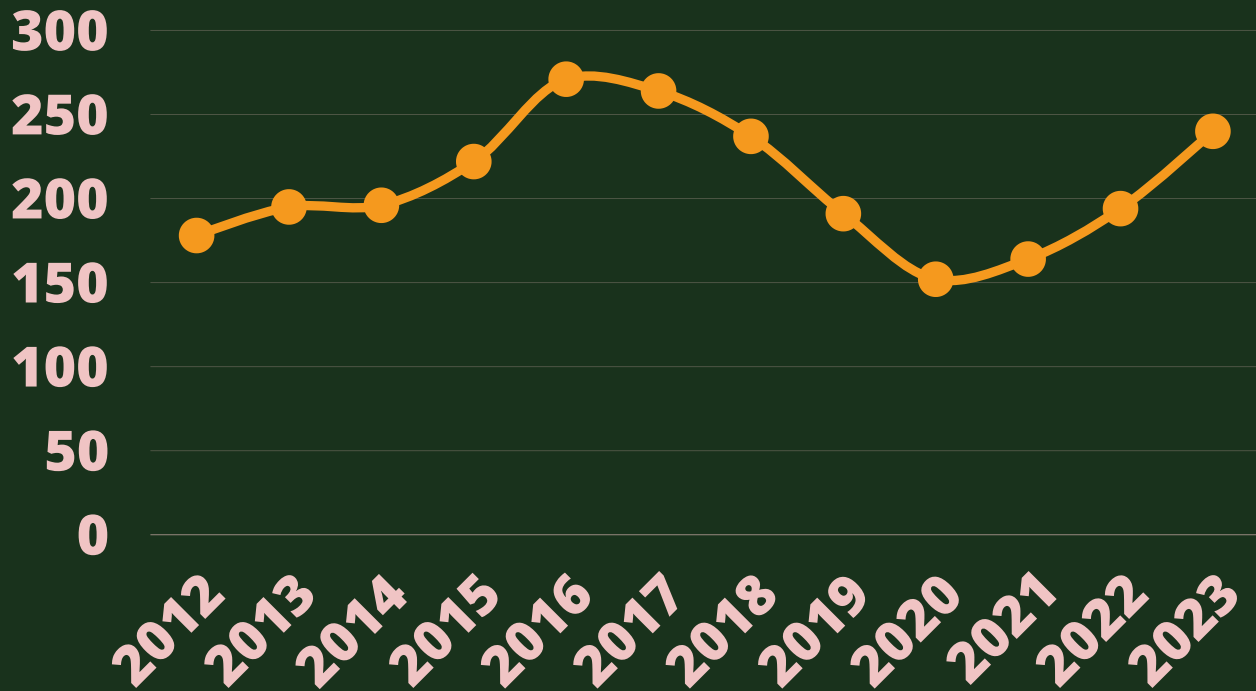
CIVIC CENTER

The Civic Center facilities remained open to the entire community. The Playas de Nosara ASADA (Water Board) and the Food Bank that serves low-income families, operate from our headquarters. Our meeting room was also renovated through an agreement with the EY firm. We make the room available to other groups that need a meeting space.

This year, necessary improvements were made to the building, such as lighting and gutter systems.



MEMBERSHIPS



As part of the relaunch of the new website, we restructured the membership categories for the Association, creating new opportunities for national individuals to join NCA at a lower amount. We also updated our membership fees, that had not been increased in more than twelve years, to more adequately address the increased costs of doing business. Our membership grew by over 20% annually, increasing from 196 active members in 2022 to 240 at the end of 2023.

Currently, 42% of our active members are enrolled under the old membership fees. When those memberships are renewed under the new options, this will provide us with an additional revenue of about \$9,000. Currently there are 58 pending membership renewals. If all are confirmed, we could end 2024 with almost 300 active memberships - for the first time in the Association's recent history.

MEMBERSHIPS

There are more than 600 property owners directly neighboring the NCA Reserve who benefit greatly by sharing a boundary with the reserve. We will be focusing our efforts on encouraging them to become members and support our efforts.

The Nosara Membership category is a pilot project active from 2022. This year direct contributions were made to two local organizations as follows:

- Bomberos of Nosara (firefighters): \$2,608
- Nosara Recycling Center: \$2,065

INDIVIDUAL

- Residente/Visitante** (Nuevo) - \$20 Mensual
- Nacional** (Nuevo) - \$4 Mensual

FAMILIA

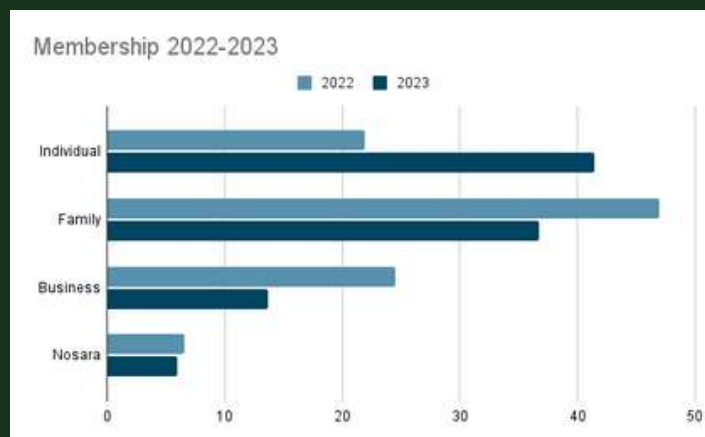
- Familia** (Nuevo) - \$25 Mensual

¡ÚNETE A NOSOTROS!

PATROCINADORES EMPRESARIALES

- Oro** (Nuevo) - \$1200 Anual
 - Dos miembros votantes
 - Logo en nuestra sección de Patrocinadores (Tamaño Grande)
 - Menciones en nuestros principales eventos
 - Contenido de redes sociales (dos veces al año)
 - Taller anual exclusivo para miembros para definir prioridades y revisar propuestas presupuestarias.
- Plata** (Nuevo) - \$600 Anual
 - Un miembro con derecho a voto
 - Logo en nuestra Sección de Patrocinadores (Tamaño Mediano)
 - Contenido de redes sociales (reconocimiento anual)
 - Taller anual exclusivo para miembros para definir prioridades y revisar propuestas presupuestarias.
- Verde** (Nuevo) - \$350 Anual
 - Un miembro con derecho a voto
 - Logotipo en la Sección de Patrocinadores (Tamaño Pequeño)
 - Sección de patrocinadores del informe anual
 - Taller anual exclusivo para miembros para definir prioridades y revisar propuestas presupuestarias.

Considering the membership type this year, we observed an increase in the percentage of individual memberships compared to 2022 and a proportional decrease in active memberships for families and businesses. The number of pending memberships partly explains this.



COMMUNICATIONS RESULTS

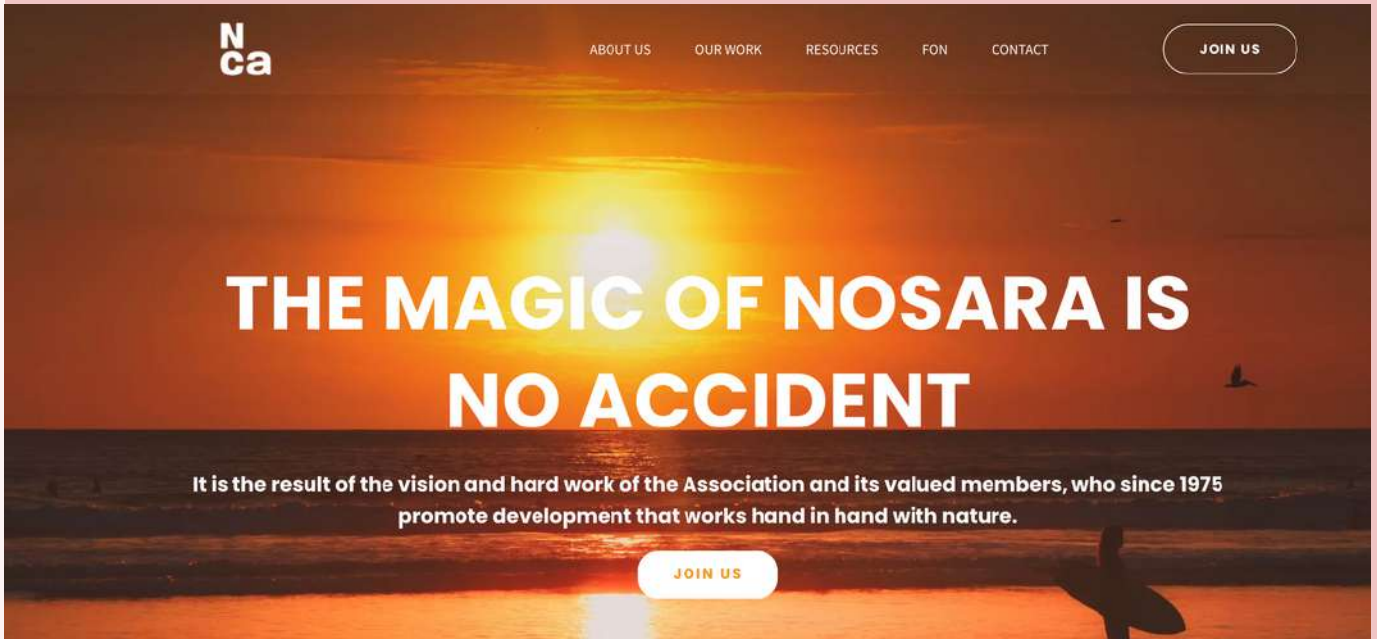


-  25+ EMAILS
 -  17 BLOGS
 -  51 POSTS
 -  331 STORIES
 -  3 PAID CAMPAIGNS
 -  22 REELS
 -  COVERAGE OF 12 EVENTS
 -  OVER 3000 PEOPLE REACHED*
- *MONTHLY AVERAGE

Thanks to the launch of a new website and optimizations/professionalization of processes and tools, the NCA now has a more robust repository and communication system.

COMMUNICATIONS

NEW WEBSITE



Gold	Silver	Green
<p>\$1200 Yearly</p> <ul style="list-style-type: none"> Two Voting Members Logo in our Sponsors section (Big Size) Mentions in our main events Social Media Content (twice a year) Annual members-only workshop to define priorities and review budget proposals. <p>SUPPORT</p>	<p>\$600 Yearly</p> <ul style="list-style-type: none"> One Voting Member Logo in our Sponsor Section (Medium Size) Social Media Content (Yearly recognition) Annual members-only workshop to define priorities and review budget proposals. <p>SUPPORT</p>	<p>\$350 Yearly</p> <ul style="list-style-type: none"> One Voting Member Logo in Sponsor Section (Small Size) Annual report sponsor section Annual members-only workshop to define priorities and review budget proposals. <p>SUPPORT</p>

Find here the legal documentation and useful info for your life in Nosara

ANNUAL REPORTS
Details on our work: specific projects & budget

TRAIL MAP
Download the map of our trail system or access to the Google Maps service

REGULATIONS & STUDIES
Fincial sentences, regulations and studies for tourism development.

BLOG

REGIMIENTO DE CONSTRUCCIONES ENTRA NUEVAMENTE EN VIGENCIA

BUILDING REGULATIONS ENTER INTO FORCE AGAIN

Steering the Future of Nicoya: The Journey of the Regulatory Plan

In 2023, we launched the new association website to provide a simpler and more enjoyable experience. The new site features 7 pages, including a homepage with links to key topics of interest, an 'About Us' section with a timeline of NCA's evolution, our work section with the current action plan, resources (documentation and regulations), Friends of Nosara, contact, and a dedicated page for memberships and donations. Additionally, more than 250 blog posts were curated and published, now organized with a keyword-based search structure. The website also includes optimizations in speed, search engines, and images, along with an automatic translator and responsive display adaptation for various devices

FRIENDS OF NOSARA

Friends of Nosara is a not-for-profit group of private organizations that promote education, conservation, and provide essential services in our town by dealing with different community issues such as wildlife conservation, recycling, animal care, security, fire excursions, social and cultural development and water quality.

SUPPORT OVER 10 CROCS HERE!

The partnering local non-profit associations listed below work tirelessly to protect our resources, wildlife, land, and beaches. These organizations rely almost exclusively on community donations. We hope you will consider supporting their work with a financial contribution so when you return to Nosara you'll find that all that you love about it, is still here!

IMPACT

15+ Non profit organizations	30+ Community Projects	20+ Years of integration
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COMUNICACIONES MEDIA

Nosara tendrá una "Calle modelo" gracias a proyecto colaborativo

02 Mayo 2023



Conozca a los héroes de la naturaleza en Nosara

A punta de un machete y una pala, Daniel y Boanerges se encargan de proteger más



Encroachment on the Refuge

Nosara: 610 acres could become a new national wildlife refuge

By José D. Domín Barzuna
November 15, 2023



Inauguran en Nosara mejoramiento de la vía de entrada al Refugio Ostional



Meet Marco Villegas, Nosara Civic Association's Executive Director

SEMANARIO UNIVERSIDAD

País

Tribunal declara sin lugar demanda de empresario contra reglamento que protege refugio de Ostional

Por Fabiola Domareda García | pomaredafabiola@gmail.com
16 octubre, 2023

La empresa JBR Capital Ventures demandó en abril de 2020 a la Municipalidad de Nicoya por emitir un reglamento que protege el Refugio Nacional de Vida Silvestre Ostional.

LA VOZ DE GUANACASTE

NICOYA, NOSARA, MEDIO AMBIENTE

Muni de Nicoya gana juicio contra empresario en Nosara por validez de reglamento de construcciones en Refugio de Ostional

Por Noelia Esquivel S. y José Pablo Domín B.
Octubre 19, 2023



NOSARA

Nosara: 247 hectáreas en camino a convertirse en nuevo refugio nacional de vida silvestre

Por José D. Domín Barzuna
Noviembre 15, 2023

THE VOICE OF AMERICA

NOSARA, NICOYA, NATURE

Municipality of Nicoya wins trial against businessman in Nosara over the validity of building code in the Ostional Refuge

By Noelia Esquivel S. and José Pablo Domín B.
October 19, 2023



Nosara se asfixia en quemas ilegales de basura

Bomberos confirman que en los últimos tres meses ha aumentado considerablemente el reporte de incendios en basureros clandestinos; llaman más de cuatro veces por semana y hasta varias personas en un mismo día

Por José Andrés Céspedes • 28 de mayo 2023, 6:00 a.m.

Nosara.com

UNITY AND PROGRESS IN NOSARA: CELEBRATING CALLE MODELO'S GRAND ACHIEVEMENT

The inauguration of Calle Modelo was a towering success that solidified the most vibrant community well-being.

With the presence of Nosara Mayor Armando Bracho, representatives from various community groups, and so on at Nosara.com, the importance of working together to improve our lives and create a positive impact in the lives of our residents and visitors was emphasized.

COMMUNICATIONS

FINANCIAL REPORT

The financial sustainability of our organization is a top priority to maintain an active and robust operation.

In the last five years, NCA has invested nearly 50% of its funds in long-reaching projects for the entire community. Since 2018, almost \$500,000 has been invested in protecting Nosara's magic through the Ostional Refuge Protection, the Conservation of NCA's 250 hectares, and support for the Nosara Regulation Plan and Temporary Construction Regulation.

- \$249,520 is needed to protect 250 hectares of forest that serve as the buffer for the Ostional Refuge, including maintenance equipment, legal defense, administration, closure of illegal dumps, property taxes, and maintenance of public and free trails.
- \$140,567 to have a Regulatory Plan and a Building Regulation, investing in legal advice and technical studies.
- \$99,198 to directly support the Ostional Refuge, hire legal advice and technical consultants and conduct weekly beach cleanups.

BUT WHO FINANCES NCA?

Our Association, created in 1975, is a non-profit organization of Costa Ricans and foreigners, families, and businesses aware of the need to protect our community.

Our members and donors contribute all these funds. However, NCA's traditional fundraising model needs to be revised due to the complexity of community issues and excessive population growth. As a result, we have faced a financial deficit for the last five years that was covered by the Association's reserves. These reserves, however, are reaching a risky point and need to be replenished soon. Our work is to make the operation more sustainable by increasing membership and donation revenues while controlling expenses and eliminating deficit spending.

FINANCIAL REPORT

AUTHORIZATION TO RECEIVE LOCAL TAX-DEDUCTIBLE DONATIONS

We recently submitted a formal request to the Ministry of Hacienda for companies in Costa Rica to deduct donations made to NCA from their profits in the country. It is a significant step to obtain additional income from community companies willing to contribute to the Association's projects and operations. When this request gets approved, Costa Rican companies would be allowed to donate up to ten percent of their tax obligation to a nonprofit such as ours, and get to deduct that from their taxes. This could generate more money staying in our community to fund local projects, instead of going to the national government.

REGISTRATION IN BAC BANK'S "YO ME UNO" PROGRAM

We have also opened bank accounts with Banco BAC and registered in the "Yo me Uno" program, which focuses on strengthening Costa Rican NGOs through local donations and training. We now have a new option to attract local donations in Costa Rica



COMPLIANCE WITH SOCIAL AND TAX OBLIGATIONS

Our Association is up to date with the payment of social charges to the CCSS and the payment of all tax obligations

ANCHOR DONORS

Our Anchor Donors program remains active and has generated \$30,000 annually. The goal for 2024 is to increase this amount to \$100,000. This amount would allow us to sustain our budget, meet contingencies and start replenishing our reserves. Anchor Donors are people and businesses fully committed to the impact of the Nosara Civic Association, by donating a minimum of \$5,000 annually for at least three years.

FINANCIAL REPORT

OVERHEAD OF PROJECTS

During 2023, we followed an essential rule to achieve financial sustainability: every ongoing project had a budget through donations or within the installed capacity of the annual budget. NCA reserves a percentage from each ongoing project to cover its operation (overhead). This allows us to expand the project portfolio without affecting the operating budget. In 2023, \$13,797 was generated from project overhead.

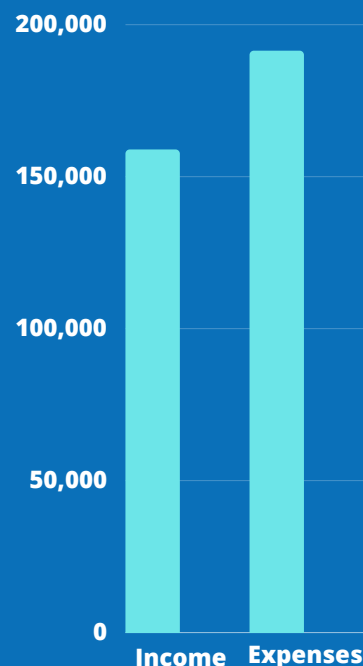
ACCOUNTING SERVICES

Starting in 2023, we had the services of the EY firm, which is responsible for the Association's accounting process, obligations, and declarations. Thanks to EY's work, we have been able to advance in presenting all the necessary information for the NCA to be authorized to receive national tax-deductible donations. Thanks to EY's services, NCA's Financial Statements are up to date as of November 2023.

BUDGET EXECUTION

Income was increased by \$30,443, a 23% increase from the budgeted \$128,510 to the executed \$158,953. It allowed the initially budgeted deficit of -\$65,000 to decrease by 50%, closing the year with a covered deficit of -\$32,000 from the Association's reserves. It means that the budgetary deficit corresponds to 17% of our operation.

During this year, the NCA managed \$442,596 (own income and pass-through donations to other local organizations) This demonstrates the solidity and transparency of our operation and the organizational capacity to increase budget flows.



FINANCIAL REPORT

TOTAL INCOME:
\$158,953.54

TOTAL EXPENSES:
\$191,450.37

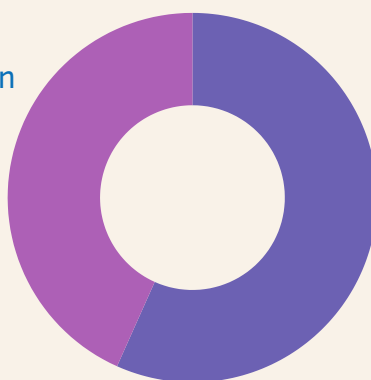
EXPENSES COVERED WITH RESERVES:
-\$32,496.83

TOTAL PASSTHROUGH DONATIONS:
\$283,642.59

TOTAL FUNDS MANAGED BY NCA (OWN FUNDS + PASSTHROUGH DONATIONS)
\$442.596

PROGRAM EXPENSES

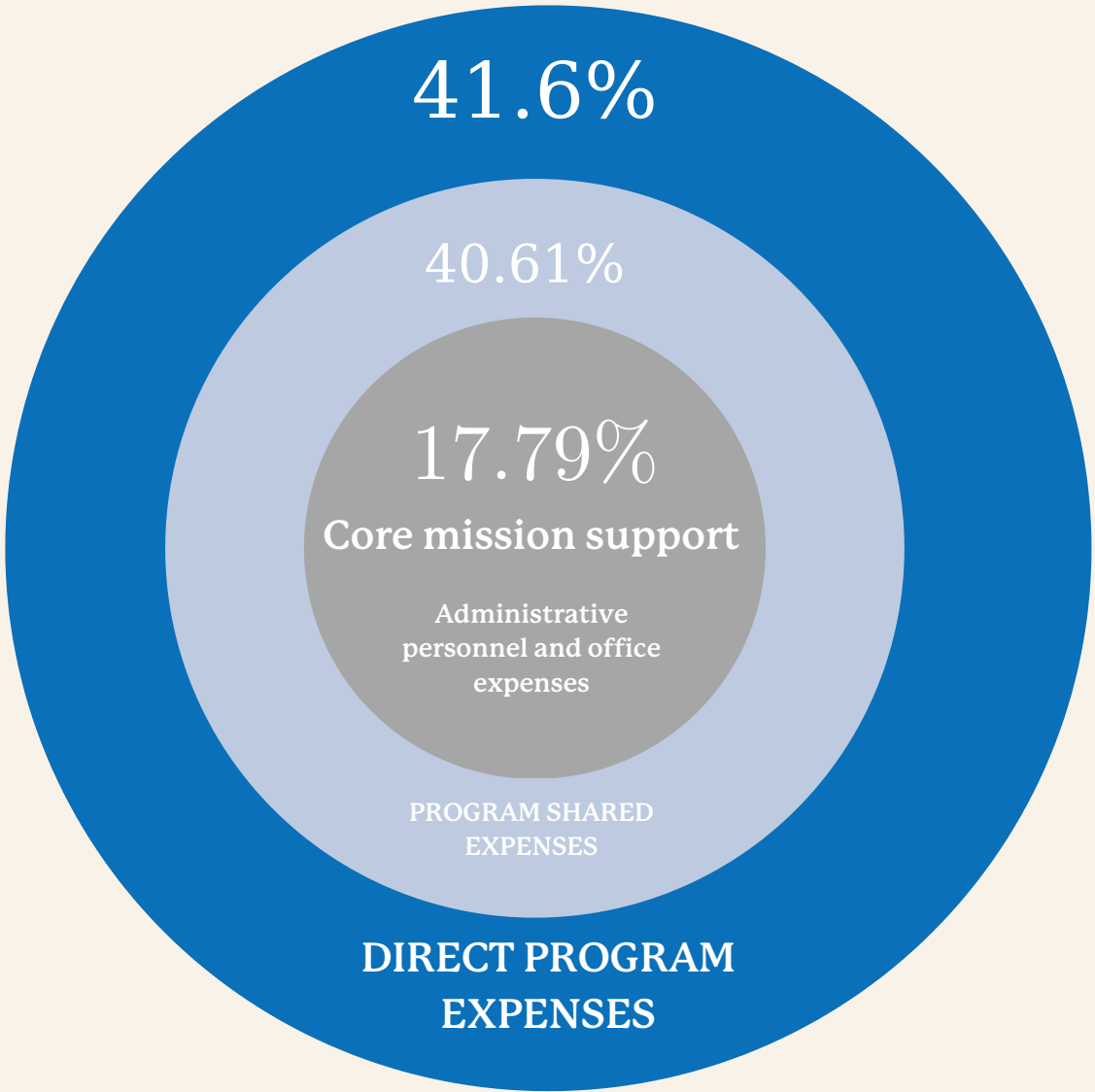
Community Planning and participation
43.3%



Biodiversity Conservation
56.7%

FINANCIAL REPORT

EXPENSES BREAKDOWN



2023

ANNUAL REPORT



N
Asociación
Cívica
Nosara
ca

www.nca.cr

Nosara, Guanacaste, Costa Rica