



**COAST  
FUNDS**

**2017-2019  
STRATEGIC PLAN**



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TABLE OF CONTENTS

03 **Background and Mandate**

04 **Vision**

04 **Mission**

04 **Core Values**

05 **Organizational Principles**

**GOALS AND OBJECTIVES**

06 **Planning Context**

07 **Goals and Objectives**

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COVER

Ancient and enduring pictographs in  
Matheson Channel, Kitsoo/Xai'xais territory.

PHOTO BY

Brodie Guy



# Background and Mandate

Coast Funds was created in 2007 out of mutual recognition by conservationists, First Nations, industry, and government that a sustainable economy is vital to conservation efforts in the Great Bear Rainforest and Haida Gwaii areas of British Columbia. Coast Funds supports sustainable economic development and conservation initiatives led by First Nations in the region.

Coast Funds is comprised of two separate organizations, namely the Coast Economic Development Society (the economic development fund) and the Coast Conservation Endowment Fund Foundation (the conservation fund). The capital in the economic development fund is invested in business development and economic infrastructure initiatives over a finite term, targeting sectors that have potential for sustainable development in the region. The income generated from the permanent conservation fund provides ongoing funding to First Nations that supports conservation science, resource planning, and related conservation management activities.

While each fund has a different goal, their vision, mission, and work are linked. The work of both funds is undertaken jointly under the banner of Coast Funds, as reflected in this strategic plan. To learn more about the structure, operations, and outcomes to-date of Coast Funds, visit [www.coastfunds.ca](http://www.coastfunds.ca)

# Vision, Mission and Core Values

## **VISION**

Participating First Nations enjoy strengthened community well-being while maintaining coastal ecosystems throughout the Great Bear Rainforest and Haida Gwaii.

## **MISSION**

To partner with Participating First Nations in achieving their goals for permanent conservation and sustainable economic development.

## **CORE VALUES**

The Board has adopted the following core values to guide the operations of Coast Funds:

- Respect for First Nations' history, land use rights, and decision-making authority;
- Integrity;
- Consistency;
- Collaboration and inclusiveness;
- Adaptability and responsiveness; and
- Transparency and accountability.

# Organizational Principles



## **MUTUALLY RESPECTFUL RELATIONSHIPS**

We endeavour to provide the highest level of support to the Participating First Nations through a mutually respectful relationship.



## **COLLABORATIVE DUE DILIGENCE**

Coast Funds works in close partnership with Participating First Nations to make responsible, objective, and business-based decisions to develop successful applications and to fund sound, high quality projects.



## **CAPACITY BUILDING**

Coast Funds supports Participating First Nations as they strengthen their capacity and develop relationships between each other and with other agencies, financial institutions, and potential partners to leverage additional resources, increase the opportunities for success and maximize the impact of Coast Funds' project investments through relationship building, facilitation, and knowledge sharing.



## **RESPONSIBLE STEWARDSHIP OF FUNDS**

Integral to all Coast Funds' work is the responsible administration and investment of the funds entrusted to it for current and future generations by private funders and the governments of British Columbia and Canada for the purposes set out in our governing documents.



## **DEMONSTRATING BEST PRACTICES**

Coast Funds strives to be highly trusted and respected for its leadership in strong governance and management, continuous learning and proactive knowledge sharing, project outcomes reporting, and its value-added service to First Nations.

# Planning Context

**In 2016**, Coast Funds engaged with First Nations communities and business leaders throughout the Great Bear Rainforest and Haida Gwaii regarding key decisions ahead for 2017-19, most importantly the continuation of the economic development fund. From these discussions, the Board received unanimous encouragement to continue offering economic development funding beyond 2017. This has required moving the fund from a fixed end date to a milestone-based approach for completing the economic development fund mandate. Concurrently, the Board and management continued planning and discussions with First Nations regarding the long-term financial sustainability of the conservation fund to support continuity of intergenerational stewardship initiatives throughout the Great Bear Rainforest and Haida Gwaii.

## **IN UNDERTAKING THIS YEAR'S PLANNING PROCESS FOR 2017-2019, THE BOARD ASKED ITSELF THESE KEY QUESTIONS:**

- How can Coast Funds leverage the significant institutional knowledge that has been gained from our years of funding experience, including 300 economic development and conservation projects, to facilitate peer learning and the sharing of best practices in order to support future projects?
- In the ten years since Coast Funds' inception, how has the economic, conservation, political landscape and capacity to undertake projects changed in the region?
- How will the eventual completion of the economic development fund, and the effect of ongoing inflation, impact the long-term sustainability of the conservation fund and the current level of service that Coast Funds delivers to First Nations communities?

**To answer these questions**, Coast Funds will continue its collaborative engagement with First Nations to consider the ongoing needs of their conservation and economic development efforts.

With this context in mind, Coast Funds has established the following goals and objectives that the organization seeks to achieve by December 2019. These goals and objectives respond to the questions raised and reflect ongoing core work to fulfil Coast Funds' long term vision and mission. Coast Funds will develop detailed annual implementation plans setting our specific actions and targets to achieve each strategic goal.

# Goals and Objectives

## **BUILDING A RESILIENT COASTAL ECONOMY**

*Goal: To support Participating First Nations' ongoing efforts to build resilient economies.*

- Strengthen First Nations' capacity to grow and diversify a sustainable coastal economy on both local and regional scales.
- Enhance economic infrastructure to support ongoing development of entrepreneurial businesses and improve community access to regional markets.
- Create and expand community-owned enterprises and entrepreneurial businesses that sustain and improve permanent employment and skills development.

## **DEVELOPING AND SUSTAINING PERMANENT CONSERVATION**

*Goal: To support Participating First Nations' continued leadership in conservation initiatives and management of resources and protected areas.*

- Strengthen First Nations' current and future capacity to lead conservation activities and collaborate in regional stewardship initiatives.
- Support the ongoing development of sustainable, collaborative, and integrated resource management programs.
- In collaboration with First Nations and funders, develop a long-term plan with respect to the intergenerational sustainability of the endowment fund.

## **CONTINUOUS LEARNING AND SHARING KNOWLEDGE**

*Goal: To partner with First Nations to proactively facilitate the sharing of knowledge, lessons learned, strategies, and outcomes resulting from project investments made from both the economic development and conservation funds.*

- Collaborate with First Nations to document how conservation and economic development projects were planned and implemented, the community capacity that was developed, and advice for other Indigenous Peoples based on lessons learned.
- Proactively share project stories and facilitate peer mentoring and knowledge sharing between Indigenous Peoples to build long-term regional capacity.
- Demonstrate how Coast Funds' project investments are strengthening community well-being on local and regional scales by analysing and publishing environmental, social, economic, and cultural outcomes.





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FIND OUT MORE AT:

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