



**COAST
FUNDS**

**2023-2025
STRATEGIC PLAN**

Coast Funds consists of two separate organizations created to manage \$118 million in public and private funds for Indigenous-led conservation and economic development projects centred in the Great Bear Rainforest and Haida Gwaii:



COAST FUNDS

COAST CONSERVATION
ENDOWMENT FUND
FOUNDATION

Coast Conservation Endowment Fund Foundation (the Conservation Endowment), a registered Canadian charity, manages a conservation endowment fund, established in 2007 with contributions from six private foundations, and a stewardship endowment fund set up with money contributed by First Nations and funders. Income generated from the two endowments provides ongoing support for First Nations to develop and strengthen stewardship programs, Guardian Watchmen efforts, and regional stewardship initiatives. Investment returns from the fund are allocated to participating First Nations annually.



COAST FUNDS

COAST ECONOMIC
DEVELOPMENT
SOCIETY

Coast Economic Development Society (the Economic Fund), a not-for-profit society, manages an economic development fund, established in 2007 with contributions from the Province of British Columbia and the Government of Canada, that supports First Nation communities and businesses. The capital in this fund is invested in economic development initiatives, targeting sectors with good potential to support sustainable development and strengthen community well-being. The Society also works with partners to deliver financing for community energy planning and sustainable energy projects.

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COVER

Haisla Fisheries staff members monitor the Nation's coast and river systems to protect community members' access to traditional foods like oolican.

PHOTO

Brenda Bouzane

About Coast Funds

From conservation trust to trusted partner.

An outcome of the Great Bear Rainforest agreements, Coast Funds was created in 2007 to manage \$118 million in financing for First Nations' stewardship and economic development priorities. At the time, concentrating large investments in ecosystem stewardship and economic development in a single region was a radical proposition – today, the Indigenous-led conservation finance model pioneered in the Great Bear Rainforest and Haida Gwaii has been replicated in the Amazon, Costa Rica, Peru, and Colombia.

First Nations, who have cared for and relied upon the lands, waters, and life in this region since time immemorial, have long understood the relationship between people and place. Sustainable, local economies, with tangible opportunities for community members to thrive, are essential to the long-term success of conservation efforts in this part of the world.

Over the last 15 years, First Nations have worked with Coast Funds to invest \$109.2 million towards 439 conservation and sustainable economic development projects. Through their efforts, First Nations have grown their stewardship and Guardian programs, created jobs and new economic opportunities, protected sensitive ecosystems, attracted new investment to the region, and improved overall community well-being.

In this time, Coast Funds has delivered consistent project financing and evolved, at the request of First Nations, to offer new services and supports. In 15 years, Coast Funds has grown the conservation endowment from \$56 million to \$91 million, partnered with Crown governments to deliver investments in sustainable energy, and worked with First Nations to document their visions and increase their access to self-determined revenue sources.



Wei Wai Kum Guardians build enclosure fencing to protect salmon habitat in the Campbell River estuary.

PHOTO

Deirdre Leowinata / Coast Funds



At the T'laan St'lang Rediscovery Camp, Haida youth learn about stewardship, traditional foods, and language.

PHOTO

Gabriel Serdult

“New businesses and stewardship programs bring optimism to our communities that we’re on a good path. The whole community benefits through jobs and stronger connection to our languages, culture, and environment.”

DALLAS SMITH

Chair, Coast Funds



Near Klemtu, workers install penstock, which carries water from a mountain lake down to the Kitasoo Xai'xais Nation's hydropower station.

PHOTO
Taylor Stubbins, Barkley Project Group

Strategic Plan Overview

VISION

First Nations exercise their inherent rights to self-determination, ensuring healthy and thriving communities and ecosystems.

MISSION

To partner with First Nations in achieving their goals for conservation, stewardship, and economic development centered in the Great Bear Rainforest and Haida Gwaii.

VALUES

Our board of directors has adopted the following core values to guide Coast Funds' operations:

- Respect and good relations
- Integrity
- Collaboration and reliability
- Adaptability and responsiveness
- Transparency and accountability

2023-2025 KEY GOALS

1. To transition the operating model to continue providing valued services to First Nations and financial stewardship of the funds entrusted to Coast Funds.
2. To support First Nations stewardship of terrestrial and marine ecosystems, culture, and protected areas.
3. To support First Nations in building healthy and resilient economies.
4. To partner with First Nations to proactively facilitate the sharing of knowledge.

Organizational Principles

BUILDING GOOD RELATIONS

We endeavor to provide the highest level of support to First Nations and other partners through mutually respectful relationships.

RESPECTING INDIGENOUS SELF-DETERMINATION

We acknowledge and respect Indigenous histories, laws, and governance. We work with the spirit and intent of the United Nations Declaration on the Rights of Indigenous Peoples.

EXERCISING COLLABORATIVE DUE DILIGENCE

We work in partnership with First Nations to make responsible and objective decisions to develop successful applications, facilitate peer mentoring and knowledge sharing between communities, and fund sound, high-quality projects.

REVITALIZING CAPACITY

We support First Nations as they strengthen their capacity and develop relationships between each other and with other agencies, financial institutions, and potential partners. This principle includes our proactive approach to identifying and communicating opportunities to secure or leverage additional resources and maximize the impact of Coast Funds' project investments through relationship building, facilitation, and knowledge sharing.

RESPONSIBLY STEWARDING FUNDS

We responsibly administer and invest the funds entrusted to us for current and future generations. This is integral to our work.

DEMONSTRATING BEST PRACTICES

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

ADVANCING SUSTAINABILITY

We seek to develop and deliver robust services and long-term financing for First Nations working to protect sensitive coastal ecosystems, develop thriving local economies, and transition to sustainable energy systems.

In May 2022, a group of Mamalilikulla people travelled to Gwaxdlala/Nalaxdlala Lull Bay/Hoeya Sound to celebrate their Nation's declaration of an Indigenous Protected and Conserved Area (IPCA).

PHOTO
Taylor Roades



Planning Context

2020-2022 ACHIEVEMENTS

In developing our 2020-2022 strategic plan, Coast Funds sought input from First Nations on their needs and priorities. Through these engagements, community leaders encouraged our team to explore new avenues for bolstering investments in local economies and community infrastructure, and to make efforts to strengthen the conservation endowment to support the continuity of intergenerational stewardship initiatives.

In the three years that followed, Coast Funds worked with partners to make substantial progress on these important goals. Between 2020 and 2022, we:

- Created the Stewardship Endowment Fund and the One Generation Fund, which provide new investment options for First Nations to generate lasting returns for stewardship programming.
- Supported Kwikwasut'inuxw Haxwa'mis First Nation to create a new endowment within the Foundation's stewardship fund.
- Improved our investing and shareholder practices to prioritize Indigenous rights, along with ESG factors.
- Worked with private funders to further decolonize Coast Funds' governance structure by reducing the role of funders, shifting the balance of Membership and voting power towards First Nations.
- Amended our governing documents to support the long-term sustainability of Coast Funds' governance and operations, after the Society's economic fund is spent.
- Partnered with the Province of BC to deliver \$7.9 million in infrastructure project financing through the Renewable Energy for Remote Communities program in 2020.
- Partnered with New Relationship Trust and the Province of BC to deliver \$29 million in sustainable energy financing through the Community Energy Diesel Reduction program, beginning in 2022.

LOOKING AHEAD

Through the next three years, Coast Funds is committed to delivering consistent funding and services for First Nations, while pursuing opportunities to increase access to finance in support of First Nations' land and marine stewardship programs, sustainable energy projects, and economic development initiatives.

In our 2023-2025 strategic plan, our board of directors has identified four key goals, along with objectives, that our team will prioritize over the next three years. These goals and objectives challenge us to continue, expand, and improve delivery of financing and services in support of Indigenous-led stewardship and economic development along the coast.

2023-2025 Goals and Objectives



Council of the Haida Nation field workers patrol the Nation's territory, conducting research on Haida Gwaii's national bird, the Stads K'un *Northern Goshawk*.

PHOTO
Talon Gillis

GOAL ONE

TRANSITION THE OPERATING MODEL TO CONTINUE PROVIDING VALUED SERVICES TO FIRST NATIONS, INCLUDING THE LONG-TERM FINANCIAL STEWARDSHIP OF FUNDS ENTRUSTED TO COAST FUNDS.

With First Nations and partners, Coast Funds will:

- 1.** Plan and carry out Coast Funds' transition in response to the dissolution of the Society.
- 2.** Diversify funding sources to sustain and grow valued services for First Nations.
- 3.** Guide the financial stewardship of the endowment.
- 4.** Support the development and fundraising for a marine Project Finance for Permanence (PFP) initiative in coastal British Columbia.

GOAL TWO

SUPPORT FIRST NATIONS' STEWARDSHIP OF TERRESTRIAL AND MARINE ECOSYSTEMS, CULTURE, AND PROTECTED AREAS.

- 1.** Deliver stewardship financing to strengthen First Nations' capacity to develop, sustain, and expand stewardship and Guardian Watchman programs, Indigenous Protected and Conserved Areas (IPCAs), and regional stewardship initiatives.
- 2.** Collaborate with First Nations and funders to develop a long-term plan for the intergenerational sustainability of the Foundation.
- 3.** Explore new opportunities in support of First Nations' efforts to secure diversified, self-determined, and sustainable sources of revenue to build resilient Indigenous-led stewardship programs.

GOAL THREE

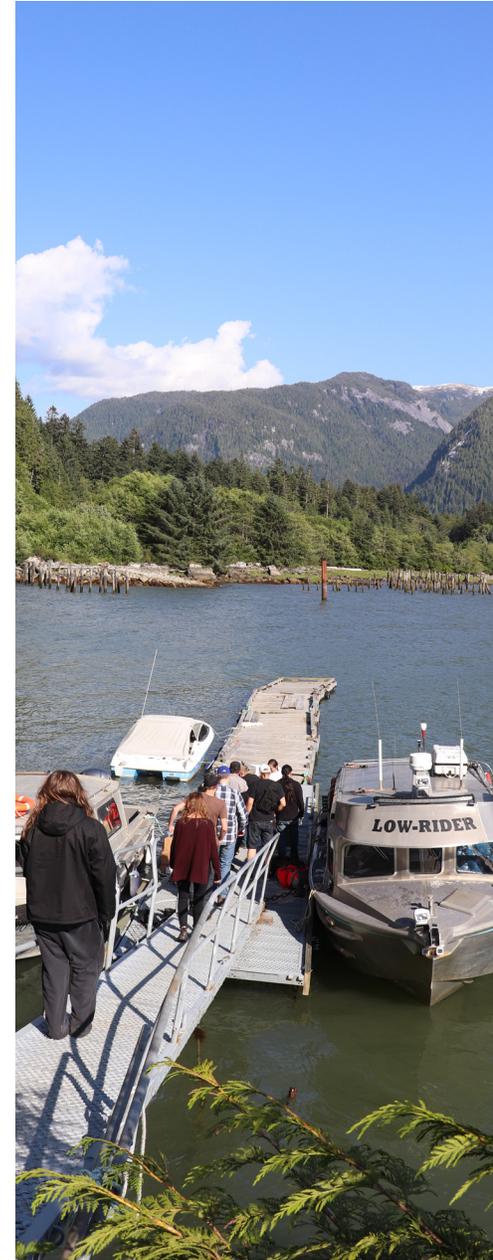
SUPPORT FIRST NATIONS IN BUILDING HEALTHY AND RESILIENT ECONOMIES.

1. Draw upon the Society's economic fund to strengthen First Nations' capacity to grow and diversify coastal economies through strategic acquisitions, business creation and expansion, supports for entrepreneurs, and enhanced economic infrastructure.
2. Support the transition from fossil fuel-dependent electrical grids to sustainable energy use and sourcing by collaborating with coastal First Nations, the Province of BC, and funders to deliver financing and services through the Renewable Energy for Remote Communities and Community Energy Diesel Reduction programs.
3. Support First Nations to identify and secure new economic funding opportunities.

GOAL FOUR

PARTNER WITH FIRST NATIONS TO PROACTIVELY FACILITATE THE SHARING OF KNOWLEDGE.

1. Demonstrate how Coast Funds' project investments are strengthening well-being on local and regional scales by analysing and publishing environmental, social, economic, and cultural outcomes.
2. Collaborate with First Nations to share their project stories and well-being outcomes, facilitate peer mentoring and knowledge sharing, and celebrate First Nations' successes.



West Sea Otter Water Taxi is a community-focused small business that benefits the community by providing affordable travel options for Wuikinuxv people.

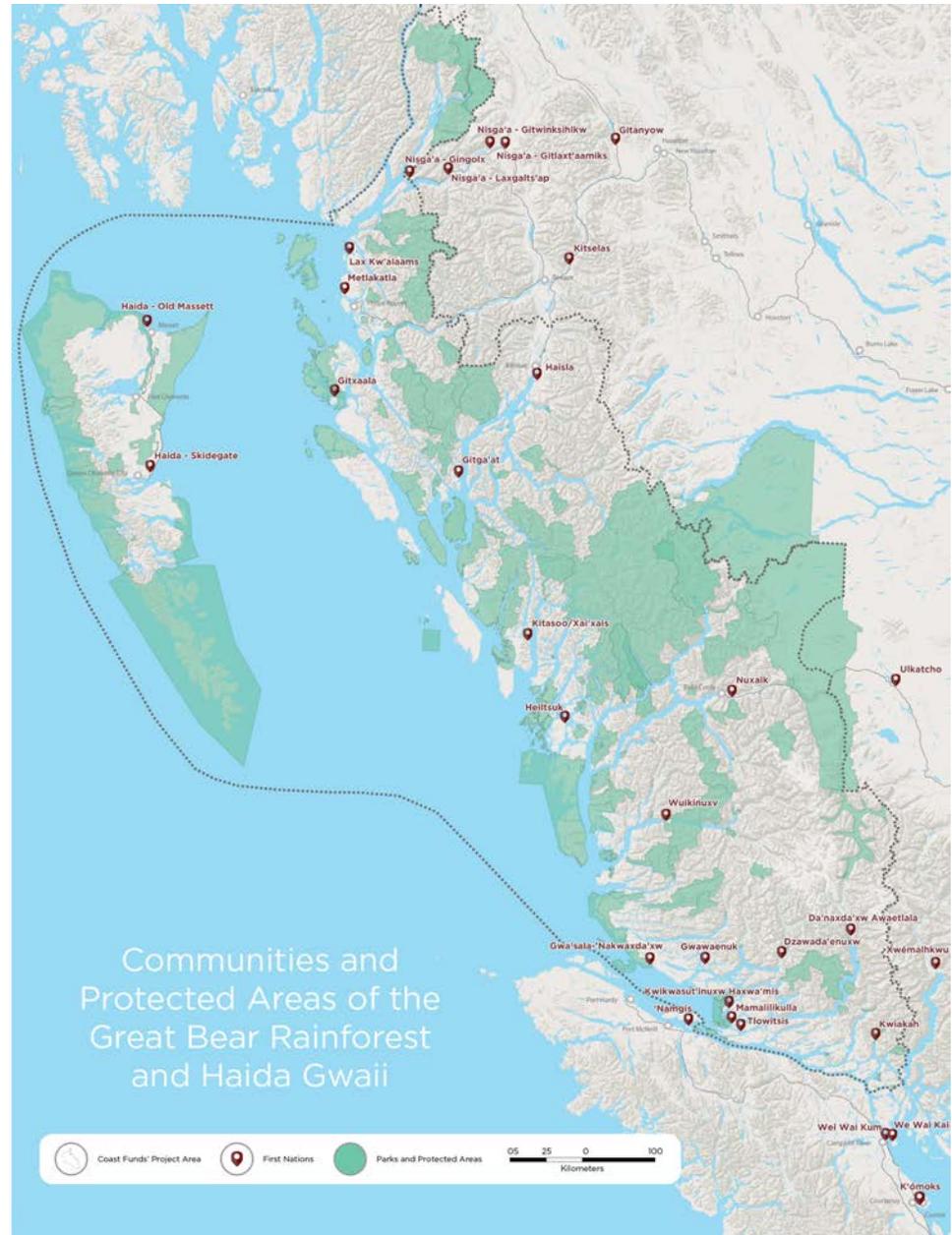
PHOTO
Coast Funds

Connecting Land and Sea

First Nations on the coast have protected and depended on the wealth of ocean ecosystems for millennia, and their stewardship and economic activities have always included both land and sea.

Through the Great Bear Rainforest agreements, First Nations worked with partners in government, industry, and advocacy to secure protections and conservation financing for land-based ecosystems.

First Nations and Coast Funds are developing a marine finance strategy that, when implemented, will complete First Nations' stewardship vision and provide durable financing for Indigenous-led marine stewardship programs.

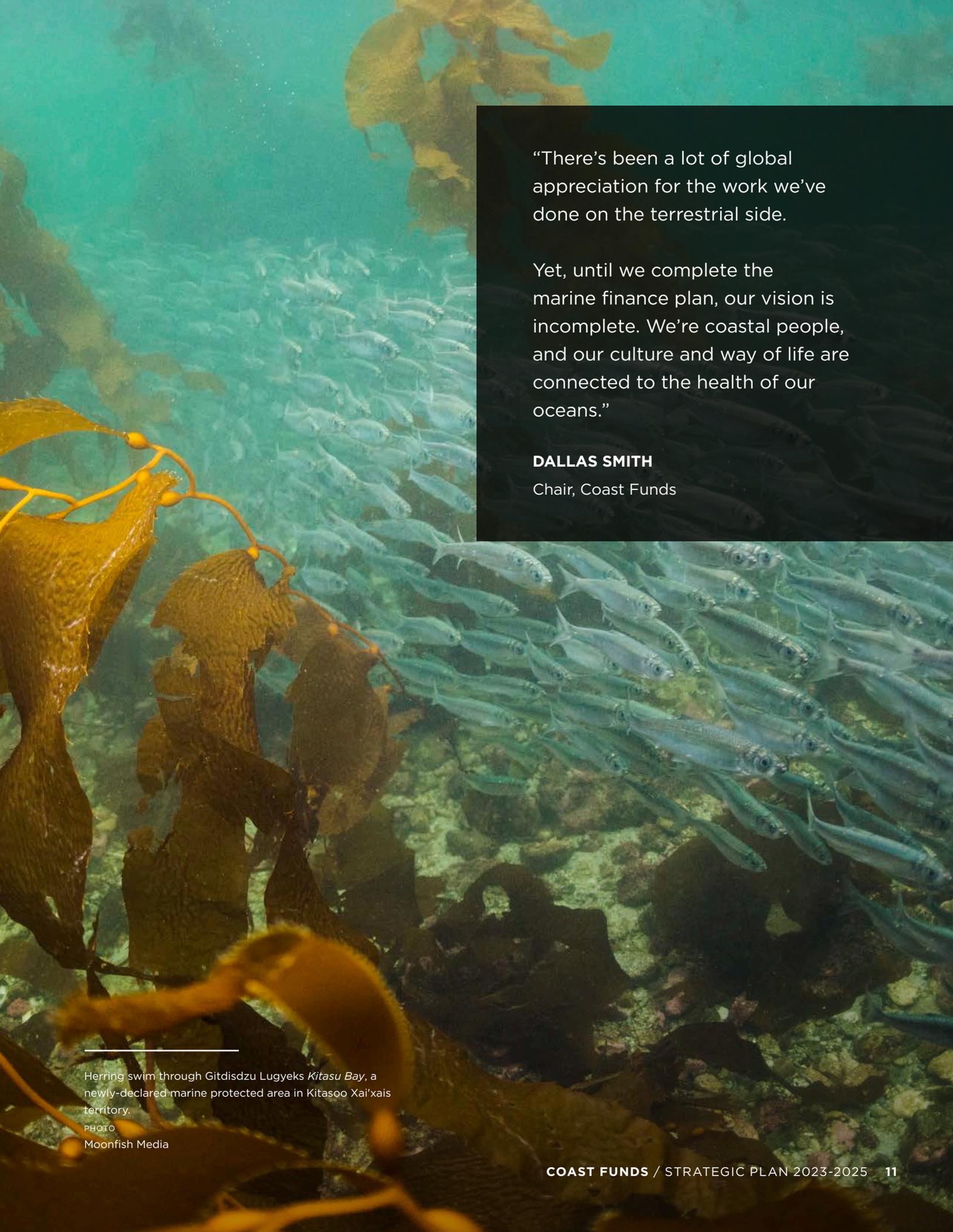


BACK COVER

As part of a biomass survey, a Wei Wai Kum Guardian checks the width of a bull kelp stipe.

PHOTO

Deirdre Leowinata / Coast Funds



“There’s been a lot of global appreciation for the work we’ve done on the terrestrial side.

Yet, until we complete the marine finance plan, our vision is incomplete. We’re coastal people, and our culture and way of life are connected to the health of our oceans.”

DALLAS SMITH

Chair, Coast Funds

Herring swim through Gitdisdzu Lugyek's *Kitasu Bay*, a newly-declared marine protected area in Kitasoo Xai'xais territory.

PHOTO
Moonfish Media



COAST FUNDS

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Find out more at:

coastfunds.ca



Our offices are located on the shared territories of the
x̓məθkwəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and
selilwətaʔ (Tseil-Waututh) Nations.