



**COAST  
FUNDS**

**2026-2028**

**STRATEGIC PLAN**



## COAST FUNDS

**Coast Funds is an Indigenous-led conservation finance organization that works with First Nations and their partners to administer funding for conservation, stewardship, and sustainable economic development.**

Coast Funds is comprised of two organizations that serve participating First Nations in the Great Bear Rainforest, Haida Gwaii, and other coastal regions:

**Coast Conservation Endowment Fund Foundation (CCEFF, the Foundation)** is a registered Canadian charity that manages endowment and spend-down funds for conservation, stewardship, and supporting programs.

The Foundation administers funds contributed through the Great Bear Rainforest agreements, the Great Bear Sea project finance for permanence initiative, and custom agreements with First Nations and their partners. Income generated from the endowment funds provides ongoing support for participating First Nations to develop and strengthen stewardship and Guardian programs, invest in the conservation of their territories, and sustain regional planning efforts – which, in turn, support community well-being.

**Coastal Indigenous Prosperity Society (CIPS, the Society)** is a not-for-profit society that manages a spend-down fund for investments in economic and community prosperity.

The Society administers funds contributed through the Great Bear Sea project finance for permanence initiative, which supports participating First Nations to invest in community-led economic development, businesses, infrastructure, training, and cultural programs that contribute to community well-being.

# Contents

First Nations We Serve	4
Who We Are	6
Values and Principles	8
2026-2028 Strategic Plan	9
Planning Context	10
Strategic Goals	11

# First Nations We Serve

Coast Funds serves 29 First Nations in the Great Bear Rainforest, Haida Gwaii, and other coastal regions, and works in partnership with their regional groups. Through various agreements, Coast Funds administers financing and services for participating Nations' investments in conservation, stewardship, and economic development.

Fund participation:

GBR

Great Bear Rainforest agreements

GBS

Great Bear Sea PFP

CUS

Custom agreements



'Namgis

GBR



Ahousaht

(Maaqutsiis Hahoulthee Stewardship Society)

CUS



Da'naxda'xw  
Awaetlala

GBR

GBS



Dzawada'enuxw

GBR



Gitanyow

GBR



Gitga'at

GBR

GBS



Gitxaala

GBR

GBS



Gwa'sala-  
'Nakwaxda'xw

GBR



Gwawaenuk

GBR



Haida

GBR

GBS



Hałtzaqv (Heiltsuk)

GBR

GBS



Haisla

GBR

GBS



Kómoks

GBR

GBS



Kitasoo Xai'xais

GBR

CUS

GBS



Kitselas

GBR

GBS



Kitsumkalum

GBS



Kwiakah

GBR

GBS



Kwikwasut'inuxw  
Haxwa'mis

GBR

CUS



Lax Kw'alaams

GBR



Mamalilikulla

GBR

CUS

GBS



Metlakatla

GBR

GBS



Nisga'a

GBR



Nuxalk

GBR

GBS



Tlowitsis

GBR

GBS



Ulkatcho

GBR



We Wai Kai

GBR



Wei Wai Kum

GBR

GBS



Wuikinuxv

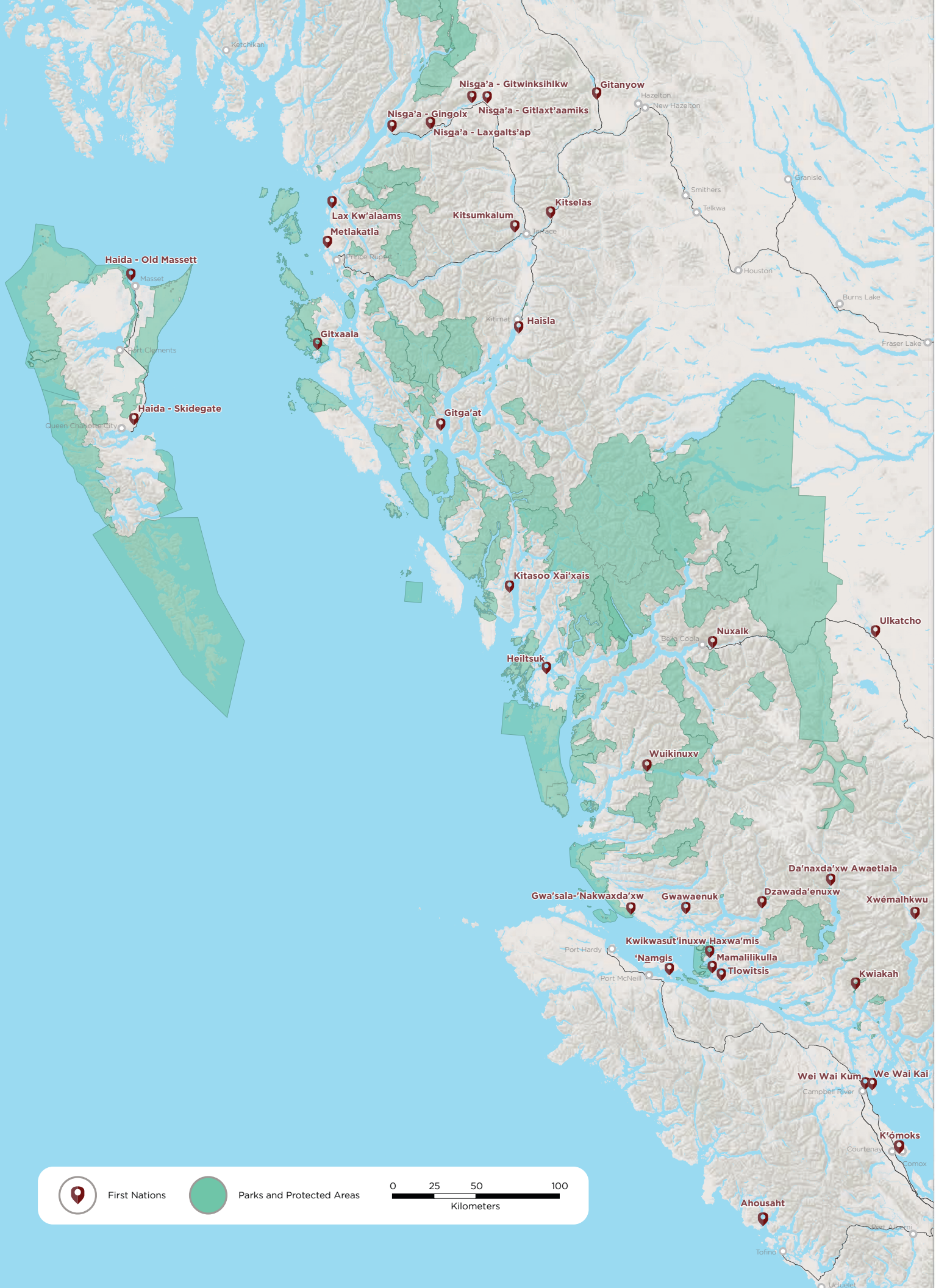
GBR

GBS



Xwémalhkwu  
(Homalco)

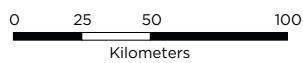
GBR



First Nations



Parks and Protected Areas



# Who We Are

Conservation trust and trusted partner: Coast Funds is an Indigenous-led organization that delivers financing and services to support participating First Nations' efforts to uphold their stewardship responsibilities and invest in their communities.

Our story begins with the signing of the Great Bear Rainforest agreements in 2006. Through extensive collaboration with Crown governments, environmental groups, industry, and philanthropy, First Nations secured protections for sensitive old-growth rainforest ecosystems and \$120 million in financing for ongoing conservation and investment in sustainable economic development.

Coast Funds was created to administer these funds and help track regional outcomes.

## SUSTAINING PEOPLE AND PLACE

For tens of thousands of years, First Nations in the Great Bear Rainforest and Haida Gwaii have cared for and relied upon the abundance of the lands, waters, and life in their territories.

Using their knowledge of ecosystems and seasonal cycles, First Nations people harvested sustainably, established thriving trade networks, and developed complex cultures and stewardship traditions.

Today, First Nations are continuing these traditions through the growth of stewardship and Guardian programs and investment in economic initiatives that support community members to thrive in their homelands.

This model, which combines ecosystem protections with durable conservation financing, is now called "project finance for permanence" (PFP) and has been adapted to support long-term conservation efforts in over a dozen countries, including Costa Rica, Mongolia, Bhutan, and Colombia.

In 2024, 17 First Nations signed the Great Bear Sea PFP agreements, which secured \$335 million in upfront conservation financing, managed with Coast Funds, and provided for the creation of a Marine Protected Area Network, co-managed with Crown partners. Looking to the future, First Nations expect the Great Bear Sea PFP to support more than 2,000 jobs and 200 businesses in coastal communities.

Over nearly two decades, First Nations have counted on Coast Funds to manage and deliver funds for their conservation and economic priorities.

In that time, Coast Funds has grown to offer new services including custom financial administration services for neighbouring First Nations and Indigenous-led organizations that align with our mandate.



Photo:  
Moonfish  
Media

## SERVICE OFFERINGS

By request, our team offers:



**Practical feedback on stewardship and business plans**, including support with modelling long-term revenues and expenses.



**Investment management** through a pooled portfolio designed to deliver steady, predictable returns.



**Support with identifying potential funding and investment partners.**



**Storytelling and communications** to spotlight First Nations' conservation and economic successes.

## FUND STRUCTURE AND PARTICIPATION (2026)



\* Note: The Great Bear Rainforest agreements also provided for an Economic Development Fund, which 27 First Nations participated in. This fund was spent down in 2024.

# Values and Principles

## OUR VALUES

### Respect and Good Relations

We show up with humility and respect at work and in the communities we serve. We recognize that Indigenous values of reciprocity and care are foundational to building strong relationships, fostering effective collaboration, and sustaining meaningful impact.

### Integrity and Accountability

We act with honesty and transparency, holding ourselves responsible for our actions and impacts. We build and maintain high-trust relationships by demonstrating accountability for the funds and commitments entrusted to us.

### Collaboration and Adaptability

We work as collaborators and partners, adapting our practices to respond to challenges and opportunities. We work together with the communities we serve to find solutions and deliver reliable, flexible services.

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## OUR PRINCIPLES

### Respecting First Nations' Self-Determination

We acknowledge and respect First Nations histories, laws, and governance, approaching them with humility and a commitment to continuous learning. We work in the spirit and intent of the [United Nations Declaration on the Rights of Indigenous Peoples](#).

### 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 project investments.

### Building Good Relations

We build good relations by fostering mutual trust and reciprocity, engaging with communities in ways that honour their leadership and priorities, while nurturing long-term relationships grounded in respect, integrity, and care.

### Exercising Collaborative Due Diligence

We exercise collaborative due diligence by working in service of First Nations, ensuring project decisions are responsible, transparent, and grounded in shared knowledge, so that investments are sound, community-driven, and built for lasting success.

### Responsibly Stewarding Funds

We responsibly steward funds by managing and investing with integrity, transparency, and foresight to support First Nations' priorities today and safeguard prosperity for future generations.

### Demonstrating Wise Practices

We demonstrate wise practices by upholding strong governance and management, committing to continuous learning and knowledge sharing, and providing transparent reporting and value-added support that strengthens First Nations' success. As we continue to weave Indigenous knowledge into our decision making, we are guided by the principle of bringing together multiple ways of knowing with humility, respect, and openness.

# 2026-2028 Strategic Plan

## VISION

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

## MISSION

To serve First Nations in achieving their goals for community well-being, conservation, stewardship, and economic development centered in the Great Bear Rainforest, Haida Gwaii, and surrounding seas.

## STRATEGIC GOALS

### Goal #1

Support First Nations in advancing their goals for stewardship, conservation, and healthy and resilient economies.

### Goal #2

Deepen engagement with First Nations and develop robust knowledge management systems to share learning, support First Nations' decision-making, and amplify their impact.

### Goal #3

Reinforce strong financial stewardship, governance, and organizational practices.

### Goal #4

Support First Nations in the successful implementation of the Great Bear Sea project finance for permanence initiative.

# Planning Context

On the coast, First Nations' cultures and ways of life are inextricably connected with the health of the land and sea. As the saying goes, "when the tide is out, the table is set."

With the Great Bear Sea PFP and related programs, First Nations are working with partners to protect and manage their marine territories. With new financing secured and managed with Coast Funds, Nations are investing in Guardian programs, stewardship departments, community infrastructure, youth programs, local businesses, and regional collaboration.

In response, Coast Funds has grown its organizational capacity to deliver on our expanded mandate, which includes administration of PFP funds, new partnerships, and increased service offerings for all the First Nations we serve.

In developing Coast Funds' 2026-2028 Strategic Plan, our board and senior leadership team reflected on the growth of the organization and sought input from First Nation leaders and partners on where to go from here.

Through those engagements, participants underscored the importance of our service relationship to First Nations and identified opportunities for deepening engagement and knowledge sharing, attracting new economic development funds, and building on our shared successes.

Over the next three years, Coast Funds is committed to delivering on the mandate participating First Nations have set for us. The goals and objectives on the following pages challenge us to continue our journey of growth and service, while keeping true to our roots.

## 2023-2025 ACHIEVEMENTS

- » Supported First Nations in closing the Great Bear Sea PFP and securing \$335 million for marine stewardship and community-led economic development. Following closing, our team began delivering new funds ahead of schedule.
- » Worked with First Nations to invest remaining economic development funds (from the Great Bear Rainforest PFP) in community projects.
- » Entered into new agreements to provide fund administration services for ᓃᓐᓇᓄᓂᓃᓄᓂ ᓃᓄᓂᓃᓄᓂ *Ahousaht Nation* and the Marine Plan Partnership (MaPP).
- » Shared knowledge through publications like *Sustaining People and Place*, *Finance for Forests*, and *Building a Conservation Economy*; hosting gatherings for First Nations conservation and economic leaders; contributing to peer publications and events; and supporting the release of *This Place Is Who We Are*.
- » Partnered with New Relationship Trust to develop and deliver the Community Energy Diesel Reduction (CEDR) program, which will deliver \$59 million for sustainable energy projects in remote communities.

# Strategic Goals

## Goal #1

### Support First Nations in advancing their goals for stewardship, conservation, and healthy and resilient economies.



Support First Nations' capacity to achieve their goals for stewardship, conservation, and healthy, resilient economies through project financing, partnership development, and support for regional initiatives.

#### OBJECTIVES:

- » Deliver stewardship financing to strengthen First Nations' capacity to develop, sustain, and expand stewardship, conservation, and restoration programs encompassing terrestrial and marine ecosystems, cultural heritage, and protected areas.
- » Partner with First Nations to advance the recognition, establishment, and effective management of Indigenous-led terrestrial and marine conservation areas, including IPCAs and marine protected areas in the Great Bear Sea.
- » Deliver economic development and community infrastructure financing to increase Nations' investment in strategic acquisitions, businesses, and cultural and economic resilience.
- » Collaborate with First Nations and diverse partners to mobilize sustainable financing and resources for Nations' community well-being, stewardship, and economic development priorities.
- » Support regional initiatives that foster community well-being, conservation, and economic development through collective action and shared leadership.

#### DESIRED OUTCOMES:

- » Increased First Nations capacity to implement stewardship, conservation, community infrastructure, and economic development initiatives.
- » Expanded network of partnerships and regional collaborations supporting community well-being and sustainability.
- » Greater access to project financing aligned with First Nations' priorities.

## STRATEGIC GOALS

### Goal #2

## Deepen engagement with First Nations and develop robust knowledge management systems to share learning, support First Nations in their decision-making, and amplify their impact.



Strengthen relationships, communication, and shared learning with First Nations through transparent engagement and robust knowledge management systems that enhance collaboration and collective impact.

### OBJECTIVES:

- » Highlight the collective impact of First Nations' project investments through the community well-being monitoring framework to build shared understanding about the conservation economy.
- » Collaborate with First Nations to share their project stories, facilitate peer learning, and celebrate successes.
- » Strengthen relationships with First Nations through regular engagement, transparent communication and structured feedback that inform organizational priorities.
- » Establish knowledge management systems to organize and share lessons learned, support decision-making, and amplify collective impact.

### DESIRED OUTCOMES:

- » Deepened, trust-based relationships with First Nations grounded in transparency, and respect.
- » Engagement practices that meaningfully incorporate First Nations' perspectives in Coast Funds' decisions and priorities.
- » A robust knowledge management system that supports knowledge capture, learning, storytelling, and evidence-based decision-making.
- » Increased visibility and understanding of First Nations' leadership in conservation and sustainable development.

## STRATEGIC GOALS

### Goal #3

## Reinforce strong financial stewardship, governance, and organizational practices.



Grow Coast Funds' long-term impact by strengthening financial stewardship practices, evolving governance systems, and building organizational resilience grounded in First Nations' priorities and Indigenous Knowledge.

### OBJECTIVES:

- » Ensure responsible financial stewardship that upholds accountability, transparency, and ensures long-term sustainability.
- » Grow funds under management to increase Coast Funds' capacity to support First Nations' stewardship and economic development priorities.
- » Pursue opportunities to develop and apply innovative conservation finance tools that enhance growth and impact for First Nations.
- » Evolve governance practices to strengthen accountability, effectiveness, and alignment with First Nations' priorities.
- » Embed Indigenous Knowledge and cultural practices in Coast Funds' decision-making and organizational culture.

### DESIRED OUTCOMES:

- » Responsible, transparent financial stewardship that contributes to Coast Funds' long-term sustainability.
- » Growth in funds under management and increased resources available to First Nations.
- » Governance structures and practices that are adaptive, accountable, and aligned with First Nations' priorities and values.
- » An organizational culture that centres Indigenous Knowledge and cultural practices.

## STRATEGIC GOALS

### Goal #4

## Support First Nations in the successful implementation of the Great Bear Sea project finance for permanence initiative.



Collaborate with First Nations and partners to implement the Great Bear Sea PFP, advancing long-term conservation, sustainable finance, and stewardship outcomes across Nations' marine territories.

### OBJECTIVES:

- » Support realization of the PFP financial model, including implementation of the conservation plan to unlock all site-based funding for First Nations.
- » Support the development of sustainable finance mechanisms that provide lasting resources for stewardship and economic resilience.
- » At the direction of eligible First Nations, support their onboarding to the Great Bear Sea PFP.
- » Support MPA Network partners to develop the broader GBS PFP outcomes monitoring framework.
- » Develop a marine program to support marine conservation and stewardship activities.

### DESIRED OUTCOMES:

- » Great Bear Sea PFP financial model fully realized through establishment of marine protected area sites, as scheduled.
- » Long-term, sustainable funding mechanisms in place for marine stewardship and conservation.
- » Effective monitoring and reporting on conservation outcomes across the Great Bear Sea.



### COVER ILLUSTRATION

The illustration on the cover is by Shawna Kiesman and takes inspiration from the design of bentwood boxes. The bottom section features blue formline ovoids containing two salmon eggs, representing sea and water. The middle includes two hands raised to lift a canoe, representing culture and community. And the top of the illustration depicts the front face of the box, incorporating a labret to symbolize Mother Nature and cedar weaving detail along the sides to represent connection to land. Together, these three elements highlight the close relations coastal peoples hold with their land and marine territories.

### About the Artist

Shawna Kiesman is a Ts'msyen/ Nisg a'a artist based in Victoria, BC. Her work explores the intersection of Indigenous identity, cultural storytelling, and contemporary art practices. Shawna earned her First Nations Fine Art Diploma from the Freda Diesing School of Northwest Coast Arts, where she began developing her artistic foundation. She then pursued a Bachelor of Fine Arts from Emily Carr University of Art + Design, further expanding her skills and conceptual approach.

Since graduating, Shawna's practice has continued to evolve, as she pushes the boundaries of Northwest Coast art through a playful, innovative approach that incorporates digital and textile mediums. Her work reflects a deep commitment to exploring Indigenous narratives within a modern context while maintaining a strong connection to her cultural roots.



# COAST FUNDS

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Find out more at:

**coastfunds.ca**



Our offices are located on the shared territories of the xʷməθkwəy̓əm (Musqueam), Sḵwxwú7mesh (Squamish), and səlilwətał (Tseil-Waututh) Nations.