



November 4, 2015

Rebecca Hurwitz  
Executive Director  
Clayoquot Biosphere Trust  
316 Main Street, PO Box 67  
Tofino, BC, V0R 2Z0

**RE: Follow Up on Presentation of Clayoquot Biosphere Trust Program Audit Report**

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Dear Ms. Rebecca Hurwitz:

This memo provides information that is supplementary to the Clayoquot Biosphere Trust (CBT) Program Audit Report, submitted and presented to the CBT Board of Directors in October, 2015. As noted in the full report, the CBT Program Audit examines the achievement of key program outcomes from the perspectives of staff, board and key community stakeholders, as well as analyzes and presents key administrative data indicative of organizational performance over the fiscal years 2013 and 2014. The analysis, assessment and recommendations are generated for the purposes of supporting a culture of continual organizational improvement at the CBT and this memo seeks to provide further context to the report's findings and considerations for its application moving forward.

As a Credentialed Evaluator, I have designed and conducted impact assessments and outcome evaluations for community foundations and community-based organizations across British Columbia and Canada for over ten years. I observe two remarkable features of the findings of the CBT Program Audit:

1. The CBT ratings on its achievement of key outcomes are consistently positive from the perspectives of both staff/board and community stakeholders. In most audits/evaluations, it is common for staff and board members to have higher ratings of its performance than community stakeholders. It is also common for there to be greater variability in response rates, with a greater distribution of views across negative and positive ends of the scale of response. In the case of the CBT Program Audit, both response groups are almost entirely uniform in their positive assessment, and the community stakeholders provide more positive assessments than staff/board members. The overall higher community stakeholder outcome ratings, combined with the uniformity of positive assessments across both groups, indicate very strong organizational performance and supports confidence in the perspective-based assessment data.

2. The CBT is consistent in the level of funding provided for community based work. Many foundations have fluctuating levels of support, which translates into uneven community engagement and community development at the local level, often resulting in unstable and weak community development. The CBT's funding consistency is an indicator of organizational strength, as well as a reflection of the CBT's responsiveness to the reality that community development is a process that is successful only when mutually reinforcing elements of the community are consistently resourced toward agreed upon goals.

The full assessment in the report and related recommendations are intended to serve as discussion topics for the Board in its effort to maximize the positive impacts of the CBT. The recommendations are written at a higher level of description in order to provide the Board with a general direction that can assist in the identification of specific actions that the CBT can undertake, and which are also congruent with the capacity and broader strategic focus of the CBT. The recommendations are supported by the evidence in the program audit, either directly or indirectly, and seek to point out the key directions to consider moving forward.

If you have any further questions about the Program Audit, please contact me at your convenience.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'S. Graham', with a long horizontal line extending to the right.

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Manager of Research, Planning and Consulting  
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**Clayoquot Biosphere Trust  
Program Audit  
(October 2015)**

**Submitted to:**

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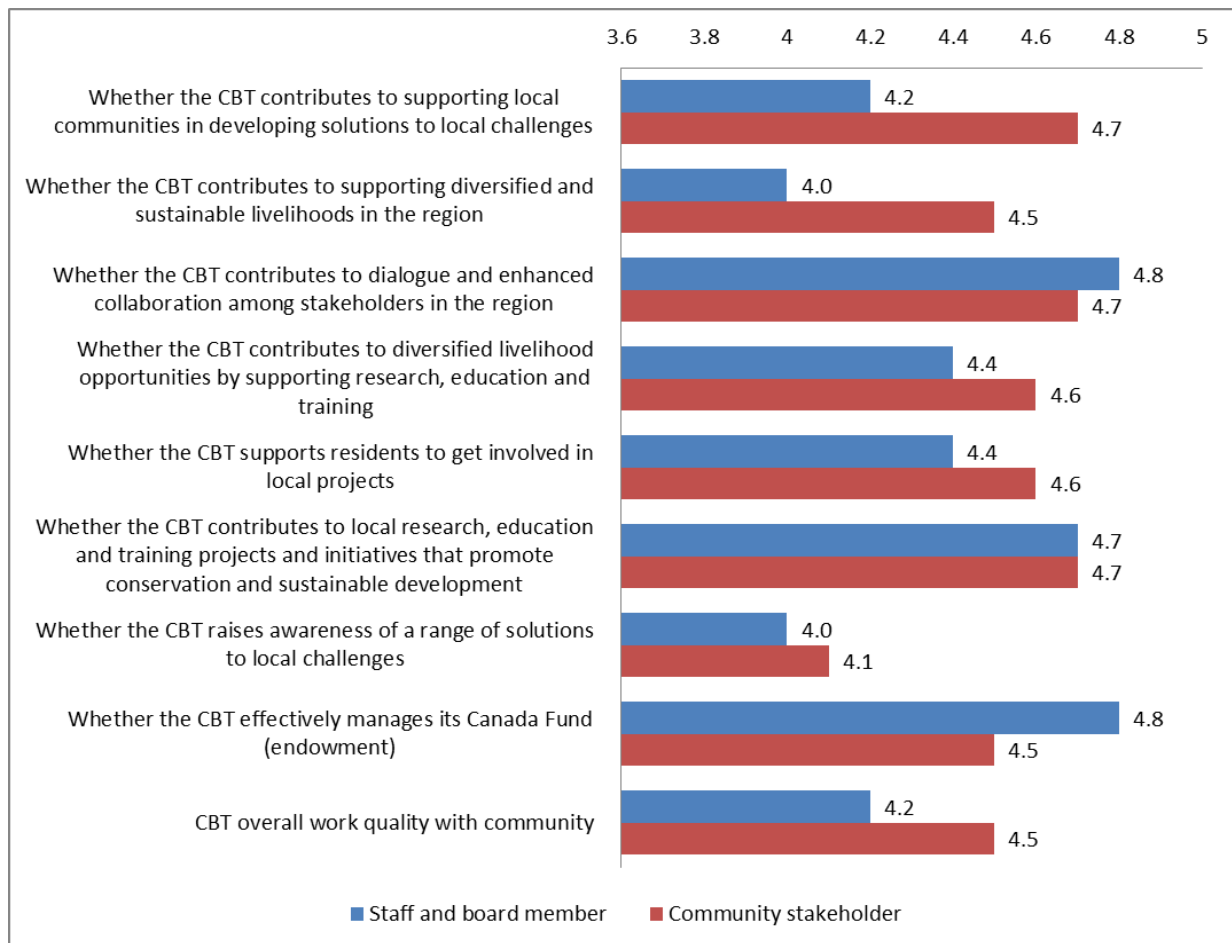
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# 1. Executive Summary

This program audit is focused on eight (8) key program outcomes of the CBT (see logic model in section 4). To assess performance in each outcome area, two online surveys were administered (one for staff and board members and one for community stakeholders) and financial and administrative information was reviewed. Figure 1 illustrates the aggregate scores on key outcome measures from staff/board members (10 respondents) and community stakeholders (16 respondents). On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board members and community stakeholders provided high average scores on all outcome measures, indicating the CBT is achieving the eight (8) outcomes it has set for itself.

**Figure 1: Average Outcome Scores for the CBT from the Perspectives of Staff/Board and Community Stakeholders**



As illustrated in the graph above, six (6) of the eight (8) outcome measures are provided slightly higher scores from community stakeholders than staff/board members, indicating a positive yet unassuming assessment from staff and board members, which is corroborated by local stakeholders to a greater degree in most cases. The complete assessment of each outcome is provided in the full report.

With a view to continual improvement, there are areas where the CBT could strengthen its role in the community. The following list of recommendations can serve as starting points for dialogue and deliberation about how the CBT can build on its success of working with communities in the region.

1. Engage remote First Nations leadership and stakeholders in dialogue about how the CBT can better engage and partner with their communities moving forward;
2. Continue to build on the Neighborhood Grant initiative by making simple direct community investments that help animate local small scale projects;
3. Research, assess and identify organizations that would be suitable longer term collaborators with the CBT in one or both of its main functions: as a community foundation and as a biosphere trust;
4. Enhance communication strategies for reaching community residents and First Nations citizens about the work of the CBT and the opportunities it makes available to people living in the region;
5. Research, assess and identify new fund development strategies that can leverage the existing approaches to fund development;
6. Explore how the CBT can serve as a convener and dialogue facilitator regarding contentious community issues; and,
7. Continue to refine the specific measures of performance success and community impact, and develop the practice of conducting regular evaluations of the work of the CBT for organizational learning and communication purposes.

## 2. Introduction

This independent program audit was conducted by a Credentialed Evaluator with the Canadian Evaluation Society. This program audit aims to assess the degree to which the Clayoquot Biosphere Trust Society is achieving its intended outcomes. The guiding question for the assessment is: To what degree has the Clayoquot Biosphere Trust Society contributed toward eight (8) key program outcomes in supporting local projects related to increasing local capacity, knowledge, participation and innovation through research, education and training initiatives for the sustainability of the Clayoquot Sound UNESCO Biosphere Reserve Region?

The program audit seeks to collect information and draw conclusions about the degree to which the Clayoquot Biosphere Trust Society is fulfilling the terms of its funding agreement with the Government of Canada (Canada Fund Agreement), signed May 5, 2000. In this agreement, two principle results were identified: (1) local communities, which involves First Nations, private industry and others, to take ownership over and develop solutions to local economic, social and environmental challenges in the Clayoquot region; (2) an economy in the region that is diversified through sustainable resource management and new activities such as tourism. In addition to an assessment of the fulfilment of the terms of the Canada Fund Agreement, the program audit will also include any new insights on the alignment between the Canada Fund Agreement and the Clayoquot Biosphere Trust Society organizational development directions, particularly given the evolution of the UNESCO Man and the Biosphere Program strategy and goals.

Building on the Results Measures Framework for the Clayoquot Endowment Fund (March, 2007) (hereafter RMF), this program audit will also concentrate on assessing the anticipated results noted in the RMF. The program audit will mostly concentrate on activities and related outcomes that occurred in 2013 and 2014, with some focus on results that have been many years in the making.

There are seven (7) sections in this report and six (6) appendices. In section 3, *Overview of the CBT*, the current focus and basic structure of the CBT is described. Section 4, *Methods*, presents the types of data collection, analysis and assessment work is explained. Section 5, *Logic Model for Program Audit*, illustrates the main features of the CBT and the specific outcome measures of concern to this program audit. Section 6, *Assessment of Outcome Achievement*, presents the conclusions on whether the CBT has achieved specified outcomes and if so to what degree. Section 7, *Recommendations*, presents suggestions for ongoing program improvements at the CBT. The technical appendices contain the survey instruments, detailed survey analysis and a comparison of responses from staff/board at CBT and community stakeholders, as well as a summary table of financial and administrative information.



### 3. Overview of CBT

Two key organizational pillars help to guide the work of the Clayoquot Biosphere Trust: (1) the UNESCO Man and Biosphere Programme; and (2) Community Foundations of Canada.

The Man and Biosphere Programme, with its World Network of Biosphere Reserves, constitutes the research and practice of sustainable development in UNESCO member states to address critical issues related to biodiversity, ecosystem services, and the challenges of global environmental change, including climate change.

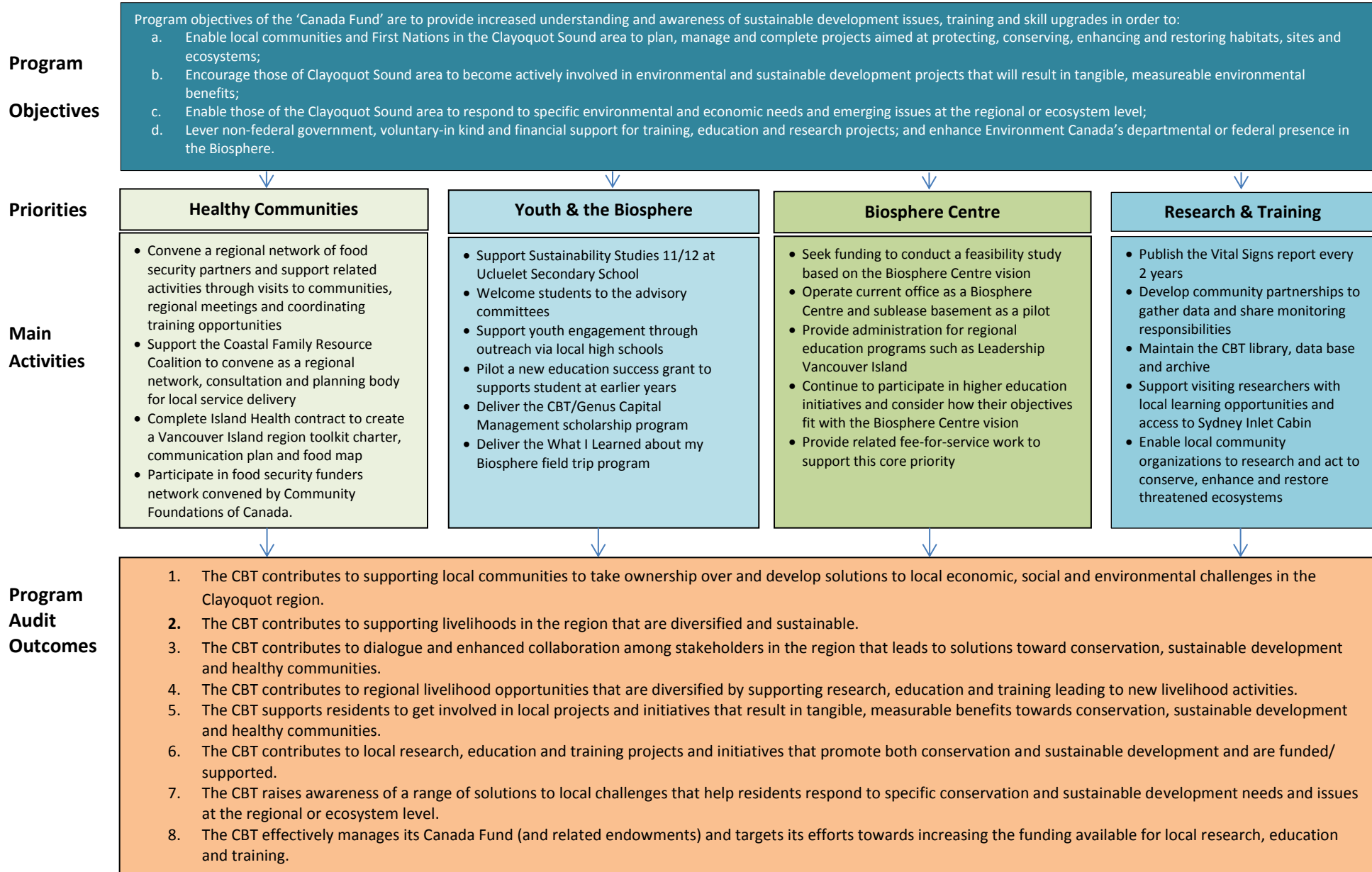
The vision of the Clayoquot Sound UNESCO Biosphere Reserve Region is to live sustainably in a healthy ecosystem, with a diversified economy and strong, vibrant and united cultures while embracing the Nuu-chah-nulth First Nations 'living' philosophies of *lisaak* (living respectfully), *Qwa'aak qin teechmis* (Life in balance) and *Hishuk is ts'awalk* (everything is one and interconnected). Working to achieve this vision, the CBT aims to facilitate the sharing and exchange of knowledge and experience both locally and globally.

Similarly, Community Foundations aim to build community vitality and a strong sense-of-place in which everyone can participate. Consistent with principles of community sustainability and resilience, the role of the CBT is to develop local leadership, engage in dialogue, monitor local trends in the Clayoquot Sound biosphere reserve region and respond to change by bringing people together to make joint decisions on project funding priorities. For example, producing the Vital Signs report provides a unique opportunity to work together with local governments, community organizations and local researchers to learn, gather data, question, reflect, and evaluate so that we can have impact on the important issues in our biosphere reserve region.

## **4. Methods**

This program audit is focused on eight (8) key program outcomes of the CBT (see logic model in section 5). Three methods were used in the conduct of the program audit: one survey of staff/board members, one survey of community stakeholders and a review of financial and administrative information provided by CBT staff. The survey data was analyzed according to an aggregation of total responses and summary analysis where appropriate for open ended questions. Two survey reports were produced and can be found in the appendix of this report.

## 5. Logic Model for Program Audit



## 6. Assessment of Program Outcome Achievement

This section presents the main assessments and supporting evidence for the CBT program audit. There are a total of eight (8) key outcome measures that served as the focus of this program audit and each is assessed based on up to three (3) lines of evidence: survey data from staff/board, survey data from community stakeholders, granting and administrative data from 2013 and 2014.

### 6.1. The CBT contributes to supporting local communities to take ownership over and develop solutions to local economic, social and environmental challenges in the Clayoquot region

#### Assessment of Achievement:

The CBT is achieving this program outcome to a large extent, with both staff/board and community stakeholders providing high scores to the CBT on this measure. The consistent levels of investment in community organizations over the past two years by the CBT further indicate that this outcome is being realized.

**Supporting Evidence:** All staff/board and community stakeholder respondents expressed either agreement or strong agreement when asked to assess the CBT's contributions to supporting local communities to take ownership over and develop solutions to local economic, social and environmental challenges in the region. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board respondents reported an average achievement score for this outcome of 4.2, while community stakeholders provided a higher score at 4.7.

In terms of organizational performance that contributes to the achievement of this outcome, the CBT disbursed a total of forty (40) distinct community grants in 2013 and thirty-one (31) in 2014, a total of seventy-one (71) community grants in two years. The diversity of recipient organization is impressive, with each of the following types of local organizations receiving a grant over the past two (2) years: Local community groups, local government organizations, local schools, and local First Nation communities.

## 6.2. The CBT contributes to supporting livelihoods in the region that are diversified and sustainable

### Assessment of Achievement:

This outcome is being achieved to a large extent, with high scores from both staff/board member and community stakeholder respondents on this measure. The CBT's continued investment in core priority areas for diversity and sustainability also indicate this outcome is being realized.

### Supporting Evidence:

Over three quarters (78%) of staff/board members and 100% of community stakeholder respondents either agreed or strongly agreed that the CBT contributes to supporting the livelihoods in the region that are diversified and sustainable. The remaining 22% of staff/board members neither agreed nor disagreed. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board member respondents scored an average of 4.0 and community stakeholder respondents had a higher average score of 4.5.

To ensure support of diversity and sustainability, the CBT has made consistent and balanced investments in projects in the following core priority areas: healthy communities (\$109,558 total in 2013 and 2014), youth and the biosphere (\$112,336 total in 2013 and 2014), the biosphere centre (\$8,062 in total in 2013 and 2014), and biosphere reserve research (\$66,550 in total in 2013 and 2014). This diversity of investment is further evidence that that the CBT is contributing to this outcome area.

## 6.3. The CBT contributes to dialogue and enhanced collaboration among stakeholders in the region that leads to solutions toward conservation, sustainable development and healthy communities

### Assessment of Achievement:

The CBT is realizing this outcome based on respondent's answers to questions about this measure and evidence of partnerships in community investment.

### Supporting Evidence:

All survey respondents either strongly agreed or agreed with the statement that the CBT contributes to dialogue and enhanced collaboration. The majority of staff/board member respondents (78%) strongly agreed that the CBT contributes to dialogue and enhanced

collaboration among stakeholders in the region, with the remaining 22% agreed. Similarly, 71% of community stakeholder respondents strongly agreed and 29% agree. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), staff/board member respondents scored an average of 4.8 and community stakeholder respondents had a higher average score of 4.7, indicating strong alignment across respondent groups in their agreement with CBT achievement of this outcome.

The CBT has been successful in leveraging funds and partnerships to increase funding available for its core priorities. Its ratio of core priority project funding (total) to in-kind contributions from project applications increased from 50% (\$67,105) in 2013 to 62% (\$101,663) in 2014, which indicates strong and growing collaboration among partner organizations.

#### **6.4. The CBT contributes to regional livelihood opportunities that are diversified by supporting research, education and training leading to new livelihood activities**

##### **Assessment of Achievement:**

This program outcome is being achieved to a large extent. Community stakeholder respondents and staff/board member respondents provided similarly high scores to the CBT when asked about the CBT's achievement of this outcome.

##### **Supporting Evidence:**

All program audit survey respondents either agreed or strongly agreed that the CBT contributes to regional livelihood opportunities. 44% of staff/board member respondents strongly agreed, while the remaining 56% agreed. On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), the average response of staff/board member respondents is 4.4. Community stakeholder respondents reported an even higher rate of agreement with 60% strongly agreeing and 40% agreeing. On a scale of 1 to 5, they reported an average of 4.6.

**6.5. The CBT supports residents to get involved in local projects and initiatives that result in tangible, measurable benefits towards conservation, sustainable development and healthy communities**

**Assessment of Achievement:**

This outcome is being achieved to a large extent as indicated by high scores provided by both staff/board member and community stakeholder respondents.

**Supporting Evidence:**

The CBT scored high on this outcome with staff/board member respondents scoring an average of 4.4 on a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree) and community stakeholder respondents scoring an average of 4.6. All staff/board member respondents either agreed or strongly agreed that the CBT supports residents to get involved in location projects, with 44% strongly agreeing and 56% agreeing. Most community stakeholder respondents (93%) agreed or strongly agreed; however, one (1) respondent did not think the CBT is achieving this outcome.

**6.6. The CBT contributes to local research, education and training projects and initiatives that promote both conservation and sustainable development and are funded/ supported**

**Assessment of Achievement:**

This outcome is being achieved to a large extent as reflected in high levels of agreement that are expressed by both staff/board member and community stakeholder respondents. The CBT's increasing financial contributions to research, education, and training programs further reflects success in this outcome area.

**Supporting Evidence:**

On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), both staff/board member and community stakeholder respondents scored an average of 4.7. 78% of staff/board member respondents strongly agreed, while one (1) respondent agreed and one (1) neither agreed nor disagreed. All community stakeholder respondents reported they either agreed or strongly agreed that the CBT contributes to local research, education and training projects, with 67% strongly agreeing and 33% agreeing.

In reference to community investment performance, the CBT provided a total of \$24,329 in funding to biosphere reserve research in 2013 and almost doubled this amount to \$41,221 in 2014. In 2013 and 2014, the CBT also contributed a combined total of \$51,000 to scholarships and \$8,062 to the higher learning initiative.

**6.7. The CBT raises awareness of a range of solutions to local challenges that help residents respond to specific conservation and sustainable development needs and issues at the regional or ecosystem level**

**Assessment of Achievement:**

The CBT is raising awareness of sustainability issues and responses across the region. Success of this outcome is demonstrated by high scores for the CBT from survey respondents. The outcome achievement is further exemplified by strong CBT community engagement through the Vital Signs project and numerous media engagements over the course of the past two years.

**Supporting Evidence:**

On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), both staff/board member and community stakeholder respondents scored an average of 4.0 or greater. 78% of staff/board member respondents strongly agreed or agreed, while 22% of staff/board respondents neither agreed nor disagreed. Nearly all community stakeholder respondents (87%) reported they either agreed or strongly agreed that the CBT raises awareness of a range of solutions, while to local research, education and training projects, while 13% neither agreed nor disagreed.

Several features of the CBT's organizational performance exemplify its work to raise awareness of community sustainability issues. In 2013 and 2014, the CBT produced and disseminated over 2,500 Vital Signs reports to community members and stakeholders, accompanying the release with dialogues and speaking engagements to raise local awareness of the health of the region. The CBT was also mentioned a total of 65 times in the media over the course of two years (2013, 2014), demonstrating strong media engagement capability.



**6.8. The CBT effectively manages its Canada Fund (and related endowments) and targets its efforts towards increasing the funding available for local research, education and training**

**Assessment of Achievement:**

The CBT is effectively managing its Canada Fund, as evidenced by the completion of audited financial statements and resounding support from staff/board members and community stakeholders. All respondents (staff/board and community stakeholders) rated the CBT highly on this outcome, with an average score for staff/board at 4.5 and community stakeholders at 4.8. All respondents (staff/board and community stakeholders) rated the overall work of the CBT as good to excellent. This is a strong indicator of effective management of the Canada Fund.

**Supporting Evidence:**

On a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree), both staff/board member and community stakeholder respondents scored an average of 4.5 or greater with respect to this outcome measure. 78% of staff/board member respondents strongly agreed or agreed, while 22% of staff/board respondents neither agreed nor disagreed. 87% of community stakeholder respondents either strongly agreed or agreed with this statement, with the remaining 13% neither agreeing nor disagreeing.

Given that a significant portion of how the CBT is animated is a result of the Canada Agreement, the overall performance of the CBT is a good measure of the effective management of this fund. The average score for from staff/board members (with 5 = excellent, 1 = poor or weak) was 4.5, with the following number of respondents by rating level:

- Nine respondents (60%) rated the work as excellent;
- Five respondents (33%) rated the work as very good; and,
- One respondent (7%) rated the work as good.

The average score for this statement from community stakeholders (with 5 = excellent, 1 = poor or weak) was 4.2, with the following number of respondents by rating level:

- Three respondents (33%) rated the work as excellent;
- Five respondents (56%) rated the work as very good; and,
- One respondent (11%) rated the work as good.

## 7. Recommendations

Overall, the CBT is achieving the eight (8) outcomes it has set for itself. However, there are still areas where the CBT could continue to strengthen its role in the community. The following list of recommendations can serve as starting points for dialogue and deliberation about how the CBT can build on its success of working with communities in the region.

1. Engage remote First Nations leadership and stakeholders in dialogue about how the CBT can better engage and partner with their communities moving forward;
2. Continue to build on the Neighborhood Grant initiative by making simple direct community investments that help animate local small scale projects;
3. Research, assess and identify organizations that would be suitable longer term collaborators with the CBT in one or both of its main functions: as a community foundation and as a biosphere trust;
4. Enhance communication strategies for reaching community residents and First Nations citizens about the work of the CBT and the opportunities it makes available to people living in the region;
5. Research, assess and identify new fund development strategies that can leverage the existing approaches to fund development;
6. Explore how the CBT can serve as a convener and dialogue facilitator regarding contentious community issues; and,
7. Continue to refine the specific measures of performance success and community impact, and develop the practice of conducting regular evaluations of the work of the CBT for organizational learning and communication purposes.

## Appendix A: Online Survey for Community Stakeholders

As you may be aware, SPARC BC has been contracted by the Clayoquot Biosphere Trust (CBT) to conduct an audit of their programs. As a community partner organization or fund recipient, you have important experiences and insights that can inform the findings of the program audit. By completing this important survey you are making it possible to understand the successes and limitations of the CBT and how to most effectively work toward the future success of the CBT.

The survey should take approximately 20 minutes to complete. Your participation in the survey process is entirely voluntary. You may skip any question that you do not want to answer and you may end the survey at any time. Any information that is collected will be reported in thematic and/or summary format only. Your responses will remain anonymous, unless you provide written consent to have a specific comment attributed to you or your organization. Any requests for the use of non-anonymous quotes will be submitted by a representative of the SPARC BC in follow up to the interview.

By participating in this interview, you are consenting to have this information used by SPARC BC to complete a program audit report for the CBT.

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### Background Questions

1. Do you agree to participate in this survey?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

2. What organization do you represent?
3. Did you receive a grant from the CBT in 2014? If no, skip to Q5.

4. If yes to Q4, what grant stream did you access?

- Research & Environment
- Youth & Education
- Community Development
- Culture & Events

5. The CBT's mission is the following: "The mission of the Clayoquot Biosphere Trust (CBT) is to assist the Clayoquot Sound UNESCO Biosphere Reserve Region Community to achieve its vision by providing funding and logistical support for research, education and training initiatives that promote conservation and sustainable development. The CBT will facilitate the sharing and exchange of knowledge and experience both locally and globally. The CBT will accomplish these objectives by working creatively and proactively within the framework of the UNESCO Man and the Biosphere programme (MAB)."

Further to the CBT mission statement, the MAB's Strategic Objectives for 2015 – 2025 are to:

- Conserve Biodiversity, Restore and Enhance Ecosystem Services and Foster the Sustainable Use of Natural Resources;
- Contribute to Building Sustainable, Healthy and Equitable Societies, Economies and Thriving Human Settlements;
- Facilitate Sustainability Science and Education for Sustainable Development; and
- Support Mitigation and Adaptation to Climate Change and other aspects.

How well does the mandate of your organization align with the mandate of the CBT and the UNESCO MAB programme?

- Very well
- Mostly
- In part
- Very little
- Cannot comment/Not sure

## Questions about Outcomes

Please indicate your level of agreement with the following statements:

6. The CBT contributes to supporting local communities to take ownership over and develop solutions to local economic, social and environmental challenges in the Clayoquot region.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. The CBT contributes to supporting livelihoods in the region that are diversified and sustainable.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. The CBT contributes to dialogue and enhanced collaboration among stakeholders in the region that leads to solutions toward conservation, sustainable development and healthy communities.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. The CBT contributes to regional livelihood opportunities that are diversified by supporting research, education and training leading to new livelihood activities.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. The CBT supports residents to get involved in local projects and initiatives that result in tangible, measurable benefits towards conservation, sustainable development and healthy communities.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. The CBT contributes to local research, education and training projects and initiatives that promote both conservation and sustainable development and are funded/ supported.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. The CBT raises awareness of a range of solutions to local challenges that help residents respond to specific conservation and sustainable development needs and issues at the regional or ecosystem level.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. The CBT effectively manages its Canada Fund (and related endowments) and targets its efforts towards increasing the funding available for local research, education and training.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Questions about Challenges and Opportunities

14. How could the CBT enhance its pursuit of partnerships and teamwork with the communities in the Clayoquot Sound Biosphere Reserve Region?
15. What is the greatest challenge facing the CBT with regard to its efforts to collaborate and partner with local organizations?
16. What is the greatest opportunity for advancing partnerships and/or collaborations by the CBT?
17. In your opinion, could the CBT learn anything from other Community Foundations and Biosphere Reserves in Canada or elsewhere? If yes, please comment.
18. What is the most significant change that the CBT makes in the Clayoquot Sound Biosphere Reserve Region?
19. How would you rate the CBT's work with the Region overall?

Excellent	Very good	Good	Somewhat good	Poor or weak
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. Is there anything else you would like to comment on regarding the work of the CBT?

## Appendix B: Online Survey/Interview for Staff and Board Members

As you may be aware, SPARC BC has been contracted by the Clayoquot Biosphere Trust (CBT) to conduct an audit of their programs. As a staff or board member of the CBT, you have important experiences and insights that can inform the findings of the program audit. By completing this important interview you are making it possible to understand the successes and limitations of the CBT and how to most effectively work toward the future success of the CBT.

The interview/survey should take approximately 20 minutes to complete. Your participation in the interview process is entirely voluntary. You may skip any question that you do not want to answer and you may end the survey at any time. Any information that is collected will be reported in thematic and/or summary format only. Your responses will remain anonymous, unless you provide written consent to have a specific comment attributed to you or your organization. Any requests for the use of non-anonymous quotes will be submitted by a representative of the SPARC BC in follow up to the interview. By participating in this interview, you are consenting to have this information used by SPARC BC to complete a program audit report for the CBT.

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### Background Questions

1. Do you agree to participate in this survey?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

2. What is your title or position with the CBT (e.g., Board member, Executive Director)?

### Questions about Outcomes

Please indicate your level of agreement with the following statements:

3. The CBT contributes to supporting local communities to take ownership over and develop solutions to local economic, social and environmental challenges in the Clayoquot region.



Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. The CBT contributes to supporting livelihoods in the region that are diversified and sustainable.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. The CBT contributes to dialogue and enhanced collaboration among stakeholders in the region that leads to solutions toward conservation, sustainable development and healthy communities.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. The CBT contributes to regional livelihood opportunities that are diversified by supporting research, education and training.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. The CBT supports residents to get involved in local projects and initiatives that result in tangible, measurable benefits towards conservation, sustainable development and healthy communities.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. The CBT contributes to local research, education and training projects and initiatives that promote both conservation and sustainable development and are funded/ supported.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. The CBT raises awareness of a range of solutions to local challenges that help residents respond to specific conservation and sustainable development needs and issues at the regional or ecosystem level.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. The CBT effectively manages its Canada Fund (and related Fund development) and targets its efforts towards increasing the funding available for local research, education and training.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. How could the CBT enhance its pursuit of partnerships and teamwork with the community?
12. What is the greatest challenge facing the CBT with regard to its efforts to collaborate and partner with local organizations?
13. What is the greatest opportunity for advancing partnerships and/or collaborations by the CBT?
14. What is the most significant change that the CBT makes in the Clayoquot Region?
15. In your opinion, could the CBT learn anything from other community foundations and Biosphere Reserves in Canada or elsewhere? If yes, please comment.
16. How would you rate the CBT's work with the community overall?

Excellent	Very good	Good	Somewhat good	Poor or weak
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. Do you have any other comments or feedback about the CBT that you would like to share? If yes, please comment.

## **Appendix C: Clayoquot Biosphere Trust Survey Data for Staff and Board Members**

### **Introduction**

The Clayoquot Biosphere Trust Survey for Staff and Board Members was administered during Summer 2015. The survey included seventeen questions, which were a mix of close-ended rating questions (e.g., agree, disagree) and open-ended questions. Ten respondents in total answered the questions. Question 1 was not analyzed because it was simply a question to ask whether the respondent wanted to participate in the survey.

### **Question 2 (staff and board members)**

Question 2 asked survey respondents “What is your position with the CBT (e.g., Board Member, Executive Director)?”. Nine respondents answered this question and one respondent skipped this question. Five of the respondents were board members (or alternative board members) and four of the respondents were staff (executive director, coordinators and summer student).

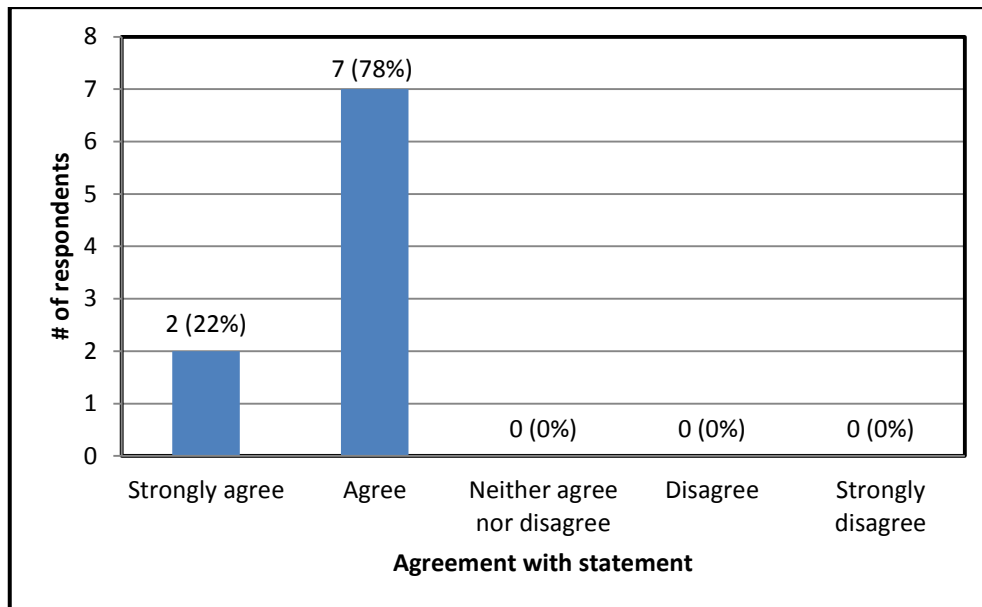
### **Question 3 (staff and board members)**

Question 3 asked survey respondents whether or not they agreed with the following statement: “The CBT contributes to supporting local communities to take ownership over and develop solutions to local economic, social and environmental challenges in the Clayoquot region.”. Nine respondents answered this question and one respondent skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.2, with the following number of respondents by level of agreement with the statement:

- Two respondents (22%) strongly agreed with this statement;
- Seven respondents (78%) agreed with this statement; and,
- Zero respondents (0%) were neutral (i.e., neither agreed nor disagreed), disagreed, or strongly disagreed with this statement.

**Figure 1: Staff and board survey respondent level of agreement with question 3 statement (whether the CBT contributes to supporting local communities in developing solutions to local challenges)**



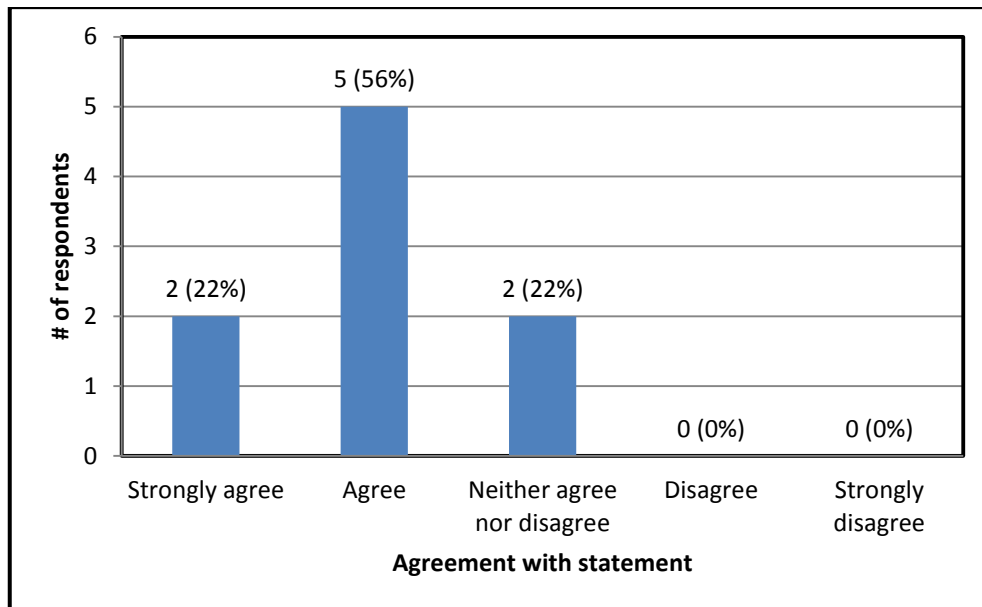
**Question 4 (staff and board members)**

Question 4 asked survey respondents whether or not they agreed with the following statement: “The CBT contributes to supporting livelihoods in the region that are diversified and sustainable.” Nine respondents answered this question and one respondent skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.0, with the following number of respondents by level of agreement with the statement:

- Two respondents (22%) strongly agreed with this statement;
- Five respondents (56%) agreed with this statement;
- Two respondents (22%) neither agreed nor disagreed with this statement; and,
- Zero respondents (0%) disagreed, or strongly disagreed with this statement.

**Figure 2: Staff and board survey respondent level of agreement with question 4 statement (whether the CBT contributes to supporting diversified and sustainable livelihoods in the region)**



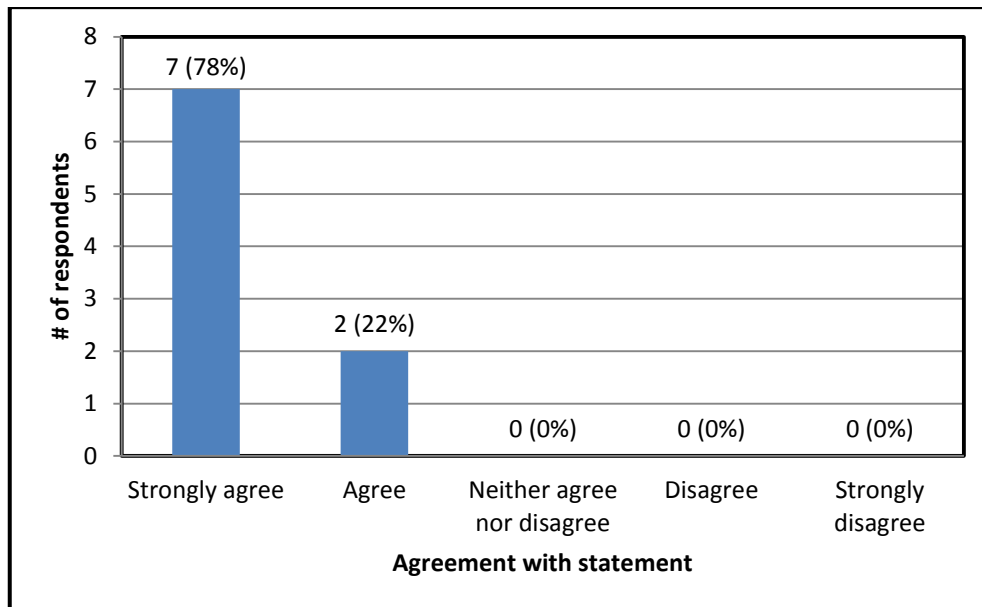
**Question 5 (staff and board members)**

Question 5 asked survey respondents whether or not they agreed with the following statement: “The CBT contributes to dialogue and enhanced collaboration among stakeholders in the region that leads to solutions toward conservation, sustainable development and healthy communities.” Nine respondents answered this question and one respondent skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.8, with the following number of respondents by level of agreement with the statement:

- Seven respondents (78%) strongly agreed with this statement;
- Two respondents (22%) agreed with this statement; and,
- Zero respondents (0%) were neutral (i.e., neither agreed nor disagreed), disagreed, or strongly disagreed with this statement.

**Figure 3: Staff and board survey respondent level of agreement with question 5 statement (whether the CBT contributes to dialogue and enhanced collaboration among stakeholders in the region)**



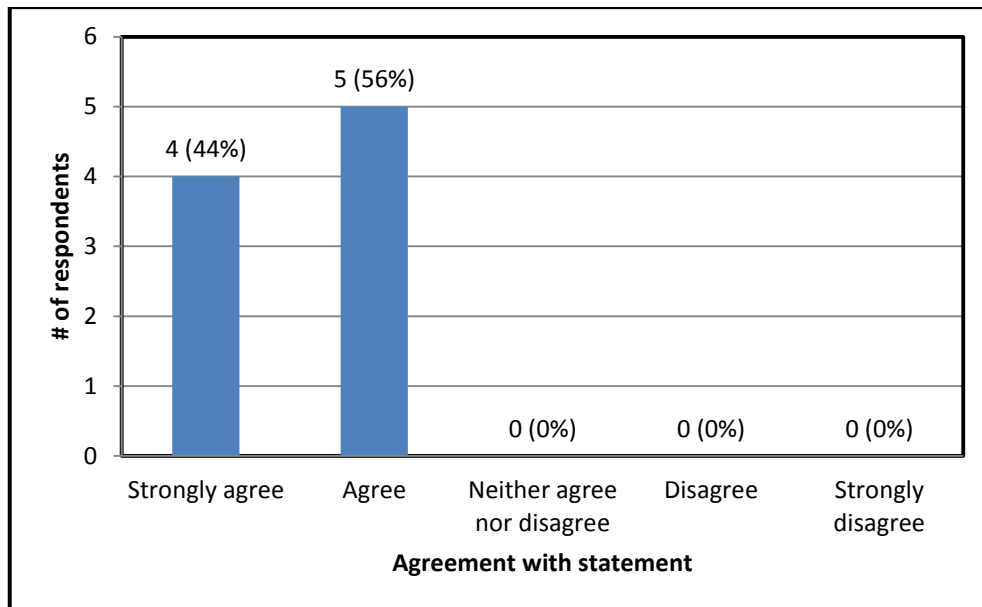
**Question 6 (staff and board members)**

Question 6 asked survey respondents whether or not they agreed with the following statement: “The CBT contributes to regional livelihood opportunities that are diversified by supporting research, education and training.” Nine respondents answered this question and one respondent skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.4, with the following number of respondents by level of agreement with the statement:

- Four respondents (44%) strongly agreed with this statement;
- Five respondents (56%) agreed with this statement; and,
- Zero respondents (0%) were neutral (i.e., neither agreed nor disagreed), disagreed, or strongly disagreed with this statement.

**Figure 4: Staff and board survey respondent level of agreement with question 6 statement (whether the CBT contributes to diversified livelihood opportunities by supporting research, education and training)**



**Question 7 (staff and board members)**

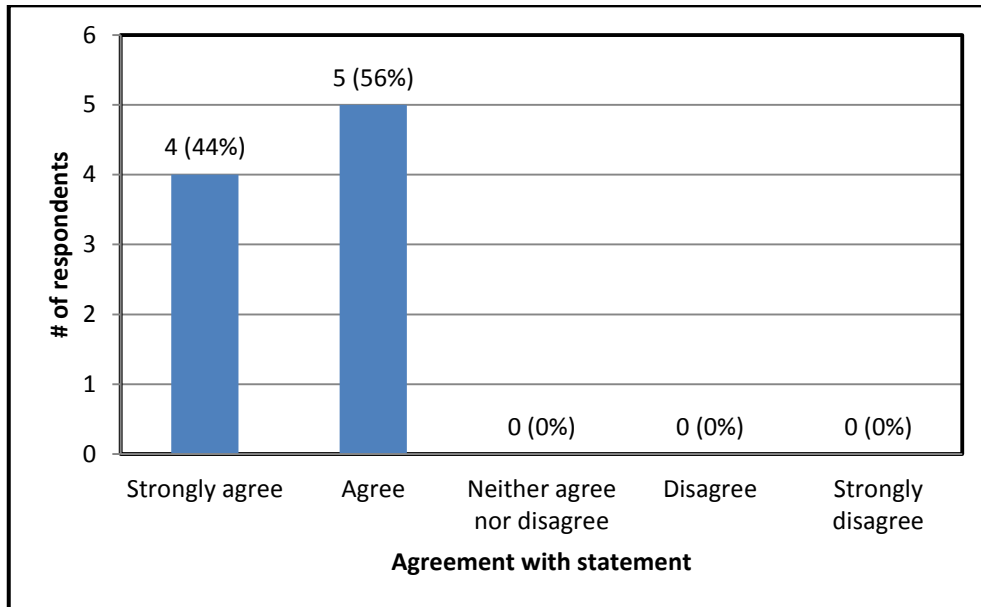
Question 7 asked survey respondents whether or not they agreed with the following statement: “The CBT supports residents to get involved in local projects and initiatives that result in tangible, measurable benefits towards conservation, sustainable development and healthy communities.”. Nine respondents answered this question and one respondent skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.4, with the following number of respondents by level of agreement with the statement:

- Four respondents (44%) strongly agreed with this statement;
- Five respondents (56%) agreed with this statement; and,
- Zero respondents (0%) were neutral (i.e., neither agreed nor disagreed), disagreed, or strongly disagreed with this statement.



**Figure 5: Staff and board survey respondent level of agreement with question 7 statement (whether the CBT supports residents to get involved in local projects)**



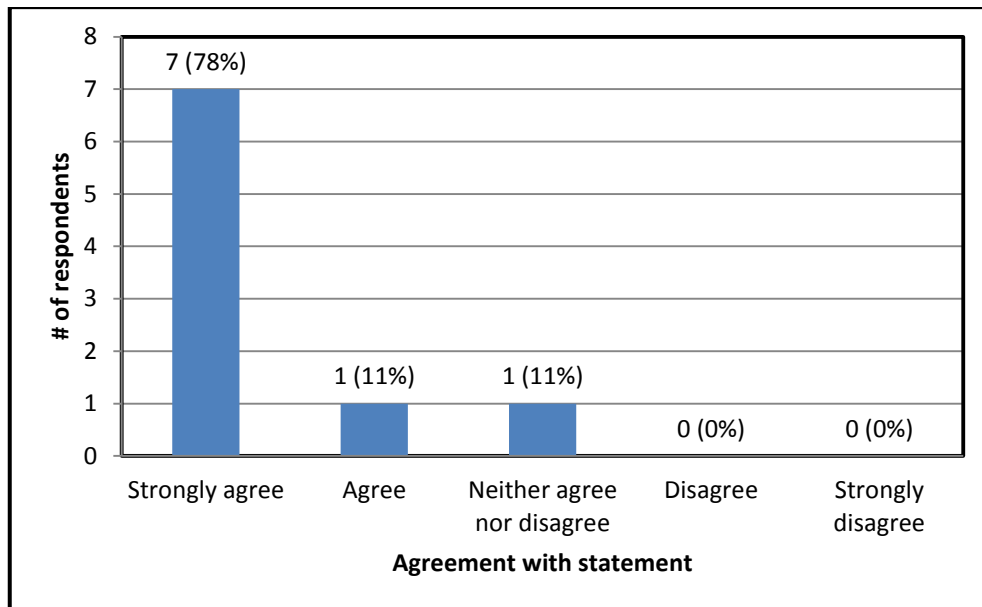
**Question 8 (staff and board members)**

Question 8 asked survey respondents whether or not they agreed with the following statement: “The CBT contributes to local research, education and training projects and initiatives that promote both conservation and sustainable development and are funded/supported.”. Nine respondents answered this question and one respondent skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.7, with the following number of respondents by level of agreement with the statement:

- Seven respondents (78%) strongly agreed with this statement;
- One respondent (11%) agreed with this statement;
- One respondent (11%) neither agreed nor disagreed with this statement; and,
- Zero respondents (0%) disagreed or strongly disagreed with this statement.

**Figure 6: Staff and board survey respondent level of agreement with question 8 statement (whether the CBT contributes to local research, education and training projects and initiatives that promote conservation and sustainable development)**



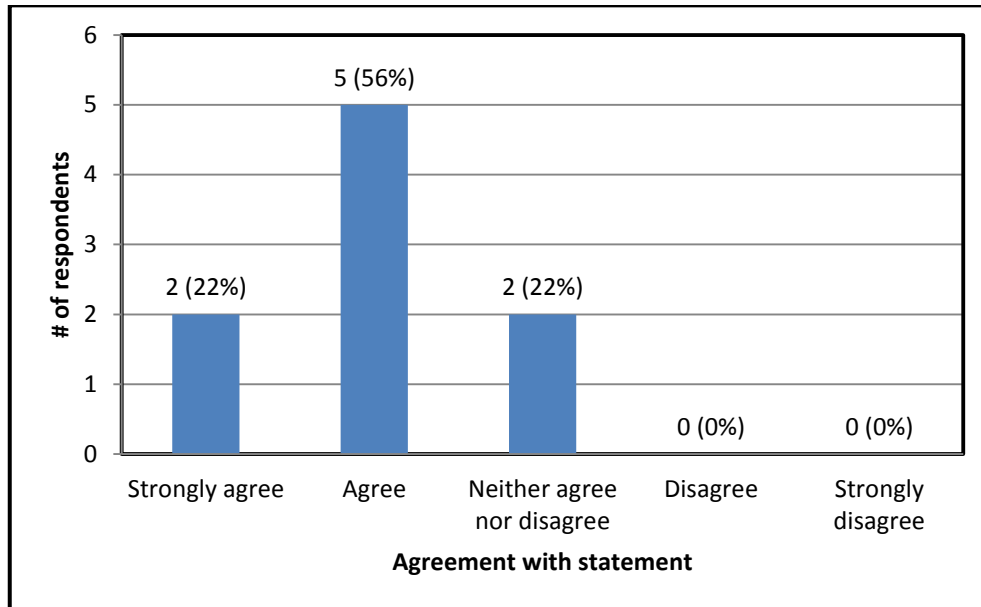
**Question 9 (staff and board members)**

Question 9 asked survey respondents whether or not they agreed with the following statement: “The CBT raises awareness of a range of solutions to local challenges that help residents respond to specific conservation and sustainable development needs and issues at the regional or ecosystem level.” Nine respondents answered this question and one respondent skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.0, with the following number of respondents by level of agreement with the statement:

- Two respondents (22%) strongly agreed with this statement;
- Five respondents (56%) agreed with this statement;
- Two respondents (22%) neither agreed nor disagreed with this statement; and,
- Zero respondents (0%) disagreed, or strongly disagreed with this statement.

**Figure 7: Staff and board survey respondent level of agreement with question 9 statement (whether the CBT raises awareness of a range of solutions to local challenges)**



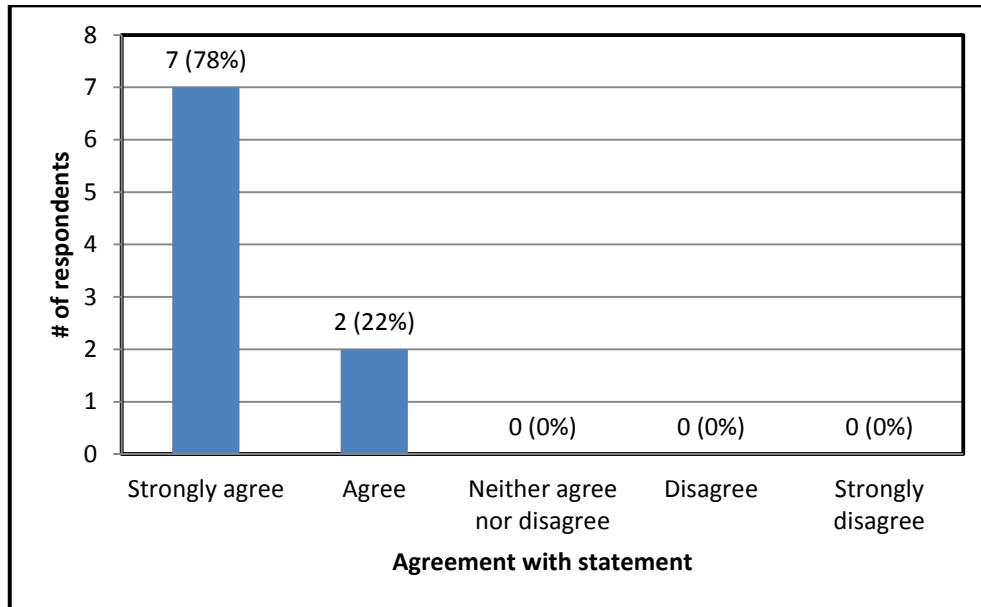
**Question 10 (staff and board members)**

Question 10 asked survey respondents whether or not they agreed with the following statement: “The CBT effectively manages its Canada Fund (endowment) and targets its efforts towards increasing the funding available for local research, education and training”. Nine respondents answered this question and one respondent skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.8, with the following number of respondents by level of agreement with the statement:

- Seven respondents (78%) strongly agreed with this statement;
- Two respondents (22%) agreed with this statement; and,
- Zero respondents (0%) were neutral (i.e., neither agreed nor disagreed), disagreed, or strongly disagreed with this statement.

**Figure 8: Staff and board survey respondent level of agreement with question 10 statement (whether the CBT effectively manages its Canada Fund (endowment))**



**Question 11 (staff and board members)**

Question 11 asked survey respondents “How could the CBT enhance its pursuit of partnerships and teamwork within the community?”. Six respondents answered this question and four respondents skipped this question.

The most commonly mentioned themes in question 11 answers were:

- Happy with current performance/strong performance already (two respondents);
- Need more outreach and support to remote communities (two respondents); and,
- Continue to attend community events (two respondents).

Other themes mentioned included:

- Longer-term collaborations;
- Link learnings from different communities;
- More residents from remote communities on board and committees;
- More communication/awareness about what CBT does etc.;
- Collaborative partnerships; and,
- Continued dialogues.

**Question 12 (staff and board members)**

Question 12 asked survey respondents “What is the greatest challenge facing the CBT with regard to its efforts to collaborate and partner with local organizations?”. Six respondents answered this question and four respondents skipped this question.

The most commonly mentioned theme in question 12 answers was reaching out/connecting with remote communities (three respondents).

Other themes mentioned included:

- Developing partnerships;
- Differing opinions/objectives of various communities;
- Fair allocation and distribution of benefits/allocation for partners; and,
- Lack of capacity/people are already overburdened with too many commitments.

**Question 13 (staff and board members)**

Question 13 asked survey respondents “What is the greatest opportunity for advancing partnerships and/or collaborations by the CBT?”. Seven respondents answered this question and three respondents skipped this question.

The most commonly mentioned theme in question 13 answers was the vital signs report (collaboration in creating, funding and responding to report, can really engage community, start partnerships etc.) (two respondents)

Other themes mentioned included:

- Work with youth;
- Education and research opportunities around wildlife-human interactions, with schools playing a role in this project;
- Increased earnings to invest in local initiatives; and,
- Provide capacity and nurture development.

**Question 14 (staff and board members)**

Question 14 asked survey respondents “What is the most significant change that the CBT makes in the Clayoquot Region?”. Six respondents answered this question and four respondents skipped this question.

The most commonly mentioned themes in question 14 answers were:

- Enabling youth, non-profit organizations etc. to be involved and start projects through providing funding, capacity (four respondents); and,

- Clayoquot Biosphere Trust is important for dialogue/discussion for communities and stakeholders and is important for identification of issues and positive action (two respondents).

Another theme mentioned was providing relevant local data in the Vital Signs report.

### **Question 15 (staff and board members)**

Question 15 asked survey respondents “In your opinion, could the CBT learn anything from other community foundations in Canada or elsewhere? If yes, please comment.”. Seven respondents answered this question and three respondents skipped this question.

In regards to other community foundations to learn from, two respondents mentioned community foundations in Canada in general, while one respondent mentioned the Gwaii Trust (Haida Gwaii) specifically.

In regards to what to learn, the most common themes were:

- Donor engagement (talking with donors, getting individual donors etc.) (three respondents); and,
- Fund development (three respondents).

Other themes mentioned included learning about grant programs and management (overall).

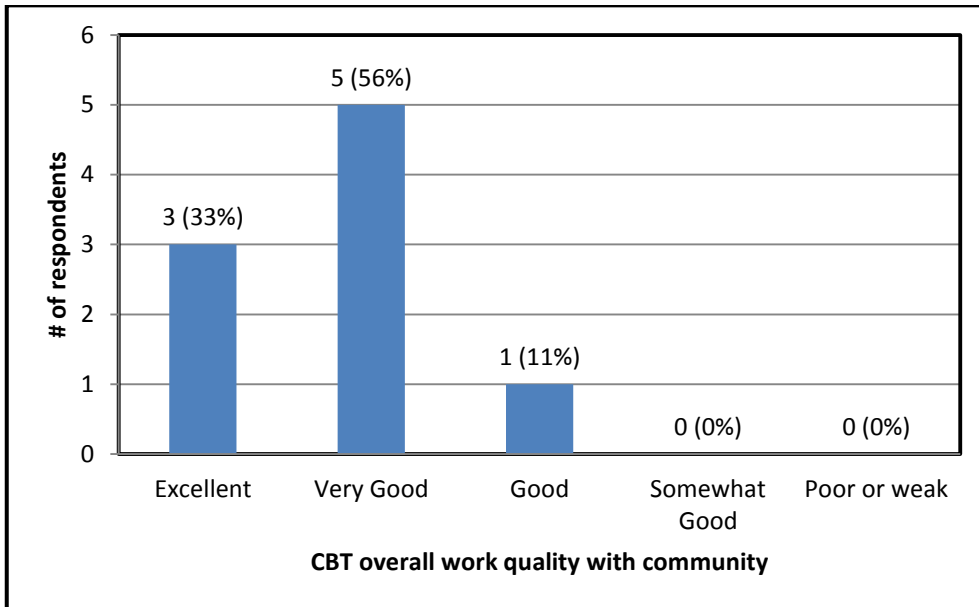
### **Question 16 (staff and board members)**

Question 16 asked survey respondents “How would you rate the CBT’s work with the community overall?”. Nine respondents answered this question and one respondent skipped this question.

The average score for this statement (with 5 = excellent, 1 = poor or weak) was 4.2, with the following number of respondents by rating level:

- Three respondents (33%) rated the work as excellent;
- Five respondents (56%) rated the work as very good;
- One respondent (11%) rated the work as good; and,
- Zero respondents (0%) rated the work as somewhat good or poor or weak.

**Figure 9: Staff and board survey respondent responses to question 16 (CBT overall work quality with community)**



**Question 17 (staff and board members)**

Question 17 asked survey respondents “Do you have any other comments or feedback about the CBT that you would like to share? If yes, please comment.” Two respondents answered this question and eight respondents skipped this question.

The comments included:

- Great to work with organization doing meaningful work in the community;
- Need to reflect further on Environment Canada Endowment Fund agreement wording, adapt language to our evolving circumstances and expanding organizational mandate; and,
- Excited about the upcoming neighbourhood small grants program.

## **Appendix D: Clayoquot Biosphere Trust Survey Data for Community Stakeholders**

### **Introduction**

The Clayoquot Biosphere Trust Survey for community stakeholders was administered during Summer 2015. The survey included twenty questions, which were a mix of close-ended rating questions (e.g., agree, disagree) and open-ended questions. Sixteen respondents in total answered the questions. Question 1 was not analyzed because it was simply a question to ask whether the respondent wanted to participate in the survey.

### **Question 2 (community stakeholders)**

Question 2 asked survey respondents “What organization do you represent?”. Thirteen respondents answered this question and three respondents skipped this question. The majority of the respondents were from non-profit organizations (eight respondents), followed by respondents from schools (three respondents), CBT board members (one respondent) and CBT staff (one respondent).

### **Question 3 (community stakeholders)**

Question 3 asked survey respondents “Did you receive a grant from the CBT in 2014?”. Fifteen respondents answered this question and one respondent skipped this question. Thirteen respondents (87%) had received a grant from the CBT in 2014 and two respondents (13%) had not received a grant from the CBT in 2014.

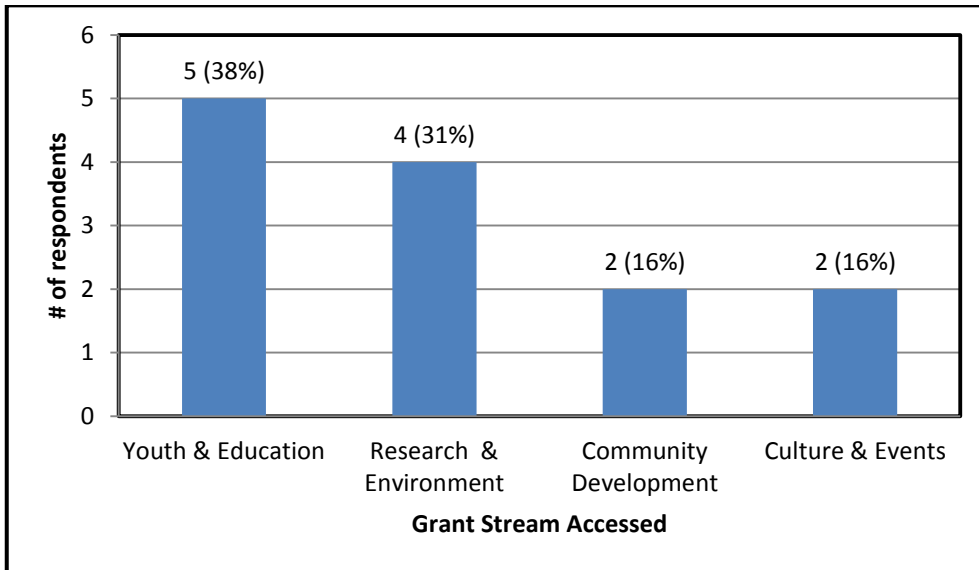
### **Question 4 (community stakeholders)**

Question 4 asked survey respondents “What grant stream did you access?”. Thirteen respondents answered this question and three respondents skipped this question. The most commonly accessed grant streams were:

- Five respondents (38%) had accessed youth & education grants;
- Four respondents (31%) had accessed research & environment grants;
- Two respondents (15%) had accessed community development grants; and,
- Two respondents (15%) had accessed culture & event grants.



Figure 10: Community stakeholder survey respondent responses to question 4 (grant stream accessed by respondents)



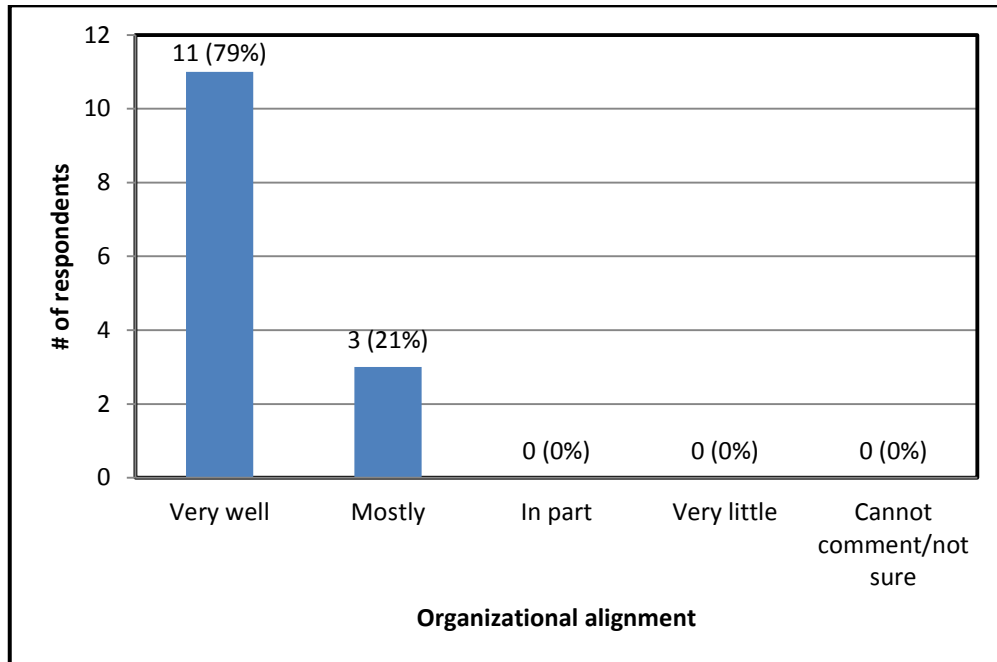
#### Question 5 (community stakeholders)

Question 5 asked survey respondents “How well does the mandate of your organization align with the mandate of the CBT and the UNESCO MAB programme?”. Fourteen respondents answered this question and two respondents skipped this question.

The average level of alignment score (with 4 = very well, 1 = very little) was 3.8, with the following number of respondents by level of organizational mandate alignment with the mandate of the CBT and the UNESCO MAB programme:

- Eleven respondents’ (79%) organizational mandates aligned ‘very well’;
- Three respondents’ (21%) organizational mandates ‘mostly’ aligned;
- Zero respondents’ (0%) organizational mandates aligned ‘in part’ or ‘very little’; and,
- Zero respondents (0%) selected ‘cannot comment/not sure’.

**Figure 11: Community stakeholder survey respondents' level of organizational alignment with the mandates of the CBT and the UNESCO MAB programme (question 5)**



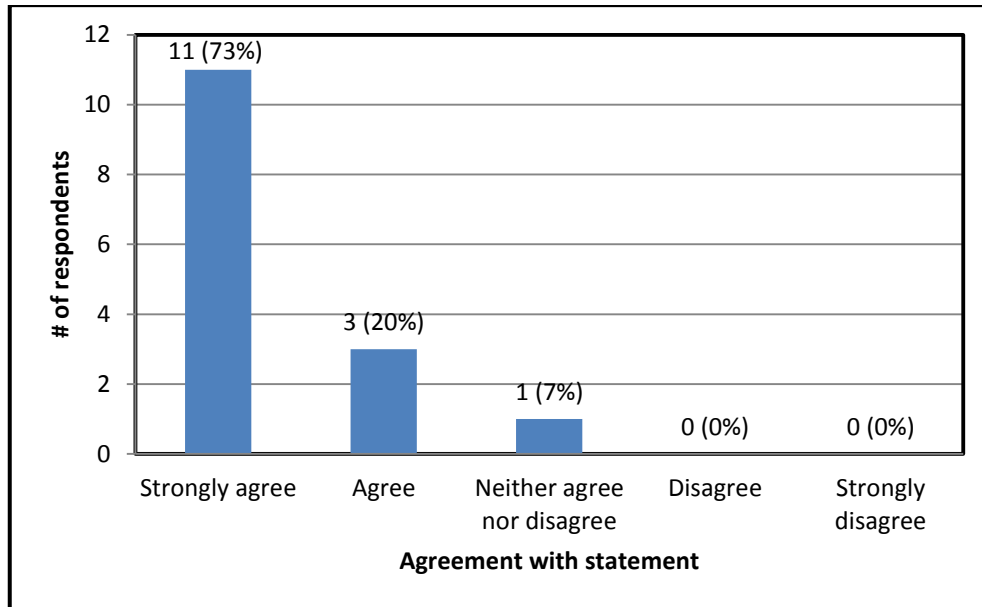
**Question 6 (community stakeholders)**

Question 6 asked survey respondents whether or not they agreed with the following statement: “The CBT contributes to supporting local communities, which involves First Nations, private industry and others, to take ownership over and develop solutions to local economic, social and environmental challenges in the Clayoquot region.”. Fifteen respondents answered this question and one respondent skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.7, with the following number of respondents by level of agreement with the statement:

- Eleven respondents (73%) strongly agreed with this statement;
- Three respondents (20%) agreed with this statement;
- One respondent (7%) neither agreed nor disagreed with this statement; and,
- Zero respondents (0%) disagreed or strongly disagreed with this statement.

**Figure 12: Community stakeholder survey respondent level of agreement with question 6 statement (whether the CBT contributes to supporting local communities in solutions to local challenges)**



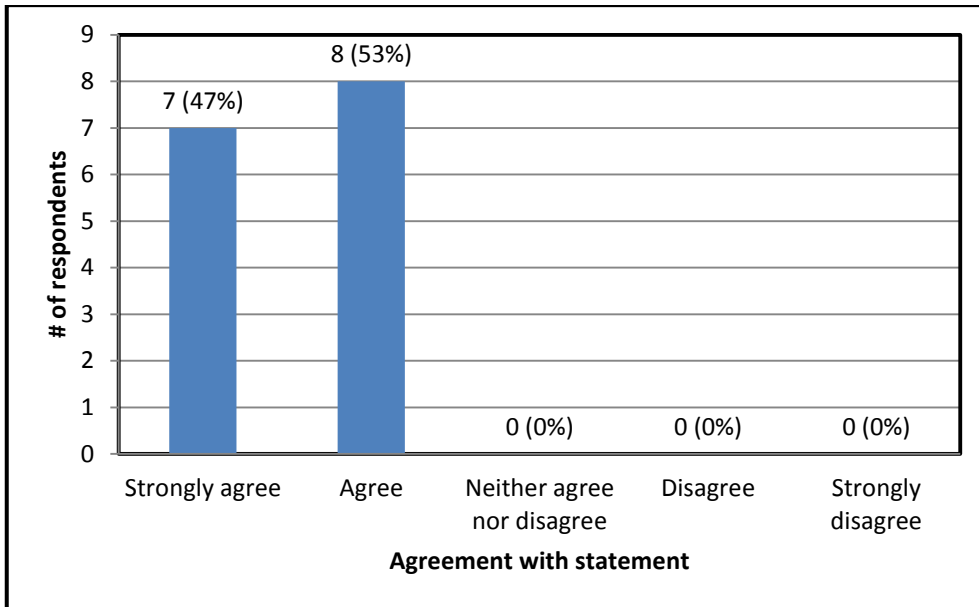
**Question 7 (community stakeholders)**

Question 7 asked survey respondents whether or not they agreed with the following statement: “The CBT contributes to supporting livelihoods in the region that are diversified and sustainable.”. Fifteen respondents answered this question and one respondent skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.5, with the following number of respondents by level of agreement with the statement:

- Seven respondents (47%) strongly agreed with this statement;
- Eight respondents (53%) agreed with this statement; and,
- Zero respondents (0%) were neutral (neither agreed nor disagreed), disagreed or strongly disagreed with this statement.

**Figure 13: Community stakeholder survey respondent level of agreement with question 7 statement (whether the CBT contributes to supporting diversified and sustainable livelihoods in the region)**



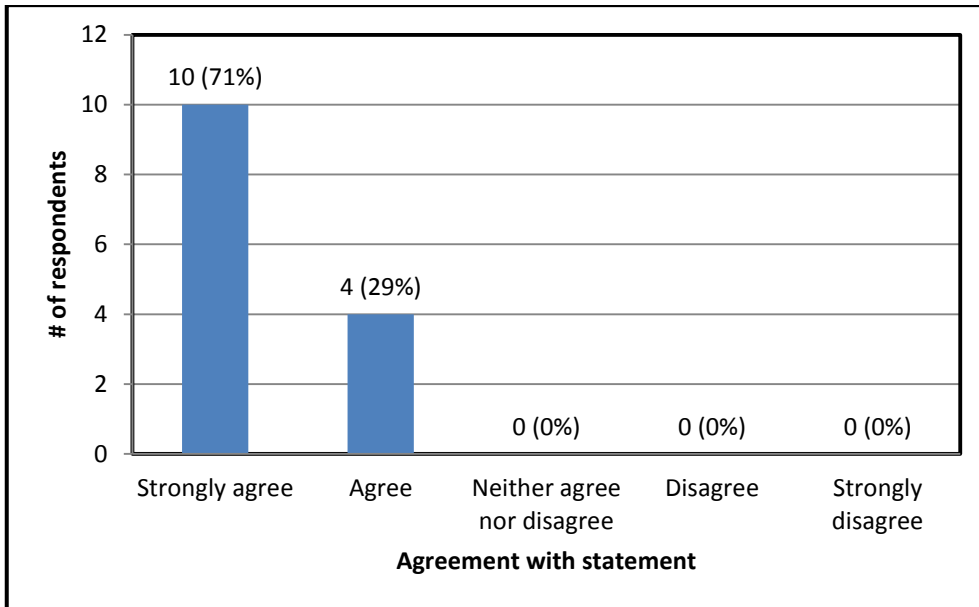
**Question 8 (community stakeholders)**

Question 8 asked survey respondents whether or not they agreed with the following statement: “The CBT contributes to dialogue and enhanced collaboration among stakeholders in the region that leads to solutions toward conservation, sustainable development and healthy communities.”. Fourteen respondents answered this question and two respondents skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.7, with the following number of respondents by level of agreement with the statement:

- Ten respondents (71%) strongly agreed with this statement;
- Four respondents (29%) agreed with this statement; and,
- Zero respondents (0%) were neutral (i.e., neither agreed nor disagreed), disagreed, or strongly disagreed with this statement.

**Figure 14: Community stakeholder survey respondent level of agreement with question 8 statement (whether the CBT contributes to dialogue and enhanced collaboration among stakeholders in the region)**



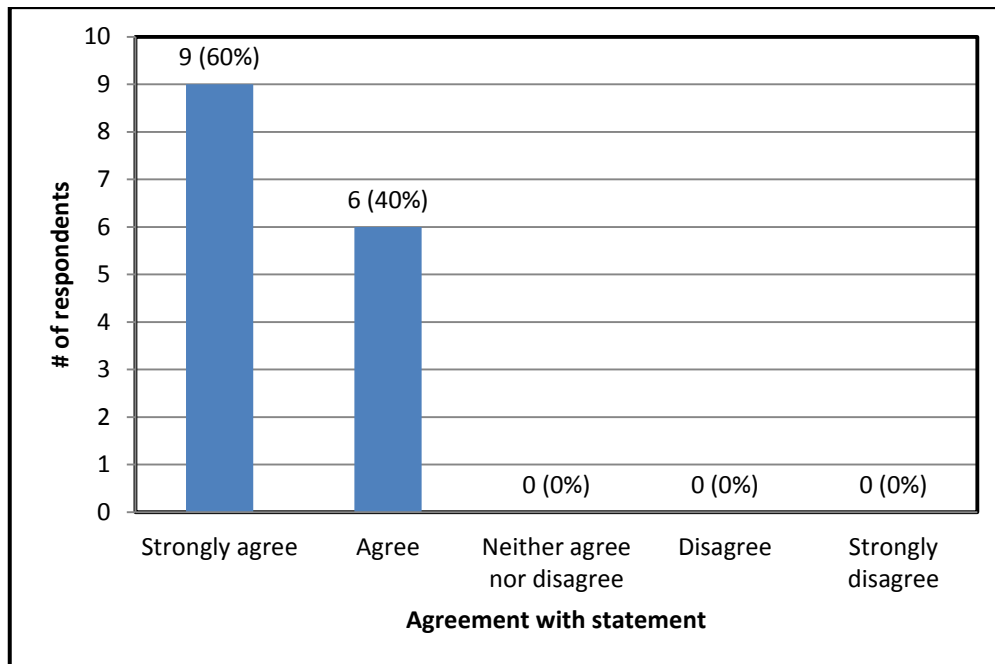
**Question 9 (community stakeholders)**

Question 9 asked survey respondents whether or not they agreed with the following statement: “The CBT contributes to regional livelihood opportunities that are diversified by supporting research, education and training.”. Fifteen respondents answered this question and one respondent skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.6, with the following number of respondents by level of agreement with the statement:

- Nine respondents (60%) strongly agreed with this statement;
- Six respondents (40%) agreed with this statement; and,
- Zero respondents (0%) were neutral (i.e., neither agreed nor disagreed), disagreed, or strongly disagreed with this statement.

**Figure 15: Community stakeholder survey respondent level of agreement with question 9 statement (whether the CBT contributes to diversified livelihood opportunities by supporting research, education and training)**



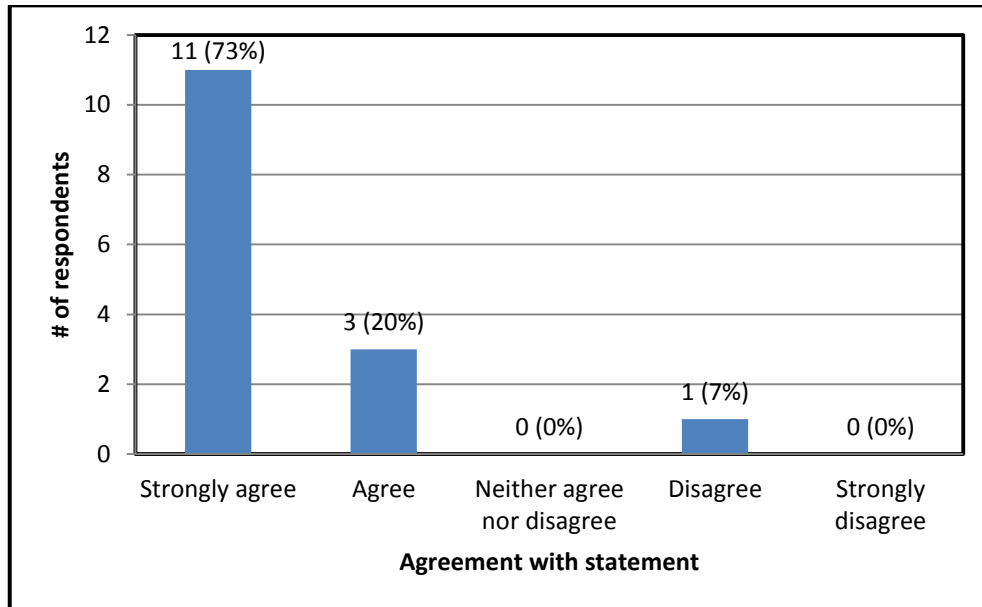
**Question 10 (community stakeholders)**

Question 10 asked survey respondents whether or not they agreed with the following statement: “The CBT supports residents to get involved in local projects and initiatives that result in tangible, measurable benefits towards conservation, sustainable development and healthy communities.”. Fifteen respondents answered this question and one respondent skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.6, with the following number of respondents by level of agreement with the statement:

- Eleven respondents (73%) strongly agreed with this statement;
- Three respondents (20%) agreed with this statement;
- Zero respondents (0%) neither agreed nor disagreed with this statement;
- One respondent (7%) disagreed with this statement; and,
- Zero respondents (0%) strongly disagreed with this statement.

**Figure 16: Community stakeholder survey respondent level of agreement with question 10 statement (whether the CBT supports residents to get involved in local projects)**



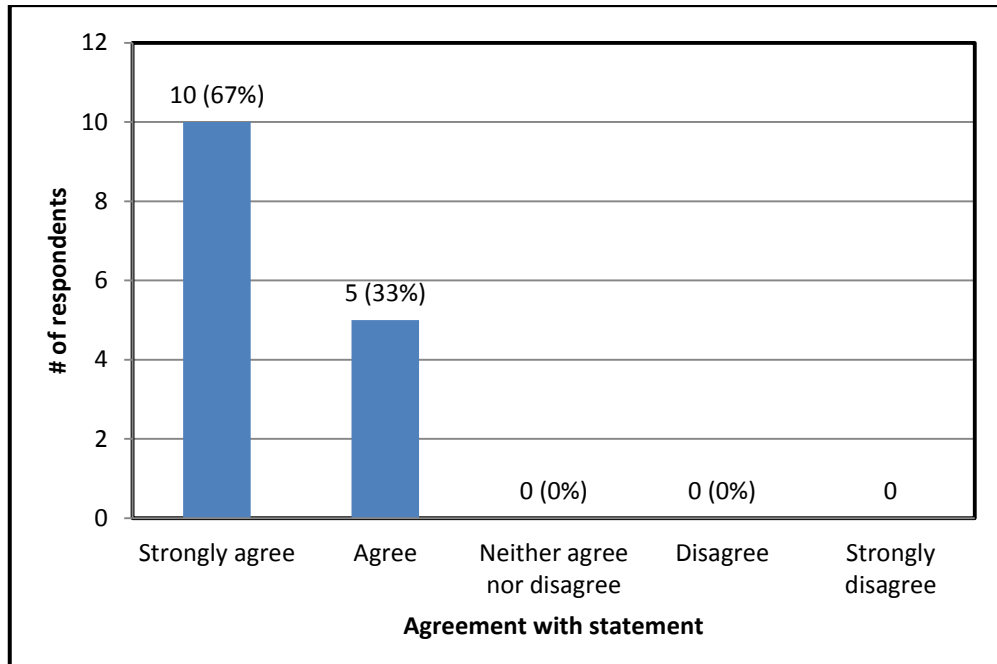
**Question 11 (community stakeholders)**

Question 11 asked survey respondents whether or not they agreed with the following statement: “The CBT contributes to local research, education and training projects and initiatives that promote both conservation and sustainable development and are funded/supported.”. Fifteen respondents answered this question and one respondent skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.7, with the following number of respondents by level of agreement with the statement:

- Ten respondents (67%) strongly agreed with this statement;
- Five respondents (33%) agreed with this statement;
- Zero respondents (0%) were neutral about this statement (neither agreed nor disagreed), disagreed, or strongly disagreed with this statement.

**Figure 17: Community stakeholder survey respondent level of agreement with question 11 statement (whether the CBT contributes to local research, education and training projects and initiatives that promote conservation and sustainable development)**



**Question 12 (community stakeholders)**

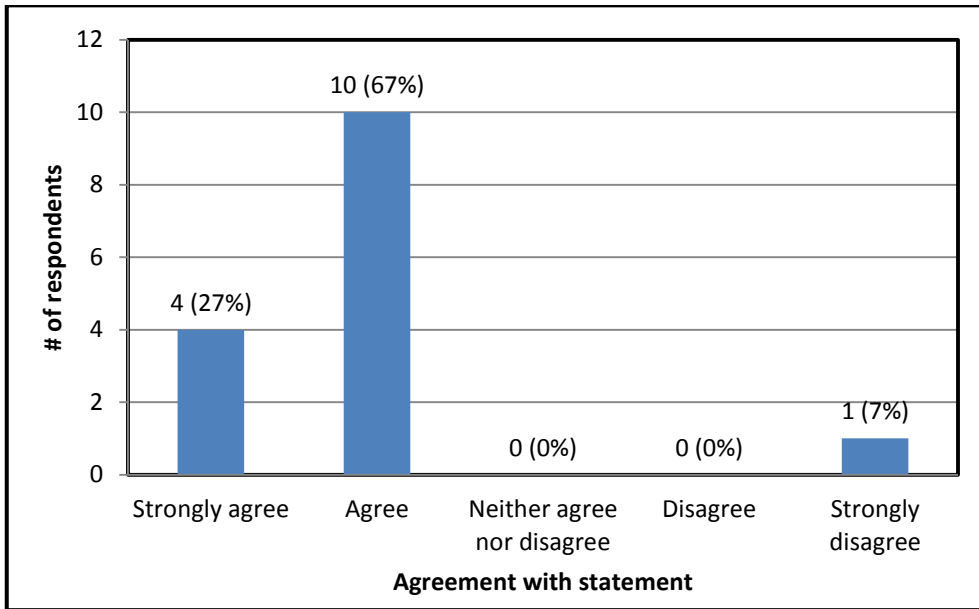
Question 12 asked survey respondents whether or not they agreed with the following statement: “The CBT raises awareness of a range of solutions to local challenges that help residents respond to specific conservation and sustainable development needs and issues at the regional or ecosystem level.”. Fifteen respondents answered this question and one respondent skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.1, with the following number of respondents by level of agreement with the statement:

- Four respondents (27%) strongly agreed with this statement;
- Ten respondents (67%) agreed with this statement;
- Zero respondents (0%) neither agreed nor disagreed with this statement;
- Zero respondents (0%) disagreed with this statement; and,
- One respondent (7%) strongly disagreed with this statement.



**Figure 18: Community stakeholder survey respondent level of agreement with question 12 statement (whether the CBT raises awareness of a range of solutions to local challenges)**



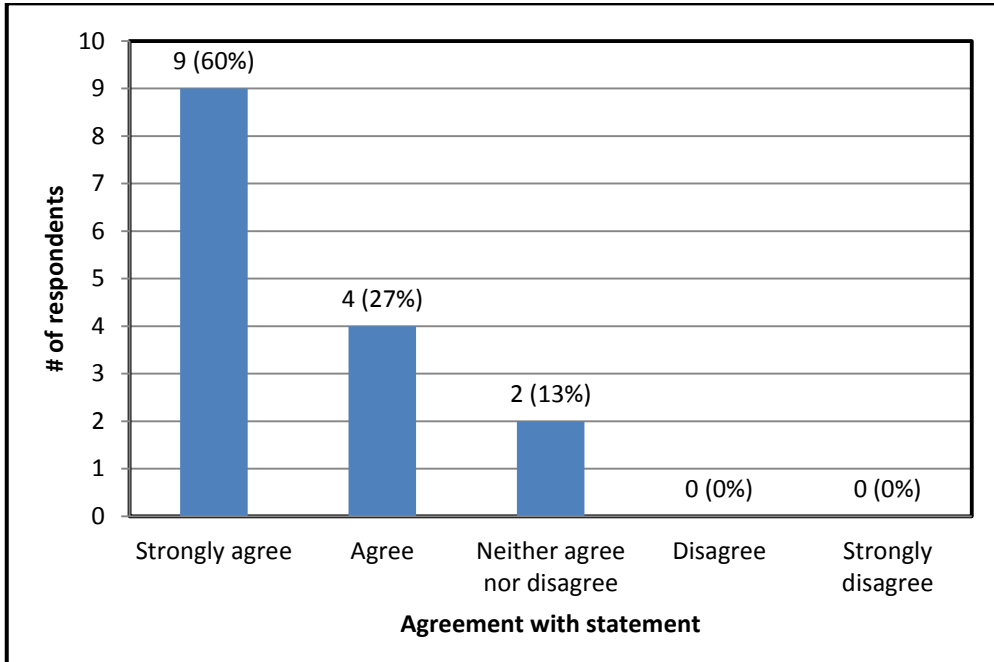
**Question 13 (community stakeholders)**

Question 13 asked survey respondents whether or not they agreed with the following statement: “The CBT effectively manages its Canada Fund (and related fund development) and targets its efforts towards increasing the funding available for local research, education and training.”. Fifteen respondents answered this question and one respondent skipped this question.

The average agreement score for this statement (with 5 = strongly agree, 1 = strongly disagree) was 4.5, with the following number of respondents by level of agreement with the statement:

- Nine respondents (60%) strongly agreed with this statement;
- Four respondents (27%) agreed with this statement;
- Two respondents (13%) neither agreed nor disagreed with this statement; and,
- Zero respondents (0%) disagreed or strongly disagreed with this statement.

**Figure 19: Community stakeholder survey respondent level of agreement with question 13 statement (whether the CBT effectively manages its Canada Fund (endowment))**



**Question 14 (community stakeholders)**

Question 14 asked survey respondents “How could the CBT enhance its pursuit of partnerships and teamwork within the communities in the Clayoquot Sound Biosphere Reserve Region?”. Nine respondents answered this question and seven respondents skipped this question.

The most commonly mentioned themes in question 14 answers were:

- More dialogues/gatherings/presentations/sessions on CBT etc. (four respondents);
- Doing a good job already (keep doing what you are doing) (two respondents); and,
- Help organizations with funding (providing funds, helping them find funds etc.) (two respondents).

Other themes mentioned included:

- Identify focus areas;
- Continue to visit outlying communities;
- Training options, especially for young people;
- Continue to attend local events; and,
- Identify key projects.

### **Question 15 (community stakeholders)**

Question 15 asked survey respondents “What is the greatest challenge facing the CBT with regard to its efforts to collaborate and partner with local organizations?”. Ten respondents answered this question and six respondents skipped this question.

The most commonly mentioned themes in question 15 answers were:

- Communication challenges (three respondents); and,
- Collaboration/building relationships between municipalities, organizations etc. (three respondents).

Other themes mentioned included:

- Identify specific priorities that partnering organizations can address;
- Remoteness of some communities;
- Collaboration between partners with diverse interests; and,
- Dealing with contentious issues (e.g., logging, mining, salmon farms).

### **Question 16 (community stakeholders)**

Question 16 asked survey respondents “What is the greatest opportunity for advancing partnerships and/or collaborations by the CBT?”. Ten respondents answered this question and six respondents skipped this question.

The most commonly mentioned themes in question 16 answers were:

- Relationship building between partners (e.g., First Nations and municipalities) (four respondents); and,
- Funding (CBT’s stable funding base etc.) (three respondents).

Other themes mentioned included:

- Multi-year projects;
- Connect with and work with youth;
- Provide an open space for discussion about difficult topics;
- Work more closely with local businesses; and,
- Education.

**Question 17 (community stakeholders)**

Question 17 asked survey respondents “In your opinion, could the CBT learn anything from other community foundations in Canada or elsewhere? If yes, please comment.”. Seven respondents answered this question and nine respondents skipped this question.

The most common themes in answers to question 17 were:

- Not sure what we could learn from other community foundations (two respondents);
- Doing good job already (two respondents); and,
- Always good to learn from other organizations (two respondents).

Another theme mentioned was the Vital Signs report.

**Question 18 (community stakeholders)**

Question 18 asked survey respondents “What is the most significant change that the CBT makes in the Clayoquot Biosphere Reserve Region?”. Ten respondents answered this question and six respondents skipped this question.

The most commonly mentioned themes in question 18 answers were:

- Provides funding for good projects (four respondents);
- Educational role (through projects etc.) (three respondents); and,
- Building partnerships/collaborations (two respondents).

Other themes mentioned included:

- Creating and maintaining dialogue between the communities/stakeholder region;
- Identifying gaps in services and identifying areas of need;
- Contributing to economic diversity;
- Contributing to sustainability; and,
- Supports local projects (only sponsors projects within the Clayoquot Sound Biosphere Reserve Region).

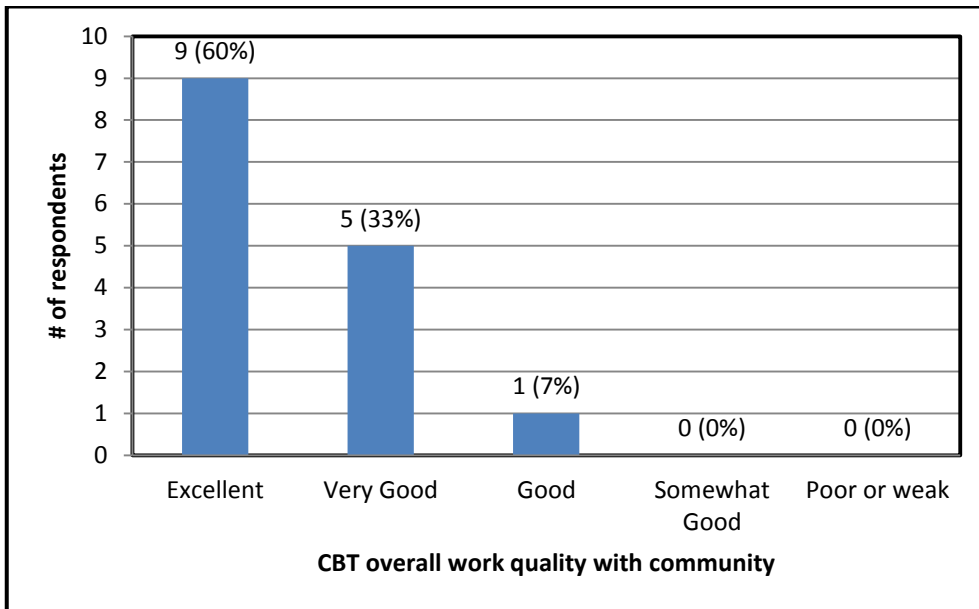
**Question 19 (community stakeholders)**

Question 19 asked survey respondents “How would you rate the CBT’s work with the Region overall?”. Fifteen respondents answered this question and one respondent skipped this question.

The average score for this statement (with 5 = excellent, 1 = poor or weak) was 4.5, with the following number of respondents by rating level:

- Nine respondents (60%) rated the work as excellent;
- Five respondents (33%) rated the work as very good;
- One respondent (7%) rated the work as good; and,
- Zero respondents (0%) rated the work as somewhat good or poor or weak.

**Figure 20: Community stakeholder survey respondent responses to question 19 (CBT overall work quality with region)**



**Question 20 (community stakeholders)**

Question 20 asked survey respondents “Is there anything else you would like to comment on regarding the work of the CBT?”. Seven respondents answered this question and nine respondents skipped this question.

The most common comments were:

- CBT is a great organization to partner with/work with (seven respondents); and,
- There are great staff and committee members at CBT (two respondents).

## Appendix E: Comparison between staff and board member and community stakeholder responses

The average scores for the disagree-agree questions (1 = strongly disagree, 5 = strongly agree) were compared between staff and board member survey respondents and community stakeholder survey respondents (**Table 1**). Score differentials are presented as the average score for community stakeholder survey respondents minus the average score for staff and board member survey respondents (e.g., +0.2 means that the average score given was +0.2 higher among community stakeholder respondents compared with staff and board member respondents). For the majority of the questions, the average score for the disagree-agree statements were fairly similar (i.e., average scores for staff and board member survey respondents and community stakeholder survey respondents were within +/-0.4 of each other). This was true for the following questions:

- Whether the CBT contributes to dialogue and enhanced collaboration among stakeholders in the region (-0.1 difference);
- Whether the CBT contributes to diversified livelihood opportunities by supporting research, education and training (+0.2 difference);
- Whether the CBT supports residents to get involved in local projects (+0.2 difference);
- Whether the CBT contributes to local research, education and training projects and initiatives that promote conservation and sustainable development (0.0 difference);
- Whether the CBT raises awareness of a range of solutions to local challenges (+0.1 difference); and,
- Whether the CBT effectively manages its Canada Fund (endowment) (-0.3 difference).

The community stakeholders gave higher (+0.5 or more score differential) average scores than staff and board members for the following questions:

- Whether the CBT contributes to support local communities in developing solutions to local challenges (+0.5 difference); and,
- Whether the CBT contributes to supporting diversified and sustainable livelihoods in the region (+0.5 difference).

Community stakeholders gave a similar average score (4.5) for the overall work of the CBT to the average score given by staff and board members (4.2) (+0.3 score differential).

**Table 1: Comparisons between staff and board member and community stakeholder survey responses (based on average scores for similar questions)**

Question Content	Average score – staff and board member survey	Average score – community stakeholder survey	Community stakeholder average score minus staff and board member survey average score
Whether the CBT contributes to supporting local communities in developing solutions to local challenges (question 3 – staff and board member, question 6 – community stakeholder) (1 = strongly disagree, 5 = strongly agree)	4.2	4.7	+0.5
Whether the CBT contributes to supporting diversified and sustainable livelihoods in the region (question 4 – staff and board member, question 7 – community stakeholder) (1 = strongly disagree, 5 = strongly agree)	4.0	4.5	+0.5
Whether the CBT contributes to dialogue and enhanced collaboration among stakeholders in the region (question 5 – staff and board member, question 8 – community stakeholder) (1 = strongly disagree, 5 = strongly agree)	4.8	4.7	-0.1
Whether the CBT contributes to diversified livelihood opportunities by supporting research, education and training (question 6 – staff and board member, question 9 – community stakeholder) (1 = strongly disagree, 5 = strongly agree)	4.4	4.6	+0.2

Question Content	Average score – staff and board member survey	Average score – community stakeholder survey	Community stakeholder average score minus staff and board member survey average score
Whether the CBT supports residents to get involved in local projects (question 7 – staff and board member, question 10 – community stakeholder) (1 = strongly disagree, 5 = strongly agree)	4.4	4.6	+0.2
Whether the CBT contributes to local research, education and training projects and initiatives that promote conservation and sustainable development (question 8 – staff and board member, question 11 – community stakeholder) (1 = strongly disagree, 5 = strongly agree)	4.7	4.7	0.0
Whether the CBT raises awareness of a range of solutions to local challenges (question 9 – staff and board member, question 12 – community stakeholder) (1 = strongly disagree, 5 = strongly agree)	4.0	4.1	+0.1
Whether the CBT effectively manages its Canada Fund (endowment) (question 10 – staff and board member, question 13 – community stakeholder) (1 = strongly disagree, 5 = strongly agree)	4.8	4.5	-0.3
CBT overall work quality with community (question 16 – staff and board member, question 19 – community stakeholder) (1= poor or weak, 5 = excellent)	4.2	4.5	+0.3



## Appendix F: CBT Program Performance Measures & Key Indicators years 2013 & 2014

Performance Measures	Indicators	2013	2014	Difference
A. Local conservation & sustainability projects are funded	<i>Granting Details</i>			
	Number of proposals received <sub>2</sub>	42	41	-1
(1)	<b>Total number of community members involved in CBT projects<sub>2</sub></b>	<i>to be included in project 2016 grant application forms</i>		
(2)	<b>Disbursement of CBT grant funds (# of projects)<sub>2</sub></b>			
	Local community groups	17	18	1
	Non-government conservation organizations outside community	2	2	0
	University researchers	0	1	1
	Education organizations outside community	1	1	0
	Local government organizations	2	3	1
	Federal government organizations	2	2	0
	Local schools	7	2	-5
	Local First Nation communities	7	0	-7
	Other	2	2	0
(3)	<b>Total number of proposals funded</b>	<b>40</b>	<b>31</b>	<b>-9</b>
(4)	<b>Ratio of proposals funded to proposals received</b>	<b>95%</b>	<b>76%</b>	<b>-20%</b>

Performance Measures	Indicators	2013	2014	Difference
B. Residents of the Region are actively involved in initiatives that benefit healthy communities, sustainability and conservation	<i>Project Funding for Core Priorities 5</i>			
	<b><i>(a.) Healthy Communities</i></b>			
	Community Development Committee:			
	Call for Projects	\$ 15,000.00	\$ 19,066.00	\$ 4,066.00
	Discretionary Funds	\$ 8,161.00	\$ 10,000.00	\$ 1,839.00
	Culture and Events Committee:			\$ -
	Call for Projects	\$ 13,000.00	\$ 10,250.00	-\$ 2,750.00
	Discretionary Funds	\$ 9,975.00	\$ 10,000.00	\$ 25.00
	Eat West Coast <sup>4</sup>	\$ 2,494.07	\$ 11,611.44	\$ 9,117.37
	<b>Total</b>	<b>\$ 48,630.07</b>	<b>\$ 60,927.44</b>	<b>\$ 12,297.37</b>
	<b><i>(b.) Youth and the Biosphere</i></b>			
	Scholarships <sup>5</sup>	\$ 24,000.00	\$ 27,000.00	\$ 3,000.00
	Youth and Education Committee:			
	Call for Projects	\$ 15,000.00	\$ 13,333.00	-\$ 1,667.00
	Discretionary Funds	\$ 11,100.00	\$ 10,000.00	-\$ 1,100.00
	What I Learned	\$ 6,000.00	\$ 5,933.26	
	<b>Total</b>	<b>\$ 56,100.00</b>	<b>\$ 56,266.26</b>	<b>\$ 166.26</b>
	<b><i>(c.) Biosphere Centre</i></b>			
	Higher learning initiative	\$ 3,062.00	\$ 5,000.00	\$ 1,938.00
	Biosphere Centre Development	\$ 297.25	\$ 3,515.45	
	<b>Total</b>	<b>\$ 3,062.00</b>	<b>\$ 5,000.00</b>	<b>\$ 1,938.00</b>
	<b><i>(d.) Biosphere Reserve Research</i></b>			
	Research and Environment Committee:			

Performance Measures	Indicators	2013	2014	Difference
	Call for Projects	\$ 15,000.00	\$ 19,700.00	\$ 4,700.00
	Discretionary Funds	\$ 9,307.00	\$ 11,500.00	\$ 2,193.00
	Biosphere research & education conducted within CBT	<i>to be included in 2016 Program Evaluation</i>		
	Research/Measuring Community Health	\$ 1,022.09	\$ 10,021.01	\$ 8,998.92
	<b>Total</b>	<b>\$ 25,329.09</b>	<b>\$ 41,221.01</b>	<b>\$ 15,891.92</b>
	Grand Total	\$ 133,121.16	\$ 163,414.71	\$ 30,293.55
	Total Actual Committee Projects & Funding <sub>4</sub>	\$ 179,769.55	\$ 277,174.41	\$ 97,404.86
(5)	<b>Ratio of Core Priority Funding to Actual Project Granting</b>	<b>74%</b>	<b>59%</b>	<b>-15%</b>

Performance Measures	Indicators	2013	2014	Difference
<b>C. Funds are leveraged and partnerships are created to increase funding available for core priorities</b>	<b>Total Dollar Value of Donor-Sponsorship Funds, Social Enterprise &amp; Partner Contributions</b> 4			
	Donations - Tax Receipt	\$ 4,676.00	\$ 6,740.00	\$ 2,064.00
	Donations - other charities	\$ 330.00	\$ 1,081.13	\$ 751.13
(6)	<b>Total</b>	<b>\$ 5,006.00</b>	<b>\$ 7,821.13</b>	<b>\$ 2,815.13</b>
	Fee for Service Contracts 4	\$ -	\$ 30,000.00	\$ 30,000.00
	Grants for CBT Specific Programs <sub>4</sub>	\$ 35,238.95	\$ 20,000.00	-\$ 15,238.95
	Administration of Regional Programs <sub>4</sub>	\$ -	\$ 64,021.06	\$ 64,021.06
	Estimate of In-Kind Contributions <sub>3</sub>	\$ 67,105.00	\$ 101,663.00	\$ 34,558.00
(7)	<b>Ratio of core priority project funding (total) to in-kind contributions from project applications</b>	<b>50%</b>	<b>62%</b>	<b>12%</b>
	Partner Contributions <sub>1</sub>	\$ 38,703.00	\$ 46,849.00	\$ 8,146.00
	Total Contributions Value	\$ 146,052.95	\$ 270,354.19	\$ 124,301.24
(8)	<b>Ratio of total contributions value to actual Committee project granting</b>	<b>81%</b>	<b>98%</b>	<b>16%</b>
	Endowment Fund Balance (December 31) <sub>1</sub>	\$ 15,636,249.00	\$ 15,819,193.00	\$ 182,944.00

Performance Measures	Indicators	2013	2014	Difference
D. Increased awareness of community sustainability issues and presence of CBT is recognized	<i>Vital Signs Metrics</i>			
	(9) Number of Vital Signs printed	1250	1300	50
	(10) Number of times CBT mentioned in the media	26	39	13
	(11) Number of views of Vital Signs report on CBT website	TBD	1329	TBD
	<i>Sources of Data:</i>			
	<sup>1</sup> Smythe Ratcliffe Financial Audit			
	<sup>2</sup> CBT Project Tracking			
	<sup>3</sup> Project Application Budgets			
	<sup>4</sup> CBTS Comparative Income Statements			
	<sup>5</sup> CBT Business Plan			