



Business Plan & Budget
2018 - 2020

Approved December 7, 2017

Table of Contents

Our Vision	3
Our Mission	3
Environmental Scan	4
150+ - The Future of Canada	4
Mitigating Climate Change Impacts: A Shared Stewardship Vision	4
Economic Outlook	4
Core Priorities	5
Biosphere Centre.....	5
Healthy Communities	7
Youth and the Biosphere	9
Research and Education Program	11
Living Wage	11
Vital Signs	11
Linkages with UN SDG's.....	12
Remote Listening Station: Soundscape Project.....	12
Biosphere Reserve Management University Curriculum	12
Granting Programs	14
Impact Grants	14
Advisory Committee Discretionary Funding	14
Biosphere Research Award	14
Neighbourhood Small Grants.....	14
Scholarships	14
Leadership	15
Board of Directors	15
Reconciliation in Action	15
Program Audit.....	15
Training Opportunities.....	15
National and International Networks of Biosphere Reserves	15
Community Foundations of Canada	16
Administration	17
Fund Development.....	17
Communications.....	17
Regional Program Administration	17
Office Space	17
Grants Management Systems	17
2018 – 2020 Budget	19
Appendix A – 2018 Board of Directors Meeting Schedule	22
Appendix B – Cost of Living Adjustment (COLA) Calculation	23
Table 1. Fund Status as of January 1, 2018.....	23

Our Vision

The community of the Clayoquot Sound UNESCO Biosphere Region (CSBR) will 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 teechemis (life in the balance), and Hishuk ish ts’awalk (everything is one and interconnected).

Our Mission

The mission of the Clayoquot Biosphere Trust (CBT) is to assist the Clayoquot Sound UNESCO Biosphere 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.

Environmental Scan

150+ - The Future of Canada

The 150th anniversary of Confederation marked an important moment in time - a moment when Canada came together as a country to strengthen our communities and our connection to one another. Moving forward, as a country we have set high aspirational goals which will be a strong legacy from this historic year. Canada has learned how much further we have to go on the road to reconciliation and work continues to connect communities, and create spaces for healing and reconciling.

Climate Change Impacts

Changes in the atmospheric climate are contributing to a wide range of environmental impacts on the social and ecological health of people and wildlife in the region. Old-growth temperate rainforest ecosystems, characteristic of the Coastal Western Hemlock Biogeoclimatic zone¹, are both rich in biodiversity and vulnerable to changing climate conditions. Socio-cultural relationships are equally vulnerable to shifting patterns in the atmosphere. For millennia, the Nuu-chah-nulth people have had strong cultural connections with coastal and terrestrial ecology in this region. Five different species of pacific salmon, all originating from rivers in Clayoquot Sound, have long been a source of food, spiritual inspiration and cultural identity. However, changes in water temperature and annual amounts of rainfall are negatively impacting the habitat conditions required for returning salmon.

A survey of the state of biodiversity in this biogeoclimatic zone identified 106 biological communities of concern, the greatest number among all 12 zones in British Columbia. Similarly, several salmon Conservation Units (CUs) within Clayoquot Sound have been identified by the Canadian Science Advisory Secretariat as being in the 'red', meaning they have a high level of data uncertainty and poor biological status (CSAS 2016).²

Economic Outlook

The past year has brought momentum for global economic growth and we are beginning to see the end of quantitative easing. Many of the world's central banks are now hawkish on the future of their respective overnight rates and the strength of their economies. The third quarter of 2017 saw an increase in earnings, a rebound in both purchasing manager's indices (PMIs) and growth domestic products (GDPs), and unemployment reaching below-historic levels for many countries. It also marked the beginning of a higher interest-rate environment as the rest of the world began gearing up to follow the United States.

¹ Austin, M.A., D.A. Buffet, D.J. Nicholson, G.G.E Scudder and V. Stevens (eds.). 2008. Taking Nature's Pulse: The Status of Biodiversity in British Columbia. Biodiversity BC, Victoria, BC. 268pp. www.biodiversity.org

² Canadian Science Advisory Secretariat Pacific Region Science Advisory Report 2016/042. *Integrated Biological Status of Southern British Columbia Chinook Salmon (Oncorhynchus Tshawytscha) Under the Wild Salmon Policy.*

Core Priorities

In 2008, the CBT set forward to define long-term priorities. Board members consulted with local communities seeking a means of establishing regional goals that would build bridges between communities, cultures, organizations, and sectoral interests while achieving the objectives of the Biosphere Region. These core priorities were intended to help the CBT identify its niche in the region, to focus granting, and set goals for fund development.

Initial scoping of three core priorities took place in 2008 and included a community open house, discussions with the advisory committees, and input from all communities and stakeholders in the Biosphere Region. Since then, the CBT has focused its activities in these program areas and also leveraged additional resources from within and beyond the region to deliver activities and funding.

With the development of the Vital Signs program, the CBT is better able to understand and monitor the impact of this deliberate work. Ongoing monitoring tracks indicators of importance for each core priority with a view to identifying trends and quantifying results. The 2015 program audit created an additional evaluation matrix to track CBT outputs on an annual basis which is completed annually and complements the financial audit.

Biosphere Centre

The CBT is working to create a permanent home for the delivery of the United Nations Educational, Scientific, and Cultural (UNESCO) Biosphere Region programs and projects. The Biosphere Centre will be a place of sharing and learning in and for the Clayoquot Biosphere Region. Within the UNESCO themes of education, science and culture, the Biosphere Centre will be a physical space for convening the region to achieve our shared vision of living sustainably in a healthy ecosystem, with a diversified economy and strong, vibrant and united cultures. We envision a welcoming place and a community space – where residents, visitors and researchers feel equally comfortable – where scientists and storytellers can share their valuable information and teachings. We picture a community “living room” that brings together people, place and learning.

West Coast NEST, the regional education tourism initiative, began as a community-driven project in 2012 in response to the need to diversify the west coast tourism economy, broaden labour force skills, and increase the number of local youth employed in businesses. Since 2014, the CBT has supported the development of regional education tourism including: i) researching local education assets, labour force training needs, and economic development opportunities available within specific education tourism segments, ii) supporting community partnerships to develop education tourism programs, iii) supporting community partnerships to develop education tourism marketing tools, including the NEST website which launched in late 2016, and iv) supporting the growth of education tourism product supply and the expansion of the market demand facilitated by the newly launched website and the hiring of an Education Coordinator in June 2017.

In 2018, the CBT will continue on the path to establish a permanent Biosphere Centre. In addition, the CBT will continue to work with all local communities to support their education tourism goals which align with capacity building and higher education.

INDICATORS FOR MONITORING PROGRESS

- 75 educational courses and 356 educational events were offered via the West Coast NEST.
- 150 temporary positions delivering educational courses and 712 temporary positions delivering educational events supported via the West Coast NEST.
- Number of hours of post-secondary education per community- In 2017, CBT delivered 15 hrs of University education in the Ucluelet Community Centre, 3 hrs on the Wild Pacific Trail & Big Beach, 4 hrs in the Toquaht Government office, 10 hrs in the Tofino Botanical Gardens, 6 hrs within the Pacific Rim National Park and 6 hrs within the Kennedy Lake Flats.
- Leadership Vancouver Island - In 2017, 21 students began the LVI program with anticipated completion in spring 2018.
- Number of cross-community events hosted by CBT – In 2017, the CBT hosted 7 cross-community events including Art of Hosting, Evaluation Workshop (two offerings), Future-Proofing, How to Pitch and Present, The Relationship Business, Transitioning Under the Societies Act and Beyond.
- Number of community stakeholder meetings held at the CBT office – In 2017, nine community meetings were hosted in the CBT office by six different organizations.

DELIVERABLES

- Renew lease for 316 Main Street and complete lease-hold improvements.
- Consider the Biosphere Centre criteria and opportunities that arise.
- Develop a Memorandum of Understanding with the District of Tofino which outlines the roles of the parties and how each will contribute expertise and resources to the development of a social purpose mixed-use building at 391 Main Street.
- Continue to test and showcase sustainability solutions including innovative gardening and rainwater systems.
- Host 8 cross-community and cross-cultural events and learning opportunities.
- Provide leadership, administration and coordination for regional education programs including Leadership Vancouver Island and West Coast NEST.
- Develop 4 education tourism programs to test different markets.
- Implement education coordination services for visiting school groups and West Coast NEST sustainability model.
- Utilize the West Coast NEST to market and support 500+ education programs and events.

Healthy Communities

This core priority focusses on all aspects of our region that make people and communities healthy and is grounded in research documenting the social determinants of health and belonging.

Coinciding with the Truth and Reconciliation Commission of Canada (TRC) holding its closing events in Ottawa, a group of Canada's philanthropic organizations prepared a Declaration of Action committing to ensuring that positive action on reconciliation will continue. The CBT signed the Declaration in 2016 joining the call to action to move forward in an atmosphere of understanding, dignity and respect towards the shared goal of reconciliation. The Declaration provides a framework for weaving together the CBT's actions and initiatives in the area of healing and reconciliation which are vital to community health and achieving the vision of the CBT. The CBT will continue to coordinate programs and events to create opportunities for healing and reconciling within and between communities building on the his̓inq̓iit regional gathering which was held in September 2017.

The CBT also delivers a suite of programs as a means of fostering a regional identity, belonging and inclusion. The CBT participates in Random Acts of Kindness Day to celebrate community connections and encourage a 'pay it forward' philosophy. The CBT administers and coordinates the Leadership Vancouver Island program which began as a leadership training program and has grown to foster regional connections via cross-community and cross-cultural relationships. Furthermore, the CBT can achieve the core priority of Healthy Communities through the Neighbourhood Small Grants program goals:

- connect and engage communities;
- share residents' skills and knowledge;
- built sense of ownership and pride;
- respect and celebrate diversity;
- build local capacity; and
- create lasting impact.

Although the scope of the priority is broad, a programmatic focus on food security encompasses many of the things that lead to health: a clean environment, employment, cultural relevance, education, and self-esteem. Since 2008, this program has helped vulnerable individuals and communities in the CSBR develop effective, community-based responses to food access challenges and increase the understanding of healthy, affordable food choices. Eat West Coast (EWC) is the CBT's food security initiative, supported by the Island Health Food Hub Program since 2012. In the past two years, EWC has focused on building relationships across organisations and communities around local priorities. In 2017, EWC was able to start supporting collaborative projects with these new partnerships and new funding sources, which will continue and expand into 2018. Priorities include strengthening food access networks, addressing food issues for children, emergency food planning (natural disasters) and recognition of west coast food security in ACRD priorities and strategic plans. The CBT also renewed its

contract with Island Health to continue coordination services for the Hub Program overall into 2018.

In 2017, the CBT became the fiscal host and coordinator of the Coastal Family Resource Coalition (CFRC), a multi-disciplinary network of service providers working towards improving child, youth, family, elder, and community health in the Clayoquot Sound Biosphere Region. The CBT has provided core funding to the CFRC for several years and have successfully collaborated on numerous community health projects. The overarching goal of the CFRC is to connect and share, identify areas to collaborate, integrate regional service activities, reduce duplication of work, and establish community health and health-related priorities.

As a part of the CFRC program and with funding provided by Decoda Literacy Solutions, CBT will support and coordinate literacy programs throughout the region. All literacy project proposals are approved by the Coalition and program ideas come from the communities.

INDICATORS FOR MONITORING PROGRESS (from Vital Signs)

- In 2013, the Food Bank on the Edge served an average of 96 clients/month; in 2014, usage increased to an average of 121 clients/month. Children represent almost 30% of those served.
- The obesity rate in our health region for people ages 18 and over is 19.1%.
- In our health region, 10.1% of respondents reported being moderately or severely food insecure.
- A comparison of 10 healthy food items showed that food prices were up to 17% higher on the west coast than they were for the same items in Port Alberni. The basket cost rose from \$31.73 in 2014 to \$36.31 in 2016.
- Only 2 of 8 CSBRR communities have grocery stores.
- 7 out of 8 communities have community gardens and 3 of 6 schools have gardens.
- 4.4% of the population is receiving income assistance (2011), significantly lower than the 2006 figure of 10.2%.
- The region's Living Wage is \$20.11 per hour. Our living wage is the second highest in BC, after Vancouver (\$20.62), and we are one of the only living wage communities that experienced a living wage increase in 2017.

DELIVERABLES

- Host 2 programs, 2 events, and 2 workshops that create space for healing and reconciling within and between communities.
- Convene the Eat West Coast network and support related activities through visits to all communities, 8 training opportunities and networking beyond the region at Vancouver Island food hub meetings and conference.
- Complete pilot coordination of the Vancouver Island food hub network by chairing three meetings and the strategic planning retreat, as well as supporting hub-wide projects.
- Develop the West Coast Farmer's Market Coupon program with local partners.

- Support local healthy school initiatives by building connections through the school garden working group, identify potential funding sources, and coordinating collaborative activities including a pro-d workshop.
- Develop the Eat West Coast garden to showcase locally-relevant sustainability solutions and provide a community friendly space at the CBT office.
- Coordinate and support the Coastal Family Resource Coalition to convene as a regional network, consultation and planning body for local service delivery by acting as the administrative and fiscal host. Host meetings in all communities.
- Plan and convene the Coastal Family Resource Coalition's eighth Coming Together Forum, a biennial regional planning meeting bringing together regional service providers, leaders and coordinators.
- Coordinate literacy activities, community literacy planning and actions on goals identified in the Vancouver Island Central West Coast - Decoda Community Report.

Youth and the Biosphere

Implemented in 2008, the Youth and the Biosphere priority initiates and supports projects that help youth gain greater insight into their connection to the Biosphere Region. In addition to annual scholarships delivered in partnership with Genus Capital Management, activities focus on involving youth with the CBT and providing opportunities for youth to get involved within their communities.

We believe that one of the best ways to learn about the CSBR is by experiencing it firsthand. For the ninth time, the CBT will deliver field trip funding to all schools in the region. Building on past successes, the CBT will continue its summer student program with the goal of hiring two local high school or university student interns. With funding from the Nuu-chah-nulth Education and Training Program (NETP), the CBT will hire at least one Nuu-chah-nulth student.

CBT will also facilitate connections with youth outside the region on two key themes – climate change and governance. CBT will continue to develop a partnership with Community Foundations of Canada (CFC) and the Students on Ice Foundation with the goal of developing programs and supporting youth exchanges. CBT will also participate in a SSHRC funded research project - Engaging Indigenous Youth Through Innovative Environmental Governance Arrangements. First steps on this project will include addressing local research protocols and document review.

INDICATORS FOR MONITORING PROGRESS

- 98% of youth surveyed felt they had people in their life who cared about them.
- 87% of youth surveyed, strongly agreed or agreed with the statement, "I am a happy person."
- In SD70, which includes the CSBR, the "six-year completion rate" for all students is increasing steadily. In 2014-15 the rate was 76.6% for all students (up from 73.4% in 2012-13) and 57.6% for Aboriginal students (up from 39.4% in 2012-13).

This compares to a provincial rate of 83.9% for all students and 63% for Aboriginal students.

- The Middles Years Development Instrument identifies that west coast students in grade 4 are thriving in terms of well-being, but by grade 7 the percentage of students with a low overall well-being more than doubled.

DELIVERABLES

- Support the ongoing development of the Connecting Students to Wildlife program as a framework to increase student success in spring 2018 and evaluate impact on student success.
- Co-coordinate the Youth Social Connectedness Grant program in partnership with Tofino Parks and Recreation, Westcoast Community Resources Society, and Tla-o-qui-aht First Nations youth program.
- Engage youth on all advisory committees and Board of Directors.
- Support one youth-led project at each high school that responds to local issues and needs; support the delivery of a regional youth conference.
- Continue to deliver the CBT/Genus Capital Management scholarship program.
- Implement recommendations from the scholarship program evaluation conducted in 2017.
- Continue to deliver the field trip program to all schools in the region.
- Hire and support two summer students (high school and/or university level) including one Nuuchahnulth student.
- Create opportunities for at least one local student to participate in the Students on Ice program.
- Complete document review and research protocol for the Engaging Indigenous Youth Through Innovative Environmental Governance Arrangements SSHRC project.
- Coordinate two regional CFRC Youth Workers Group meetings.

Research and Education Program

Consistent with the Lima Action Plan for UNESCO's MAB Programme (2016-2025), the CBT Research and Education program in 2018 will focus on building partnerships and facilitate research and deliver locally based education for sustainable communities in the following topic areas:

- community-based biodiversity monitoring,
- restoring and enhancing ecosystem services,
- fostering sustainable use of natural resources,
- building & evaluating sustainable, healthy, and equitable economies,
- demonstrating social-ecological systems thinking,
- facilitating experiential & participatory learning methods,
- integrating indigenous epistemology, and
- testing models of collaborative governance.

The key goals of this program are to build local knowledge capacity and share local stories to enable our collective reflection on lessons learned through the lens of sustainability science (social-ecological system indicators) and environmental education, using modern, open and transparent ways to communicate and share information.

Further to developing project partnerships with local community organizations, university researchers and instructors, CBT will continue to foster a strong learning culture among local environmental observers through hosting biannual meetings to discuss recent environmental changes and observations posted on the [LEO Network](#) on-line platform.

Living Wage

In 2015, the CBT published the first living wage calculation for the CSBR. A living wage is not only influenced by employers, but by economic and social policies that increase affordability for families (such as child care subsidies and public transit). The CBT updated the regional Living Wage in 2017 and presented the calculation to community stakeholders inviting discussion about how factors impacting quality of life can be positively influenced across the region.

Vital Signs

The biennial Vital Signs report has become a go-to source for local data and stories. In 2016, the CBT published the third Vital Signs report. A youth survey was delivered at both high schools in the region. In 2018, the CBT will produce and publish the fourth Vital Signs report, building on the living wage research and expanding our reporting on regional efforts that contribute to the UN Sustainable Development Goals. Key findings from the report will be presented to local First Nations and municipal governments with an aim to inspire meaningful conversations and specific action in priority areas.

Linkages with UN SDG's

The CBT 2016 Vital Signs report outlined local linkages with the 17 [United Nations Sustainable Development Goals](#). Specifically, we identified local initiatives that address poverty, fight inequality, improve education, support biodiversity, initiate partnerships and identify climate change solutions. The 2018 Vital Signs report will continue to highlight these linkages and identify shared goals to advance community sustainability while supporting international goals for sustainable development.

Remote Listening Station: Soundscape Project

The Sydney Inlet research cabin is now the base camp for the remote listening station, an innovative means to collect long-term monitoring data and engage locals and visiting researchers interested in acoustic ecology. The new infrastructure includes the installation of a song meter recording device and audio-remote sensing video camera to monitor the Sydney Inlet estuary ecosystem for comparative purposes and to measure significant changes in species over the long term. The Soundscape Project is a pilot demonstration of how to gather, index and use monthly sound recordings to create a composite soundscape of a representative 24-hour time period. In 2018, our objective is to facilitate more learning opportunities at the research cabin, support volunteer training to improve our sound data-base and enable live-streaming of sound on the CBT website.

Biosphere Reserve Management University Curriculum

This will be the third year CBT partners with Royal Roads University to deliver the course on *Sustainability in the Biosphere*, for the Master Degree program in [Environmental Education and Communication](#). The goal of this project is to model the integration of place-based experiences, shared by local knowledge and indigenous knowledge holders, and conceptual models that support sustainability science such as adaptive learning and resilience thinking.

The long term vision is to share the lessons learned from this pilot with other sites in the World Network of Biosphere Reserves and incubate the idea of a networked learning approach to academic curriculum and program development.

INDICATORS FOR MONITORING PROGRESS

- Value of biosphere research and education conducted within CBT- In 2017, sound recording data was used to support course content for Sustainability in the Biosphere university course, delivered 15hrs of University education in the Ucluelet Community Centre, 3 hrs on the Wild Pacific Trail & Big Beach, 4 hrs in the Toquaht government office, 10 hrs in the Tofino Botanical Gardens, 6 hrs within the Pacific Rim National Park and 6 hrs within the Kennedy Lake Flats.
- Partnered with Royal Roads University & University of Washington-Tacoma on NSERC PromoScience grant (value of \$60,000) to deliver over 15 hours of science education curriculum to local schools (Maaqtusiis High School & Wickaninnish Elementary School) & provide technical support for local marine monitoring initiatives (water quality testing and marine debris assessment kits)

- Supported Raincoast Education Society with PromoScience funds (\$5000) to extend their Lemmen's Inlet water quality analysis and coordinate public presentation on water quality monitoring.
- Disbursement of CBT grant funds to university researchers, education organizations and local schools - 2017 Research Award dispersed (\$20,000 + leveraged an additional \$15,000), Field Trip funds were dispersed (\$6000).
- Total value of Research and Environment Committee funding - All project funds were dispersed (\$20,000).
- Number of researcher visits to the Sydney Cabin- 8 site visits in 2017

DELIVERABLES

- Coordinate and communicate the 2018 Vital Signs report.
- Pilot a formalized data sharing partnerships for Vital Signs monitoring & reporting focused on the Ahousaht youth survey.
- Conduct the 2018 Youth survey with community partners.
- Coordinate and instruct the 2018 Sustainability in the Biosphere RRU summer residency.
- Explore opportunities for youth environmental monitoring training in partnership with universities and communities.
- Provide relevant data and support to community partners to aid research, program evaluation, and grant writing.
- Continue the remote listening station at the Sydney cabin and share findings with Ahousaht First Nation.
- Provide volunteer training for managing soundscape data-base.
- Co-author and publish a scientific research paper on the soundscape data.
- Convene a mini Science Symposium for *Celebrating the Biosphere* with presentations from three CBT Biosphere Award recipients.
- Present the short film on community resilience & higher learning, "*Bending the Curve*", at the 2018 Community Conservation Research Network Conference in Halifax, May 28 -June 2.
- Create a Living Wage webcast.
- Participate in the Canadian Commission Man and the Biosphere (CC MAB) Ecosystems Services Working Group.

Granting Programs

Impact Grants

The CBT will rebrand its annual Call for Projects to focus on identified regional needs with a goal to leverage higher impact in spring 2018. For the first time since 2008, the funds available will be increased to \$80,000. Grant size is intended to be \$15,000 - \$20,000 with the goal to support longer term projects or partnership projects. The funding opportunity will be communicated extensively in all communities and training will be offered on the new online grant application system. Priority will be given to programs that link to the CBT's core priorities and respond to the needs identified in Vital Signs.

Advisory Committee Discretionary Funding

The CBT benefits greatly from the volunteer commitment of more than 50 advisory committee members. These dedicated people provide direction on our funding programs and activities. The four committees are: Youth and Education, Research and Environment, Culture and Events, and Community Development. Each advisory committee will be resourced with \$25,000 which may be awarded as small grants, used to support training or to implement committee-led projects.

Biosphere Research Award

The goal of this award is to attract, sustain, and further academic research in the CSBR. For the fourth year, the \$20,000 grant will be awarded to a project that addresses local research priorities as defined by the Research and Environment Committee.

Neighbourhood Small Grants

The Neighbourhood Small Grants program is based on a simple but powerful idea: when people feel a sense of connection and belonging to their neighbourhood, they are more likely to be engaged in activities that make it a better place to live. Small grants will be available for projects initiated and undertaken by local residents with a focus on capacity building.

Scholarships

CBT and Genus Capital Management continue to commit to educational excellence in the Biosphere Region through the scholarship program. The scholarship policy recognizes a wide range of accredited educational options for graduating students in the Biosphere Region. In 2017, staff conducted a review of the scholarship program and will implement the resulting recommendations as supported by the Board.

DELIVERABLES

- Implement online grant information system for January, 2018 and provide training and support to organizations during the transition.
- Work with advisory committees to deliver discretionary funding program.
- Successfully deliver all streams of funding.
- Host grant writing workshops across the region for different grant streams.

Leadership

Board of Directors

The strength of the CBT stems from its regional governance model that invites participation of all communities. The Board will strive to engage all communities at the board level and to host a meeting in each community over the course of the year. The Board will continue to engage non-voting board advisors as a means of maintaining relationships with the Province of British Columbia and the Government of Canada. In 2018, the Board will conduct its biennial self-assessment.

Reconciliation in Action

The CBT has signed on to Canada's philanthropic community Declaration of Action a means of moving forward in an atmosphere of understanding, dignity and respect towards the shared goal of reconciliation. The Declaration provides a framework for weaving together the CBT's actions and initiatives in the area of healing and reconciliation, which are vital to community health and achieving the CBT's vision. The Pessamit Call for Reconciliation, made by the Canadian Biosphere Reserves Association (CBRA) in June 2017, further reinforces the commitment of CBT to the efforts and potential of reconciliation consistent with the UN Declaration of Rights of Indigenous Peoples and the Lima Action Plan. The CBT will produce a short video and reflection paper to capture the his̓nq̓w̓iit regional gathering experience and lessons, and to amplify efforts within the region and within its national networks.

Program Audit

In 2015, the CBT worked with the Social Planning and Research Council of BC to conduct an independent program audit as defined within the CBT's bylaws and the Canada Fund Agreement. This follow-up evaluation will be based on the established performance measurement framework and will complement the 10-year review to be conducted in accordance with the Canadian Commission for UNESCO in 2020.

Training Opportunities

The CBT will host and deliver training to benefit local leaders, organizations and communities including a LIRN BC evaluation workshop for grantees and the 'Critical Role of the Chair' training offered by Vantage Point. Recognizing that professional development opportunities are rarely available locally, the intention of these sessions is to bring recognized trainers to the region to build capacity within the scope of the CBT.

National and International Networks of Biosphere Reserves

The CBT plays an important role in national and international networks of biosphere reserves and contributes to work at all scales consistent with the Lima Action Plan. The CBT will actively participate in the CBRA as a member of the Board of Directors and the Executive Committee. CBT will also participate with all Canadian BRs Pathways to Target 1 project led by CBRA and funded by Environment and Climate Change Canada.

CBT will also begin preparations for the 2020 UNESCO periodic review. The review will be composed of a self-study, as well as a site visit by independent reviewers. In 2018, the CBT will begin to draft its self-study document to summarize projects and impacts since 2010. Particular focus will be made to creating updated zonation maps and piloting an ecosystem services assessment tool.

The CBT will continue to welcome delegations from other Canadian and international biosphere regions.

Community Foundations of Canada

The CBT will continue its membership in Community Foundations of Canada (CFC) which provides a number of specific benefits related to granting and coordination of the Vital Signs program, as well as fund development and leadership initiatives. CBT will participate in training and networking opportunities, and seek opportunities for CBT Board to engage in fund development training.

CBT, in partnership with the Victoria Foundation, will explore and pilot a Vancouver Island Neighbourhood Small Grants Regional Network to develop a consistent approach to grassroots granting across the Island. Next steps include raising awareness of the NSG goals and process within other community foundations on Vancouver Islands and identifying opportunities to train and support other groups with support from Vancouver Foundation.

DELIVERABLES

- Support participation of all communities on the Board of Directors.
- Strive to host board meetings in each community and provide meaningful opportunities to bring communities together.
- Conduct the biennial board self-evaluation.
- Offer local training opportunities including the LIRN BC workshop and Vantage Point.
- Work with independent credentialed auditors to conduct the second CBT program audit as per CBT bylaws and the Canada Fund Agreement.
- Participate in national and international network of Biosphere Reserves consistent with the Lima Action Plan.
- Produce a short video and reflection paper to share the experience and lessons of the his̓inq̓wiił regional gathering as part of the Canadian Commission for UNESCO Reconciliation in Action series.
- Participate in the Pathways to Target 1 2017 – 2020 project led by CBRA.
- Prepare for the 2020 UNESCO periodic review by creating updated zonation maps and piloting an ecosystem services assessment tool.
- Continue CFC membership and attend training opportunities with a particular focus on fund development training for Board and staff.
- Coordinate with the Victoria Foundation on the development phase of the Vancouver Island NSG Regional Network.

Administration

Fund Development

The CBT will review and update the 2015 Fund Development Action Plan with a view to building capacity to engage interested Board. This plan takes into consideration the role of a community foundation and provides a basis for expanding the CBT's ability to support itself organization and others through mechanisms such as endowment funds. The CBT will continue to educate individuals and community organizations about the ability to establish funds under the community foundation umbrella by presenting endowment options to five groups in 2018. Staff will also share fund reports with all fund holders in 2018 and continue to develop fund tracking expertise. CBT will consider a managed fund policy as a means of meeting the needs of local organizations.

Communications

The CBT will continue to communicate the values of UNESCO Biospheres, and the role and vision of the Trust, as well as its work in the Clayoquot Sound communities, via the website, the social media (Facebook, Instagram and Twitter) and local networks. The main goals are to share and connect with people, to promote the CBT's programs, events and grants, and to stay active and consistent in our communications.

Regional Program Administration

In recent years, the CBT has become the administrative and fiscal home to a number of regional programs. These programs support the CBT mandate and create opportunities for community engagement while leveraging the CBT's administrative abilities. Programs include Leadership Vancouver Island, West Coast NEST and the Coastal Family Resource Coalition.

Office Space

The office space at 316 Main Street in Tofino is an effective base of operations for delivering programs and projects to all of the CSBR communities. This high-visibility location is easily accessible and central within the region. The office has also proved valuable for reaching out to visitors who seek information about the Biosphere Region and provides researchers with a base from which they can access Clayoquot Sound. The office is also home to the research library and archive. The CBT will continue to operate the space as a community asset.

Grants Management Systems

Essential to the role of grantmaking is record keeping. The CBT will implement an online grants management system that allows grantees, volunteers and staff to streamline processes and increase rigor. The new system will also allow increased

impact and outcome measurement. The CBT website and communications will be updated to incorporate the new system.

DELIVERABLES

- Update the 2012-14 communications plan and develop a communications guidelines strategy (internal and external) including an annual calendar of events.
- Implement the grant management system and update all communications accordingly.
- Modernize and revise the CBT website.
- Continue to communicate all CBT granting programs via our monthly newsletters, our website and social media, in local newspapers (and other publications) and local radio.
- Continue to communicate our research programs and publications such as Vital Signs and Living Wage.
- Continue to promote and share special events like Random Acts of Kindness Day and Giving Tuesday.
- Update the UNESCO Man & Biosphere logo and determine usage.
- Update and Implement the Fund Development Plan and seek training for staff and Board.
- Present endowment options to five organizations in 2018 and support their fundraising work.
- Provide fund reports to all fund holders and continue to develop fund tracking expertise.
- Consider a managed fund policy as a means of reaching the needs of local organizations.
- Continue to operate the Tofino office as a community asset.
- Continue tenancy arrangement for basement of building.
- Collect ongoing program evaluation data and grant impact and outcome data.

2018 – 2020 Budget

Budget Area	2018	2019	2020
Priority Programs			
Biosphere Centre	15,000.00	5,000.00	5,000.00
West Coast N.E.S.T	27,000.00	17,000.00	17,000.00
Healthy Communities			
Eat West Coast Network	7,500.00	3,000.00	3,000.00
- Community Wellness Grant	4,700.00		
- Poverty and Food Security Action Grant	6,444.00		
Coastal Family Resource Coalition - Coordination	59,404.00	40,200.00	40,200.00
- CFRC Communications	6,880.00	0.00	0.00
- CFRC Literacy	35,380.00	25,000.00	25,000.00
Celebration of the Biosphere	3,000.00	3,000.00	20,000.00
Youth and the Biosphere	3,000.00	3,000.00	3,000.00
Students on Ice	14,000.00	14,000.00	14,000.00
Field trip program	6,000.00	6,000.00	6,000.00
Research and Education	1,000.00	1,000.00	1,000.00
LEO Network	1,000.00	1,000.00	
Vital Signs	14,000.00	5,000.00	14,000.00
Remote Listening Station - Soundscape	5,000.00	3,000.00	3,000.00
Sustainability & Biosphere RRU	1,000.00	1,000.00	1,000.00
Impact Grants	80,000.00	90,000.00	100,000.00
Biosphere Region Research Award	20,000.00	20,000.00	25,000.00
Scholarships	21,000.00	24,000.00	27,000.00
Events & Training	3,000.00	3,000.00	3,000.00
Neighbourhood Small Grants	12,000.00	30,000.00	30,000.00
Committees			
Community Development	25,000.00	25,000.00	25,000.00
Culture & Events	25,000.00	25,000.00	25,000.00
Youth & Education	25,000.00	25,000.00	25,000.00
Research & Environment	25,000.00	25,000.00	25,000.00
Committee Logistics	4,500.00	5,000.00	5,000.00
Community Projects			
Leadership Vancouver Island	18,000.00		18,000.00
TOTAL PROGRAMS	468,808.00	399,200.00	460,200.00
Payroll and Staff Expenses			

Wages/Salaries – Employees	359,125.00	370,000.00	380,000.00
Contract services			
El Expense	5,740.00	5,800.00	5,900.00
CPP Expense	12,453.00	12,500.00	12,800.00
Medical Services Plan	3,600.00		
Extended Health	20,000.00	21,000.00	22,000.00
WCB Expense	750.00	800.00	850.00
RRSP Contributions	34,132.00	36,000.00	37,000.00
Professional Development	6,000.00	8,000.00	7,000.00
TOTAL PAYROLL & STAFF	441,800.00	454,100.00	465,550.00
Administrative Expenses			
Reconciliation deviations	50.00	50.00	50.00
Professional Services – Bookkeeping	13,200.00	14,400.00	15,000.00
Professional Services – Accounting	8,500.00	8,600.00	8,700.00
Professional Services – IT	1,000.00	1,000.00	1,000.00
Professional Services – Legal	3,500.00	3,500.00	3,500.00
Professional Services - Program Audit	5,000.00		
Advertising and Promotion	3,500.00	3,500.00	3,500.00
Board Expenses	7,000.00	7,000.00	7,000.00
Board Retreat &/or Travel	4,000.00	4,000.00	4,000.00
Cabin Maintenance	3,000.00	3,000.00	3,000.00
Canadian Biosphere Reserve Association	500.00	500.00	500.00
Community Foundations of Canada	5,500.00	5,800.00	6,000.00
Courier and Postage	700.00	700.00	700.00
Dues, Subscription Fees & Licenses	5,500.00	5,500.00	5,500.00
Fundraising	2,000.00	2,000.00	2,000.00
Hospitality	2,000.00	2,000.00	2,000.00
Insurance	9,000.00	9,000.00	9,000.00
Interest or bank/credit card charges	100.00	100.00	100.00
Website & Communications	5,000.00	1,000.00	1,000.00
Miscellaneous Expenses	300.00	300.00	300.00
Office Equipment	4,000.00	4,000.00	4,000.00
Office Supplies & Cleaning	5,400.00	5,400.00	5,400.00
Penalty Fees	100.00	100.00	100.00
Printing	2,000.00	2,000.00	2,000.00
Rent	45,600.00	46,800.00	48,000.00
Telephone & Internet	8,000.00	8,000.00	8,000.00
Travel - Regional	5,500.00	5,500.00	5,500.00
Travel - National	5,000.00	5,000.00	5,000.00
Travel - International		7,000.00	
Utilities	100.00	100.00	100.00

TOTAL ADMIN. EXPENSES	155,050.00	155,850.00	150,950.00
Fund Management Expense	68,000.00	73,000.00	75,000.00
Total Expenses	1,133,658.00	1,082,150.00	1,151,700.00
Revenue			
Rent Income	19,800.00	20,000.00	20,600.00
Education Fund - Genus	3,000.00	4,000.00	4,000.00
Canada Fund	635,000.00	650,000.00	670,000.00
Leadership Vancouver Island	18,000.00		18,000.00
Fundraising and fund development	237,894.00	221,650.00	234,600.00
Rural Dividend Fund	20,000.00		
Island Heath contract	7,500.00	7,500.00	7,500.00
Field trip funding	6,000.00	6,000.00	6,000.00
Events & training	20,000.00	24,000.00	28,000.00
Vancouver Foundation NSG	8,000.00	28,000.00	28,000.00
Royal Roads University	8,000.00	8,000.00	8,000.00
CFRC - Coordination	53,404.00	40,000.00	40,000.00
CFRC - Literacy	6,880.00	0.00	0.00
CFRC - Communications	35,380.00	25,000.00	25,000.00
Program Admin Cost Recovery	8,000.00	10,000.00	15,000.00
Program Coordination Cost Recovery	46,800.00	46,800.00	47,000.00
Total Revenue	1,133,658.00	1,090,950.00	1,151,700.00

Appendix A – 2018 Board of Directors Meeting Schedule

February

Thursday, February 8, 2 - 4 pm

Hitacu

April

Thursday, April 12, 1 – 5 pm

Opitsaht

May 24

Thursday, May 24, 1:00 – 4:00 pm

ACRD

Key topics: 1st quarter financial statements, Call for Projects, scholarships, approval of financial statements

June

Annual General Meeting

Thursday, June 14, 11:00 am – 3:00 pm

Tofino

Key topics: fund manager's report, auditor's report, annual report

July/August

To be scheduled as required.

Hesquiaht

September

Thursday, September 13, 11:00 am – 3:00 pm

Ahousaht

Key topics: 2nd quarter financial statements, mid-year budget adjustments, Board self-evaluation

October

Thursday, October 25, 1:00 pm – 4:00 pm

Macoah

Key topics: business plan and budget outline; 3rd quarter financial statements

December

Thursday, December 6, 10:00 am – 12:00 pm

Ucluelet

Key topics: approve business plan, holiday event

Appendix B – Cost of Living Adjustment (COLA) Calculation

One of the primary objectives of the Business Plan is to grow the Canada Fund while allowing for ongoing funding of local programs and projects in support of the Clayoquot Sound UNESCO Biosphere Region designation and CBT’s vision and mission. Effective fund management has been a focus of CBT since its inception. A careful approach to fiscal management is reflected in this plan and its accompanying budget. The organization is confident that the strategic asset allocation meets the need for balancing growth and risk exposure.

The status of the Canada Fund is summarized below.

Table 1. Fund Status as of January 1, 2018

Original Fund Value (May 5, 2000)	\$ 12,000,000
The current market value of the Fund December 29, 2017	\$ 17,839,321
Funding agreement obligation as of December 31, 2017 (\$12,000,000 plus cost of living adjustment)	\$ 16,488,936
Surplus (deficit) above COLA before expenses	\$ 1,350,385