

CLAYOQUOT BIOSPHERE TRUST  
BOARD OF DIRECTORS MEETING  
DRAFT MINUTES

1:30 p.m. – 4:00 p.m.  
Thursday, April 12, 2018  
Meares Island Cultural Centre, Opitsaht

Present: Hannah Nicholls, Rebecca Henn, Alan McCarthy, Tammy Dorward, Cathy Thicke, Renee Wissink, Mary Toews, Geoff Lyons, Ashley Ireland, Naomi Mack, Tracey Parker (phone)

Staff: Rebecca Hurwitz, Nicole Gerbrandt, Laura Loucks, Colin Robinson

### 1. Introductory Remarks

The meeting began at 1:30 p.m with introductory remarks from Tammy, sharing Nuu-chah-nulth words for “it’s a beautiful day.”

Tracy Parker (Environment Canada) joined the meeting by phone.

Introductions around the table.

### 2. Review of consent agenda

**Motion to approve the consent agenda with removal of item 2d Investment committee meeting minutes so that the board can discuss in greater detail. Carried by consensus.**

Rebecca Hurwitz then summarized the In Camera section of Investment committee meeting minutes, explaining that the CBT is satisfied with Genus performance at this time, and that Rebecca will invite JP to present Impact Investment opportunities at the AGM.

**Motion to amend the Investment Committee meeting minutes as presented by Rebecca. Carried by consensus.**

### 3. Director updates

This was an opportunity for Directors to provide a short update on items that relate to the CBT.

### 4. West Coast NEST Presentation

#### *Review of 2017-18 NEST Activities*

Nicole Gerbrandt, Education Coordinator presented an overview of West Coast NEST 2017-18, explaining how the learning economy and educational tourism has been a desire in many local circles since the tourism boom. In 2015 communities came together and began planning the project, and 2016 saw the branding and development of westcoastnest.org. In 2017 Rural Dividend funding provided support for the Education Coordinator position. In 2018, NEST received further Rural Dividend support for 2018 - 2020.

Nicole reviewed the website and the contractors who contributed to the branding, design, and web elements. The site is geared towards tourists, but also local community members. She explained the regional partner organizations (such as CBT, Raincoast Education Society, SKILS) and walked the board through the Communities, Courses, and Events tabs/function of the website, as well as search filters allowing users to search for offerings by date and interest. To date NEST has listed over 150 courses 500 events. The reality is that tour operators, educators, etc. are too busy to populate the website on their own and she spends a big part of her time populating the information.

Nicole discussed social media, web promotion, site analytics (sessions and bounce rate), and the Google Ad words campaign. Instagram and Facebook campaigns show increasing numbers for online engagement. Nicole also explained in-person marketing efforts, which included two conferences.

She then shared a few of the programs that received funding through NEST, which included a Raincoast and UVic geography program, the Aauuknuk Lodge First Nations tourism training project, and the Pacific Rim Leadership Centre.

#### *Discussion of programming moving forward*

There will be an increase in part time communications and social media support. There will be a development of partnerships and programs with Royal Roads Biosphere Field School, USS Outdoor Education Semester, Aauunuk Lodge training, Critical Incident Stress Management (Justice Institute). Other partners are sought for programming in the areas of Grant Writing, Cultural Awareness. Tammy Dorward elaborated on Cultural Awareness and advocated for making this a bigger part of NEST.

Nicole reviewed the 5 year financial sustainability model and the strategies by which NEST could fund itself over time.

Rebecca Henn asked for some elaboration about the financial planning and model.

Cathy Thicke suggested that the Destination Marketing Organization (DMO) does not understand the non-traditional approach of the NEST and that their traditional approach is to go to marketing. We need to be educating and re-explaining these new models.

Renee Wissink agreed that the low uptake/understanding of NEST-like programs even after presentations on the topic, despite that we already have more visitors than we can handle (i.e. people can't find places to stay). How do we focus on improving the quality of visitors and visits? It's through NEST type programs.

Ashley Ireland said she was at a hospitality and tourism roundtable that suggested Tourism Tofino could attract more industry-specific specialized skilled labour. Maybe this is a potential area of collaboration for NEST.

Tammy Dorward explained that Tla-o-qui-aht and other local communities can supply skilled labour, and that resources should be put towards developing local capacity. TFN has a new Education Coordinator who would like to collaborate.

Nicole asked the board how to increase awareness and understanding of the NEST/

Hannah suggested partnering with events already happening (e.g. Feast, add a foraging component for example, or whalefest, and double up on marketing that way).

Rebecca Henn suggested that we hone back in on what is the intention of nest, look at the opportunity for development of fee for service vs. free marketing... how to demonstrate the value of educational marketing.

Renee Wissink explained that we need to go out there and sell exactly what NEST is: go and have coffee with key individuals to “hammer home” what this is, how it’s different, how it’s valuable

Mary Toews added that there is no shortage of people or interest learning when they’re here. She also explained that we are also looking to fill the shoulder seasons, utilize resources when they are underutilized.

Geoff Lyons complemented Nicole on the work she’s doing, especially the university group from Japan.

Ashley advocated that NEST utilize Twitter, as the platform is more geared towards education and more intellectual/content-rich dialogues.

Cathy contributed that even as a board member she doesn’t fully know what exactly NEST is, and that we do need to continue to define and reiterate our message. She emphasized the importance of the Board needing to work to stay educated and in the know about what NEST is up to and to use their roles and positions to help develop the NEST network.

Tammy suggested that First Nations language, land, traditions, roles and responsibilities are not fully reflected in the NEST project. She asked if this because of the lack of participation from the communities.

## **5. Nuu-Chah-Nulth Education and Training Program**

**Motion to support the Nuu-chah-nulth Employment & Training Program Summer Youth Employment application to support a Communications and Office Assistant training position, and that the Clayoquot Biosphere Trust support this project through its duration approved by consensus.**

**Motion to support the Nuu-chah-nulth Employment & Training Program Special Projects application to coordinate Critical Incident Stress Management training, and that the Clayoquot Biosphere Trust support this project through its duration approved by consensus.**

## **6. Vital Grants Recommendation**

Dr. Laura Loucks, Research Director, acknowledged the effort of Faye and Rebecca to bring the new online granting system into our granting process. Vital Grants was a brand new funding stream this year, and also the first grant fully administered online. Vital Grants was developed in response to the grants review process last year, which suggested moving away from funding

many small projects, instead funding fewer, bigger projects for high impact change, transformation, and solutions for complex sustainability issues.

She reviewed the language used on the application, the two-stage review process and advisory committee, the total amount requested (approximately \$235K, 12 applications), and the amount available (\$80K, 4 applications).

The recommended projects were:

*Tla-o-qui-aht Men's Group:* Partnership with Tla-o-qui-aht First Nation, the Vancouver Island Health Authority, and the West Coast Community Resources Society. The project focuses on cultural regeneration and men's health services to facilitate healing journeys.

*Raincoast Field School at Ucluelet Elementary School:* Conditions were right for a 1-year pilot to take lessons learned from Wickaninnish Elementary school and scale up regional impact of youth environmental education.

*Carving on the Edge - Putting the future in the hands of our children:* Partnership with Tla-o-qui-aht, building youth and language components to the demonstrated success of the Carving Festival.

*Surfrider Ahousaht Chapter and Remote Cleanups:* Proposing to pilot a chapter in Ahousaht, facilitating youth training onsite in Ahousaht and further remote cleanup opportunities.

There was strong consensus from the advisory committee on all these projects. The committee requested that the Board approve these recommended projects before outlining the next steps once approved.

Cathy explained that this is great news story here and we want to make sure that it is communicated properly. She thanked Laura for the presentation and hard work on the grant review.

**Motion to approve the 2018 Vital Grants recommendations provided by the advisory committee and the resulting next steps approved by consensus.**

## **7. Tofino Swimming Pool Fund**

Rebecca Hurwitz overviewed recent developments with the Tofino Pool Society. In September they approached CBT about starting a fund. In December, they came to agreement on a draft deed for an internally designated fund. In March, Rebecca convened a meeting between Pool Society and Multiplex Society, which went respectfully. After the meeting, some members of the Pool Society expressed via correspondence they felt the meeting minutes did not accurately reflect what happen in the meeting. The letters were inflammatory in tone, sent to CBT and with members of local and regional government copied, resulting in an escalation and politicization of dialogue. CBT met with the Pool Society in early April, during which time the Pool Society explained that they had internal conflict and have decided not to pursue development of the fund anymore, returning the money raised to the donors. The process had become overly political for the volunteers and they explained they couldn't compete with the Multiplex Society.

The board thanked Rebecca for handling a tricky issue and managing well the reputation of CBT and its staff around the community.

### **8. Board Training Update**

Cathy expressed that the discussion and training was very balanced and well rounded, adequately discussing generative and fiduciary responsibilities of board. She explained the CBT board must ensure the mission and value statements are being spoken to. She commended Laura on her Vital Grants presentation demonstrating the mission and value statements. She explained how board members need to be ambassadors of the organization. When it is the right time to speak about funding, lack thereof, or changes required, we should be prepared to do so.

Cathy referred the group to her notes from the workshop and a series of slides.

Rebecca added that the CBT Board seldom has time for the generative discussions about projects and vision and suggested that more time is needed for the May meeting to ultimately leverage the board's knowledge and engage the board more deeply.

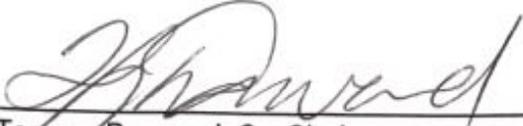
### **9. In camera discussion- Executive Director Performance Review**

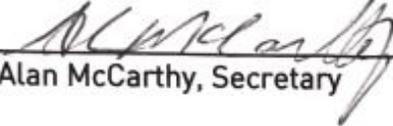
The board initiated the executive director performance review process.

### **10. Adjourn**

The next CBT board meeting will be held May 24<sup>th</sup> (location to be confirmed).

I hereby certify these minutes to be true.

  
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Tammy Dorward, Co-Chair

  
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Alan McCarthy, Secretary