

CLAYOQUOT BIOSPHERE TRUST
BOARD OF DIRECTORS MEETING
DRAFT MINUTES

Thursday, April 22, 2021
10:00 a.m. – 1:00 p.m.
By video conference

Present: Nicky Ling, Ruth Charleson, Mike Davis, Hannah Nicholls, Anne Mack, Elyse Goatcher-Bergmann, Dave Tovell, Toni Buston, Mary Toews, Denise Koshowski
Staff: Rebecca Hurwitz, Colin Robinson, Brooke Wood, Faye Missar, Nicole Gerbrandt
Guests: Andrea Gruck, Maureen Reed

Nuu-chah-nulth word of the meeting: Anne shared a Nuu-chah-nulth word huyaaqim(th) meaning Flying Geese moon, referring to the moon/month of April.

Policy of the meeting: Bylaws regarding officer positions

1. Welcome and introductions

Nicky opened the meeting with an acknowledgement of the multiple passings recently in our communities. She also acknowledged that it is Earth Day and encouraged us to do something for the Earth. Introductions were made and a common theme was the beautiful sunny weather we've been having.

2. Consent agenda

- a. Approval of the agenda
- b. Board of Directors meeting minutes March 4, 2021
- c. Executive Committee meeting minutes April 13, 2021
- d. Correspondence
 - i. District of Ucluelet re: appointment March 17, 2021
 - ii. Ministry of Indigenous Relations and Reconciliation and the Ahousaht First Nation regarding the AHP-CII-UK Memorandum of Understanding

The Board asked Rebecca to invite Ahousaht to present the AHP-CII-UK Memorandum of Understanding once the agreement is public as a means of regional information sharing.

Motion to receive the appointment of Toni Buston by the District of Ucluelet effective March 17, 2021 carried by consensus.

Motion to approve the consent agenda with small correction to the past meeting minutes carried by consensus.

3. Director updates

Directors provided updates on items that relate to the CBT.

4. Granting update

Rebecca presented an update on the annual granting processes, noting that Discretionary, Vital, Biosphere Research Award, and Neighbourhood Small Grants have all closed and we have a good response with manageable numbers of applications. She then led a discussion about how the CBT is committed to ensuring our grants reduce inequities in the region not only through the projects they fund, but also by the grant-making policies and processes themselves. She referenced specific cases from applicants this year, exploring how they do not comply with CBT policy, but how the policy is not be aligned with community context. Staff made the following recommendations:

- a. Policy 8.2.2.3 should be revised based on our learning that non-qualified donees may prefer to work with partner organizations, rather than the Nation in whose territory a program is being delivered.
- b. The Arts and Culture committee can choose to fund the CFRC Literacy project as a committee-identified project up to \$5,000.
- c. The CBT board direct staff to develop a plan to review our granting program and policies with an equity lens. This process would include learning opportunities for the board and staff, committee input, and feedback from the periodic review that would be brought together in our 2022 strategic planning and budgeting process. During this process, further consideration should be given to the eligibility of regional programs coordinated and administered by the CBT.
- d. The Language Keepers Society application move ahead to the staff and committee evaluation stages and if recommended for funding, the CBT board and staff can work with the proponent to ensure the grant is awarded in alignment with our policies.
- e. The Barkley Community Forest Corporation application move ahead to the committee evaluation stage and if it is recommended for funding, the CBT board and staff can work with the proponent to ensure the grant is awarded in alignment with our policies.

The board agreed that the spirit of the recommendations and the adaptive nature of the process, while prioritizing our ability to meet legal and regulatory requirements.

Motion to support the staff recommendations carried by consensus.

5. Education Award update

Faye presented education award program feedback gathered from CBT staff and Board members, as well as local secondary school staff resulting in policy revisions that are suggested for this year.

She shared tables of actions we could take in the future, actions we will take in 2021, and associated policy revisions, all with the goal to move the education awards to a more needs-based program, in the spirit of taking a more equitable approach in CBT's overall granting process. She presented specific policy revisions with goals that include:

- Incorporating specific information about the student's financial need
- Mitigating the weight that grades are given when community involvement and references are comparably strong; Faye noted this is a carryover from the earlier more academically-biased scholarship policy and does not reflect the realities of merit, home-life and background of students. She suggested removing grades from the committee review, provided the student had been accepted to a post-secondary program
- Mitigating bias towards students known to committee reviewers by blacking out identifiers in the evaluation process
- Mitigating the fact that a few students often end up receiving the majority of regional scholarships (e.g. multiple students who have received CBT awards in past years then also received the \$52K Pacific Rim Foundation award)

The board discussed how these recommended change are well-founded and aligned with making CBT a more responsive and community-grounded grantmaking organization.

Motion to support the staff recommendations carried by consensus.

6. Biosphere Centre status update

Bob Prenovost, project manager, provided a verbal report in addition to the enclosed status update on the Biosphere Centre development. He noted that we're preparing for the highly technical second reading of our Zoning Bylaw Amendment. Preparation activities include parking and traffic studies, civil servicing brief, and a housing agreement with the District of Tofino. He shared opportunities and constraints associated with activities and summarized conversations with the District to date.

He then introduced the Capital Campaign element of the project, acknowledging the good work of the Market Survey Task force for engaging thought leaders and potential donors in a study. Next steps following rezoning involve looking at first construction steps, exploring social procurement, and developing a detailed schematic design with MOTIV Architects. The board discussed how the spike in building costs associated with the pandemic might impact the estimated costs of construction for the capital campaign.

7. Biosphere Centre Capital Campaign Market Survey Report

Gina Cuthbert and Douglas Nelson, The Discovery Group, presented their initial findings from the capital campaign market survey and the resulting next steps. Gina summarized the methodology and findings. Methodology include reviewing 5 years of giving history to CBT, review of documentation (plans, policies, job descriptions), and conducting 15 interviews conducted via zoom. She noted that the pandemic did impact the process and rate/content of the responses. She reviewed themes from in-region and out-of-region interviewees. Key findings included:

- CBT is a trusted and effective organization in the region

- Stakeholders are interested in CBT's work for a wide range of reasons, which increases the complexity of engagement and communications
- The case for support must articulate a stronger, clearer, charitable purpose
- Interviewees were unanimous in the need to design and construct the Biosphere Centre to a high level of sustainability (very strong response)
- \$10M cost was thought to be out of proportion with the amount of financial support available.
- Sensitivity is needed if naming opportunities within the Biosphere Centre are offered
- CBT will require significant focus on assembling the necessary volunteer leadership for the proposed campaign
- Interviewees felt the timing of the campaign must be very carefully considered

Doug shared recommendations, walking through the case for support and suggesting what we should do now. The recommendations are:

- The case for support needs to be re-written and do a re-test with a new test set of donors; The Discovery Group is already working on this
- With the new case, TDG estimates a maximum fundraising target of \$3M, could be increased to \$4M if a \$1M gift could be achieved
- CBT may wish to consider augmenting public-facing activity within the building
- CBT should carefully consider its decisions with respect to the sustainability of the Biosphere Centre's design and construction
- CBT may wish to consider delaying the start of the fundraising campaign until such time as the re-zoning is approved
- CBT should immediately focus on developing and executing a targeted engagement strategy

Doug noted this was probably among the most challenging time possible to carry out the campaign – due to pandemic and the Tofino by-election. However, the overall reputation of CBT is very strong and will be the base for the rest of the project to stand on. Board members discussed how similar themes found by TDG also came up in conversations with friends and community members. The group thanked Doug and Gina for their report and looks forward to working with them on the recommendations.

8. 2020 Financial Statements

Ben Capps, Smythe CA presented the 2020 draft financial statements for approval. Ben walked the group through the statements. He reviewed the letter from Smythe that stated that all the statements as of December 17, 2020 are sound and in compliance with the BC Societies Act.

He shared notes to the financial statements, explaining first a summary of CBT and its significant accounting policies, noting that CBT policies are well aligned with operations. The Government assistance section is new this year because of COVID-19. Property and Equipment is up because of the purchase of the property at 301 Olsen, as well as deferred contributions for the new Biosphere Centre.

Rebecca and Ben thanked Verena for her management of the process this year.

Motion to approve the 2020 financial statements carried by consensus.

9. 2020 Annual Report

Rebecca and Nicky presented the 2020 draft annual report for review and approval. Rebecca explained that the document will be designed into a digital report following approval of the content.

Motion to approve the 2020 annual report carried by consensus.

10. West Coast N.E.S.T. program recommendations

Nicole Gebrandt presented recommendations from the West Coast NEST program review virtual open house that was hosted on April 21, 2021. She summarized the event in which they reviewed the development of the NEST, guiding principles, highlight activities, revenue streams and financial sustainability. All regional partners were invited and First Nations chiefs and councils as well as municipal councils.

Nicole shared the benefits that NEST brings to the region and activities that NEST could do more of to support education and training in the region. She then shared options discussed by attendees for the NEST program moving forward. It was recommended that CBT provide a base amount of \$38K from Canada Fund surplus for the rest of this year, and staff will continue to apply for grants for additional program. Rebecca noted that there is currently approximately \$700K in COLA surplus to support this cost for the year. Attendees at the program review showed interest in a regional advisory committee for the NEST and Rebecca noted this could be revisited prior to planning for 2022.

Motion to authorize transfer of \$38K from the surplus in the Canada Fund endowment to the West Coast NEST fund carried by consensus.

11. West Coast Multiplex Fund Agreement

Rebecca presented the draft terms of reference for a new internally restricted fund to support the planning, construction, maintenance, and future upgrade of the West Coast Multiplex and all associated amenities. She explained how the fund will be established with an initial contribution from the West Coast Multiplex Society and will be used to pool gifts towards the capital project. The CBT will manage the funds within the terms of the agreement. The funds will be gifted back to the multiplex society at the time of construction or, in the event that the society disbands and no construction occurs, be used to support multi-sport bursaries.

Motion to approve the establishment of the West Coast Multiplex Fund as per the enclosed terms of reference carried by consensus.

12. Nuu-chah-nulth Employment & Training Program Application

Rebecca shared that the CBT will not be submitting an application this year.

13. Neighbourhood Small Grant update

Brooke Wood provided an update on the Neighbourhood Small Grants program locally, as well as Vancouver Island wide network. She noted that the program is currently booming with 30 applications received this year.

14. Executive Director performance review

Hannah requested that input to Rebecca's annual performance review be provided via SurveyMonkey before May 7th.

15. New business

There was no new business.

16. Adjourn

Motion to adjourn.

The next CBT Board meeting will be held Thursday, May 27th by zoom.